



## Final Report

The Study of Satisfaction Survey on CAAT Operations, Services,  
and Information, News, Knowledge, and Innovation in the Year 2019:

A Case Study of Aviation Entrepreneurs and Members of the  
General Public Who Have Experienced  
CAAT Operations and Services

For

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## Executive Summary

In 2019, SUPER POLL was contracted by the Civil Aviation Authority of Thailand (CAAT) to conduct a satisfaction survey on CAAT operations, services, and its information, news, knowledge, and innovation. The survey's target populations consisted of aviation entrepreneurs and members of the general public who have experienced CAAT operations and services. The main research objectives were to discover and evaluate satisfaction levels among the target populations with a view to improving and developing CAAT operations and service quality. The sample size was 1,267 people in this survey. Data collection was conducted in December 2019.

### Aviation-Industry Entrepreneurs: Research Findings

- General Data of Respondents

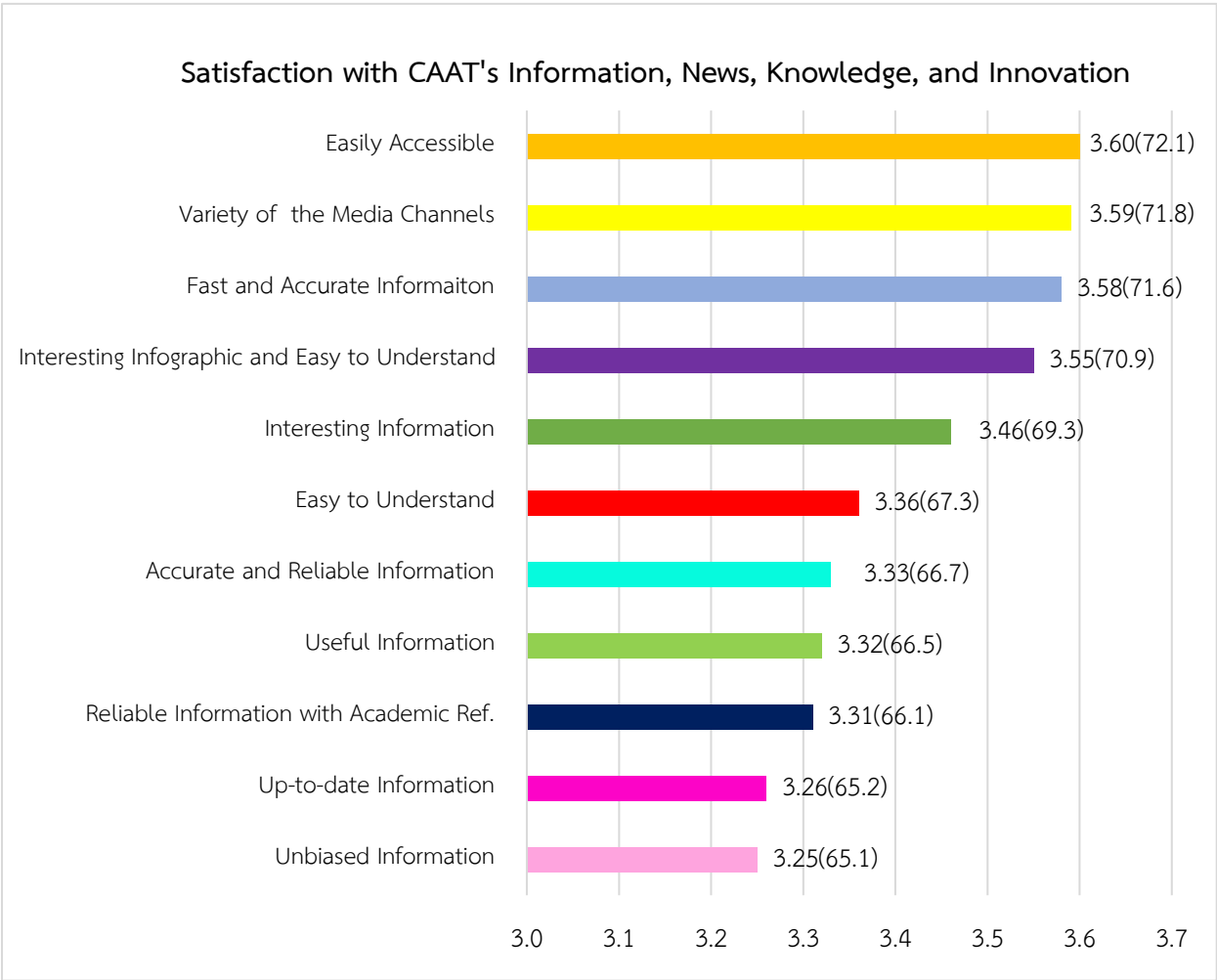
Of the 665 respondents, more than one-third (40.2%) were aged 30–39 years. The majority of the respondents (82.1%) were graduates with a Bachelor's degree, and 66.0% worked as Airport Operations Crew/Groundcrew/Customer Service Providers.

- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

The majority of respondents, or 54.6%, used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), 39.1% accessed a CAAT Facebook page, and 36.8% used other social media tools, such as Line, Twitter, Instagram, and YouTube.

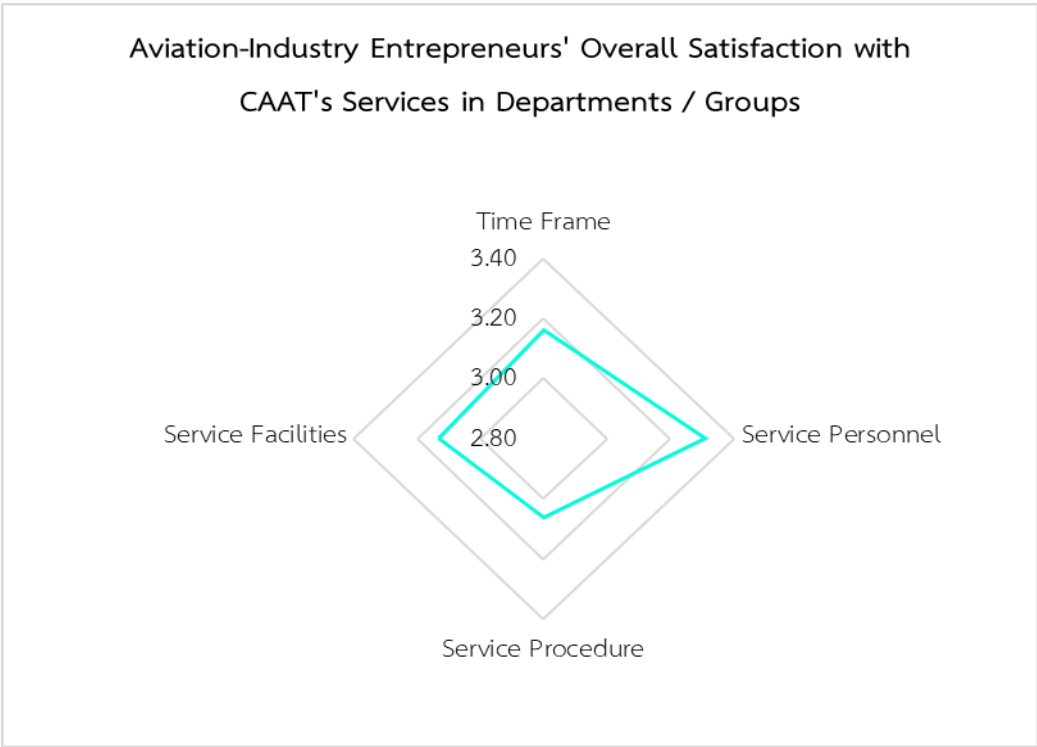
The majority of respondents (51.1%) thought that CAAT was a state agency of the Thai government (neither the government nor a state enterprise). Other respondents stated their belief that the organizational type of CAAT was a state enterprise (26.5%), a government agency (17.6%), or a private enterprise (4.8%).

- The overall satisfaction of the sampled aviation- industry entrepreneurs regarding CAAT's information, news, knowledge and innovation, rated on a 5-point scale



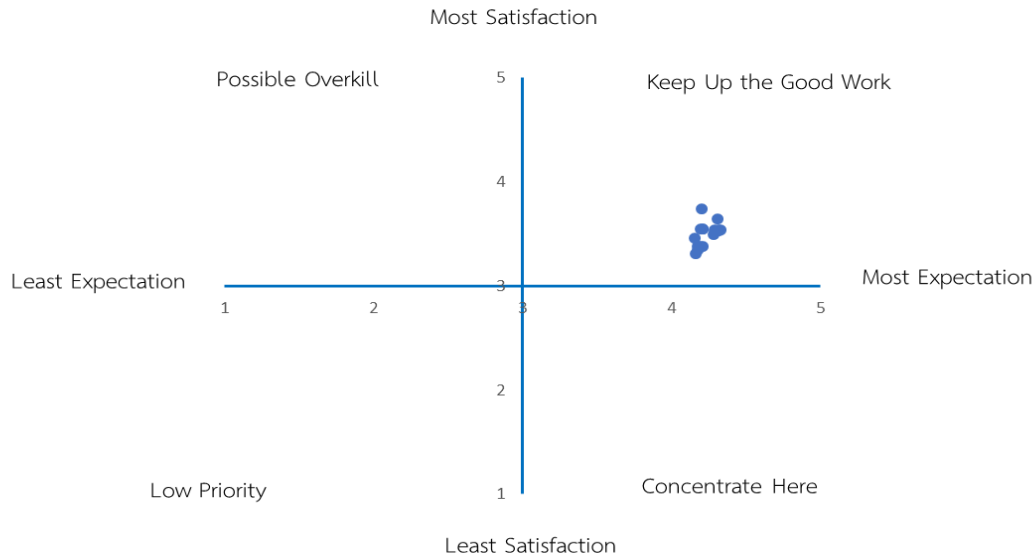
- The overall satisfaction with CAAT’s nformation, news, knowledge, and innovation, was rated 6.23 out of 10, meaning that there was moderate satisfaction.
- The overall satisfaction of aviation-industry entrepreneurs with CAAT’s services was 3.17 points out of 5 or 63.3% meaning moderately satisfactory.

| Service Domain     | Mean        | %           | Meaning                 |
|--------------------|-------------|-------------|-------------------------|
| Time Frame         | 3.16        | 63.2        | Moderately satisfactory |
| Service Personnel  | 3.31        | 66.2        | Moderately satisfactory |
| Service Procedure  | 3.06        | 61.3        | Moderately satisfactory |
| Service Facilities | 3.13        | 62.6        | Moderately satisfactory |
| Overall            | <b>3.17</b> | <b>63.3</b> | Moderately satisfactory |



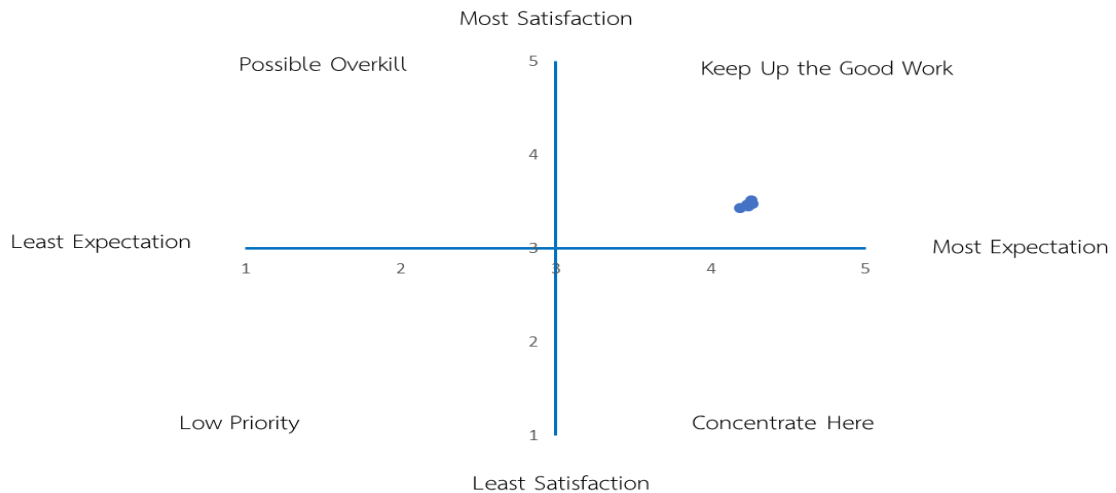
After using the Quadrant Analysis or SERVQUAL of respondents' expectations and satisfaction with CAAT's services, all indicators of the 4 Domains, - 1) Time Frame, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities, - fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60%, for all indicators, as presented in the figure. However, the overall satisfaction of aviation-industry entrepreneurs with CAAT's services was 3.17 points out of 5, or 63.3%, meaning moderately satisfactory.

### Services of CAAT Department / Group



The results of analysing the respondents’ overall expectation and satisfaction with CAAT’s vision, international standards, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60%, for all indicators as shown in the figure. However, the overall satisfaction with CAAT’s services was rated at 6.24 out of 10, meaning that it was approaching very satisfactory.

### Overall CAAT Image



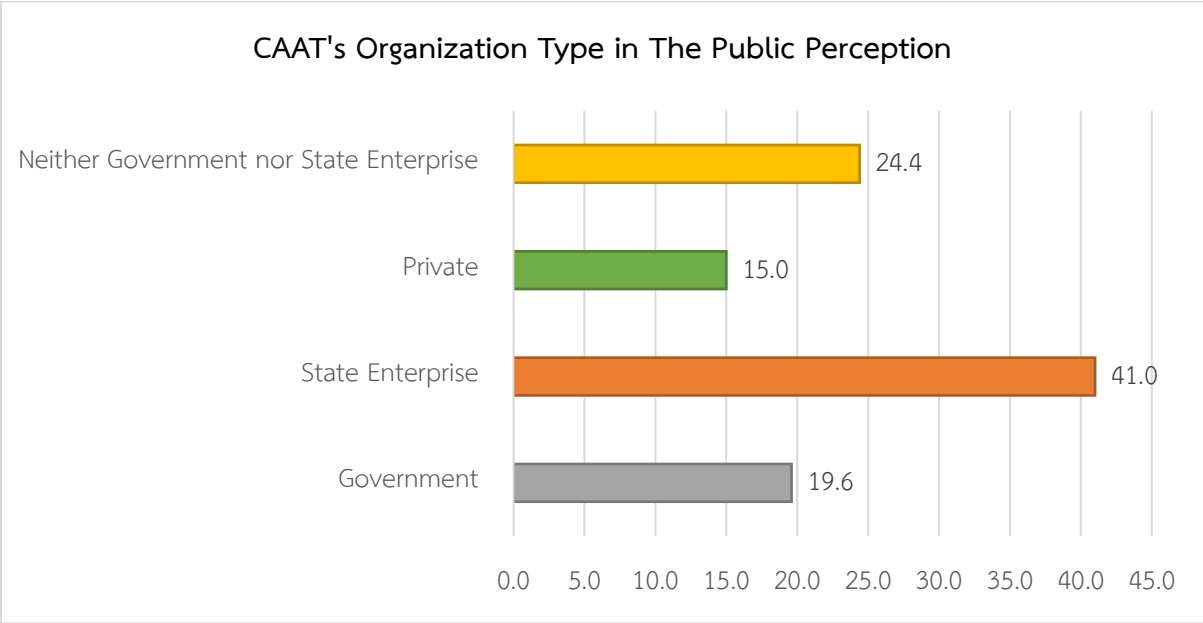
# Survey Findings from the General Data for Members of the General Public Who Have Experienced CAAT's Operations and Services

- General Data of Respondents

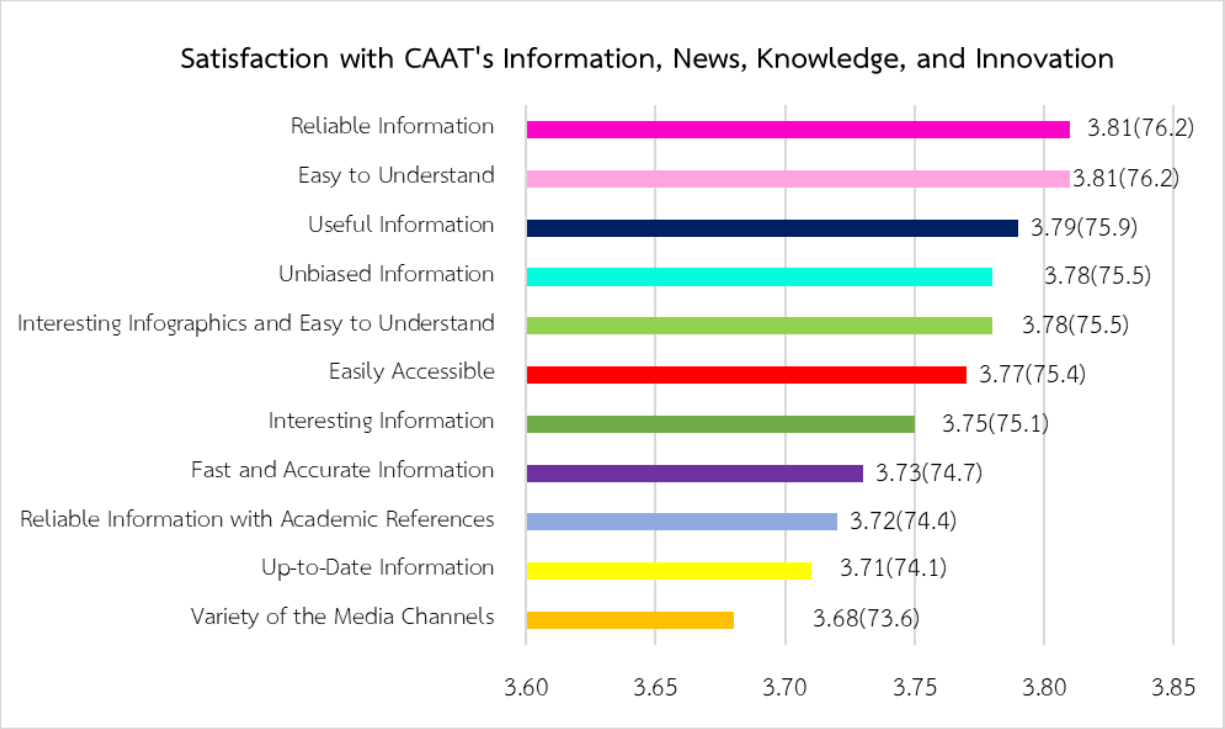
In this study, 602 members of the general public were sampled. More than 1 in 3, or (40.6%) were aged 30–39 years, 74.9% had completed their Bachelor's degree, and 50.0% described themselves as private-company workers, 17.3% described their employment as entrepreneur/small business, followed by government sector/state enterprise sector employees (16.2%), and freelancers (9.5%), respectively.

- Regarding the Respondents' Perception of CAAT's Information, Knowledge, and Innovation, the findings showed that the majority of respondents (43.6%) used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), 31.9% used a CAAT Facebook page and 14.1% used a CAAT Line Group.

The majority of respondents (41%) thought that CAAT was a state enterprise, followed by a government agency (19.6%), a private company (15%), and a state agency of the Thai government (neither the Government nor a state enterprise) (24.4%).

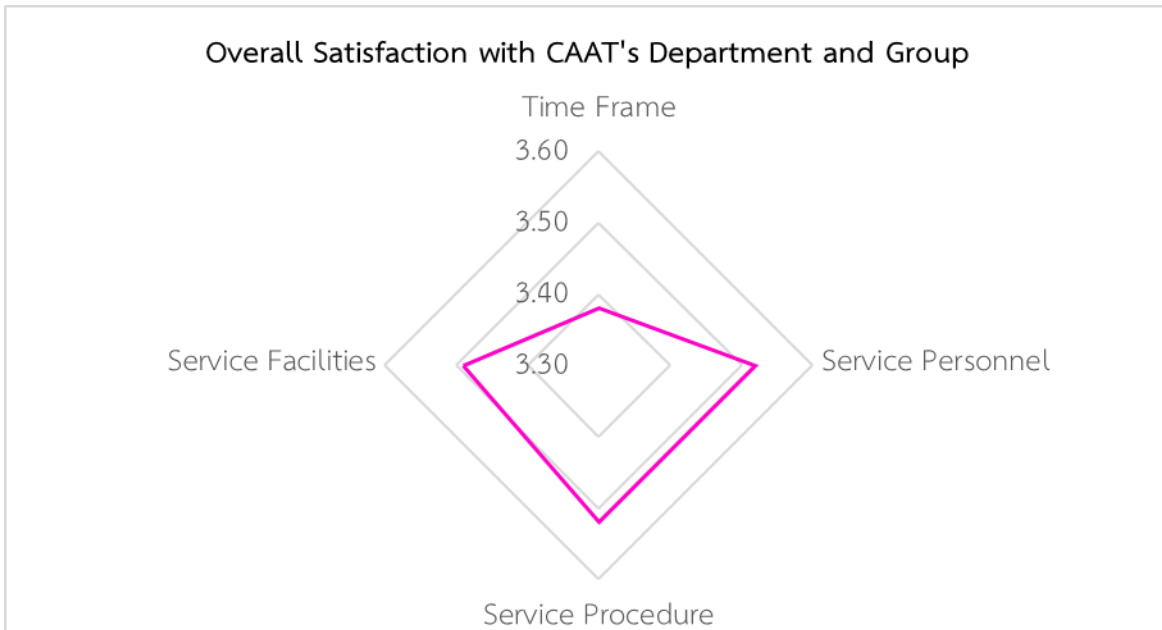


- Overall satisfaction of this sample of the general public with CAAT's information, news, knowledge and innovation; rating shown on a 5-point scale



- When considering the overall satisfaction of the general public with CAAT's information, news, knowledge, and innovation, the rating was 6.55 out of 10, meaning that there was moderate satisfaction.
- However, the overall satisfaction of the general public with CAAT's service was 3.48 points out of 5, or 69.6%, meaning very satisfactory.

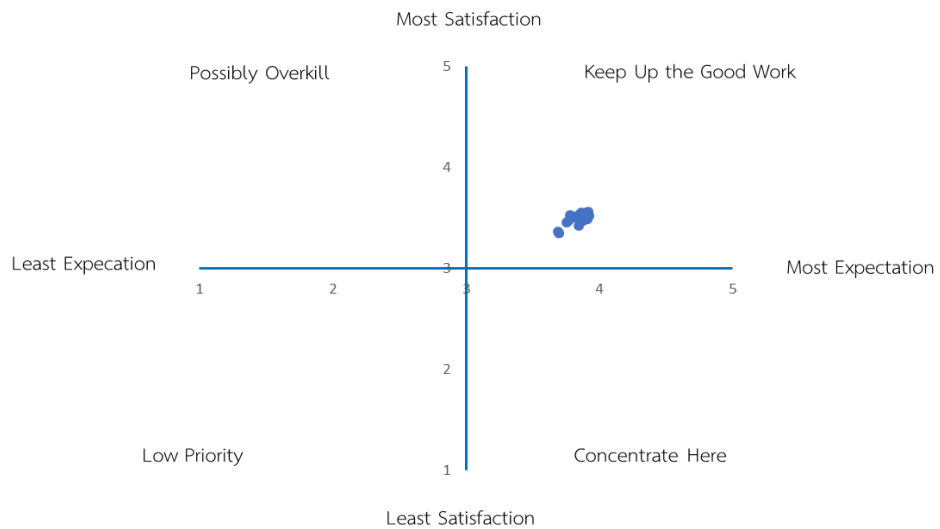
| Service Domain     | Mean        | %           | Meaning                  |
|--------------------|-------------|-------------|--------------------------|
| Service Time Frame | 3.38        | 67.6        | Moderately satisfactory  |
| Service Personnel  | 3.52        | 70.4        | Very satisfactory        |
| Service Procedure  | 3.52        | 70.4        | Very satisfactory        |
| Service Facilities | 3.49        | 69.7        | Very satisfactory        |
| <b>Overall</b>     | <b>3.48</b> | <b>69.6</b> | <b>Very satisfactory</b> |



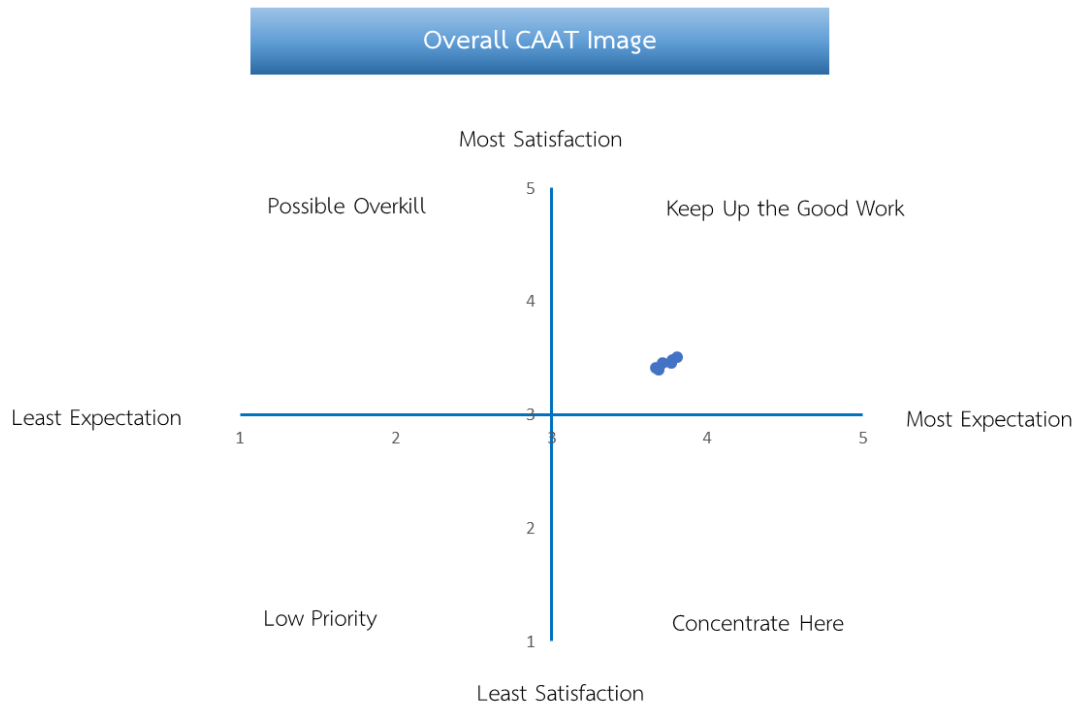
- After using the Quadrant Analysis or SERVQUAL to assess the general public respondents' expectations and satisfaction with CAAT's services, all the indicators, - (1) Time Frame of Service, (2) Service Personnel, (3) Service Procedure, and (4) Service Facilities - , fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60%, for all indicators, as presented in the Figure. However, the overall satisfaction of aviation-industry entrepreneurs with CAAT's services was 3.48 points out of 5, or 69.6%, meaning moderately satisfactory.



Services of Department / Group



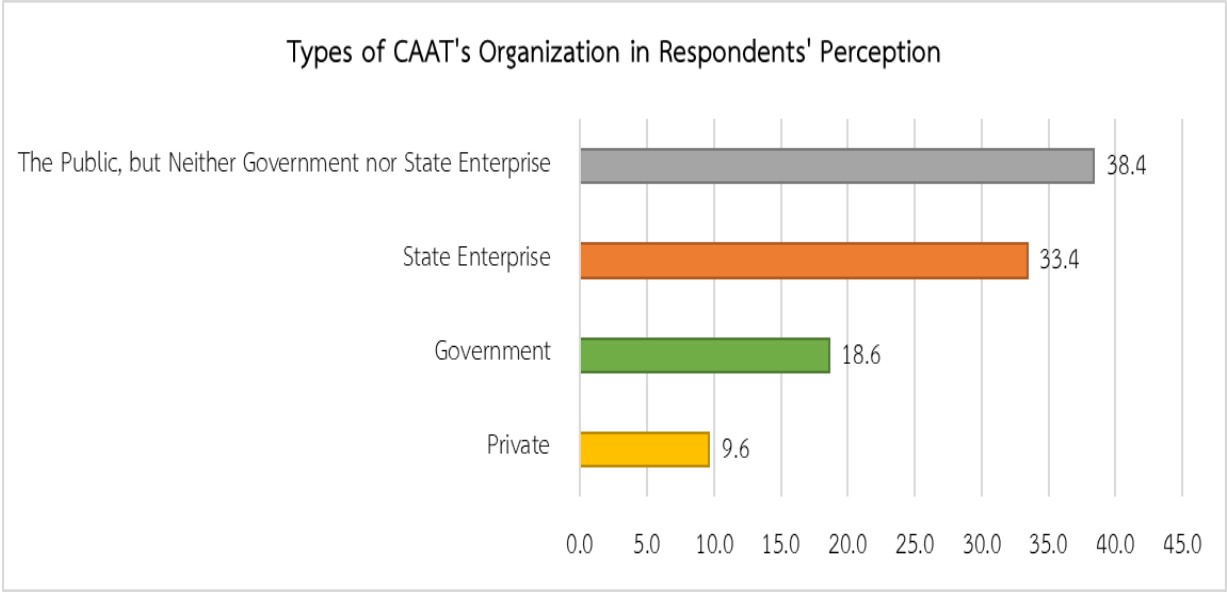
The results of analysing the respondents’ overall expectations and satisfaction with CAAT's vision, sustainability standards, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60%, for all indicators, as presented in the figure. However, the overall satisfaction in department/group for CAAT was 6.41 out of 10, meaning that it was moderately satisfactory.



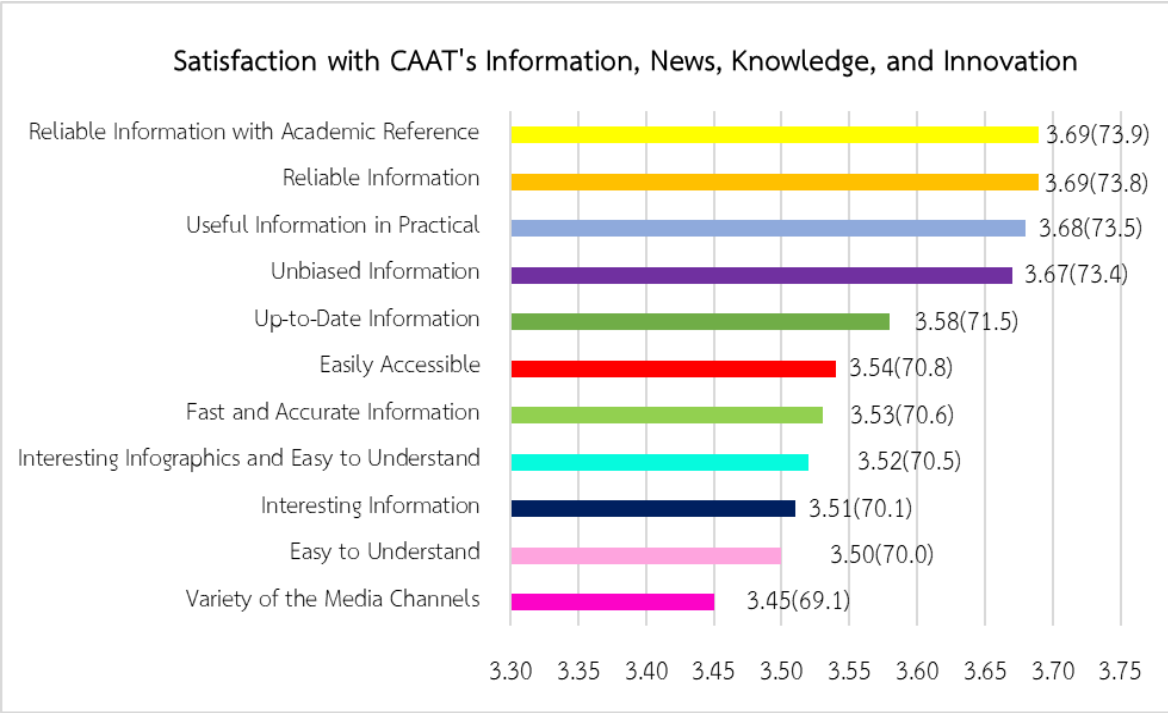
### Overall Findings for both Aviation-Industry Entrepreneurs and Members of the General Public Who Have Experienced CAAT’s Operations and Services

- General Data of 1,267 respondents was studied. The results showed that more than 1 in 3, or (42.5%) were aged 30–39 years old, and 78.7% had completed their Bachelor’s degree.
- After analyzing the overall perception of CAAT’s information, news, knowledge, and innovation, it was found that the majority of respondents (49.4%) used CAAT’s official website ([www.caat.or.th](http://www.caat.or.th)), 35.7% used CAAT’s Facebook, and 23.5% used other social media such as other Facebook, Line, Twitter, Instagram, YouTube.

The majority of respondents (38.4%) thought that CAAT was a public agency, but neither a Government nor a State enterprise; others believed it to be a state enterprise (33.4%), followed by a government agency (18.6%), and a private company (9.6%).

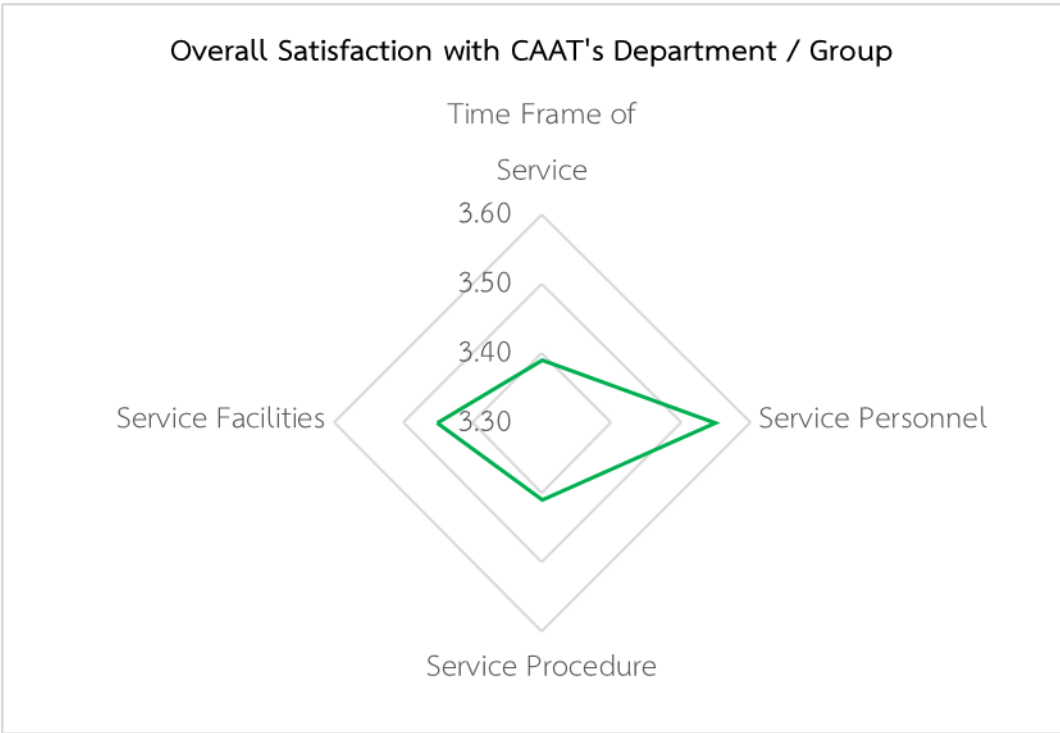


- Overall satisfaction of the sampled general public with CAAT's information, news, knowledge and innovation, rated on a 5-point scale



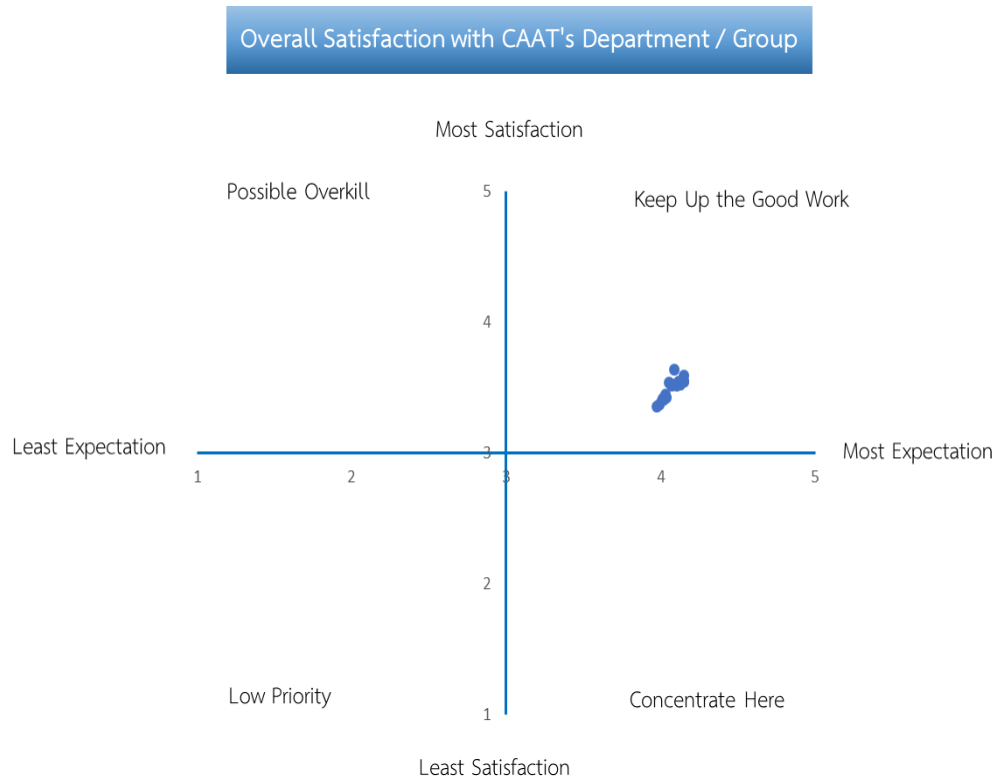
- The overall satisfaction with CAAT's information, news, knowledge, and innovation was rated at 6.38 out of 10, meaning that there was moderate satisfaction.
- However, the overall satisfaction of respondents from the general public with CAAT's service was rated at 3.45 points out of 5, or 69%, meaning it was very satisfactory.

| Service Domain        | Mean         | %           | Meaning                  |
|-----------------------|--------------|-------------|--------------------------|
| Time Frame of Service | 3.39<br>67.8 | 67.8        | Moderately satisfactory  |
| Service Personnel     | 3.55         | 71.0        | Very satisfactory        |
| Service Procedure     | 3.41         | 68.2        | Very satisfactory        |
| Service Facilities    | 3.45         | 68.9        | Very satisfactory        |
| <b>Overall</b>        | <b>3.45</b>  | <b>69.0</b> | <b>Very satisfactory</b> |



- After analysing the respondents' overall expectation and satisfaction with CAAT's services by the Quadrant Analysis and SERVQUAL framework, the results showed that almost all indicators of Time Frame, service personnel, service procedure, and service facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction score was over 3.00, or more than 60%, for almost all indicators, as

presented in the Figure. However, the overall satisfaction of aviation- industry entrepreneurs with CAAT’s service was 3.45 points out of 5, or 69%, meaning moderate satisfaction.



- The results of analysing respondents’ overall expectation and satisfaction with CAAT’s vision, sustainability standards, good governance, and personnel- organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60%, for all indicators as presented in the Figure. However, the overall satisfaction in department/group for CAAT was at 6.31 out of 10, meaning that it was moderately satisfactory.

## Overall CAAT Image



- A comparison between the 2018 and 2019 research findings from aviation-industry entrepreneurs showed differences in the following in four dimensions:

- 1) **Time Frame, including prompt service and timeliness of service.** In 2018, the average of overall satisfaction was 31.9, or 79.8%, and that was lower than the average of overall satisfaction in 2019, which was 3.29 out of 4, or 82.2%.

- 2) **Service Personnel, including their readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , fairness and lack of bias, Knowledgeability and skillfulness (in explaining, clarifying, and advising), and transparency and honesty.** The results showed that the average of the respondents' satisfaction in 2018 was 3.70, or 92.5%, and that was higher than the average of respondents' satisfaction in 2019, which was 3.38 out of 4, or 84.4%.

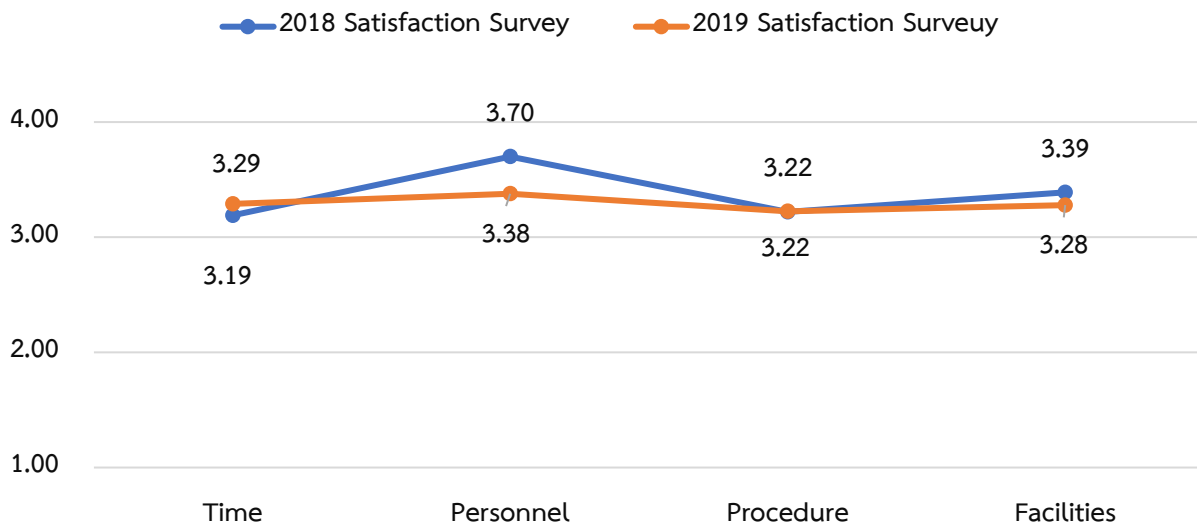
- 3) **Service Procedures, including the procedures that are in accordance with those for displaying, announcing or informing about the procedures and hours of operation.** The results showed that the average of respondents' satisfaction in 2018 was 3.22, or 80.5%, and that was equal to the average of respondents' satisfaction in 2019, which was also 3.22 out of 4, or 80.5%.

- 4) **Service Facilities including cleanliness of the CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc. , service points that are appropriate**

and easy to access, and ads using clear symbols to indicate service points. The findings showed that the average of respondents' satisfaction in 2018 was 3.39, or 84.8%, and that was higher than the average of respondents' satisfaction in 2019, which was 3.28 out of 4, or 82%.

In the comparison of the research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with the CAAT's services in the department/group was found to average 3.38 out of 4.00, or 84.4%, in 2018, and that was higher than the satisfaction in 2019, which was 3.29 out of 4, or 82.3%.

**Overall Satisfaction with CAAT's Department / Group: Aviation-Industry Entrepreneurs**



- The comparison of the research findings for the satisfaction of the public (ie., people in general) satisfaction with CAAT's Services between 2018 and 2019 in the following four dimensions:

1) Time Frame including prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 2.15, or 53.8%, and that was lower than the average of overall satisfaction in 2019, which was found at 3.10 out of 4, or 77.4%.

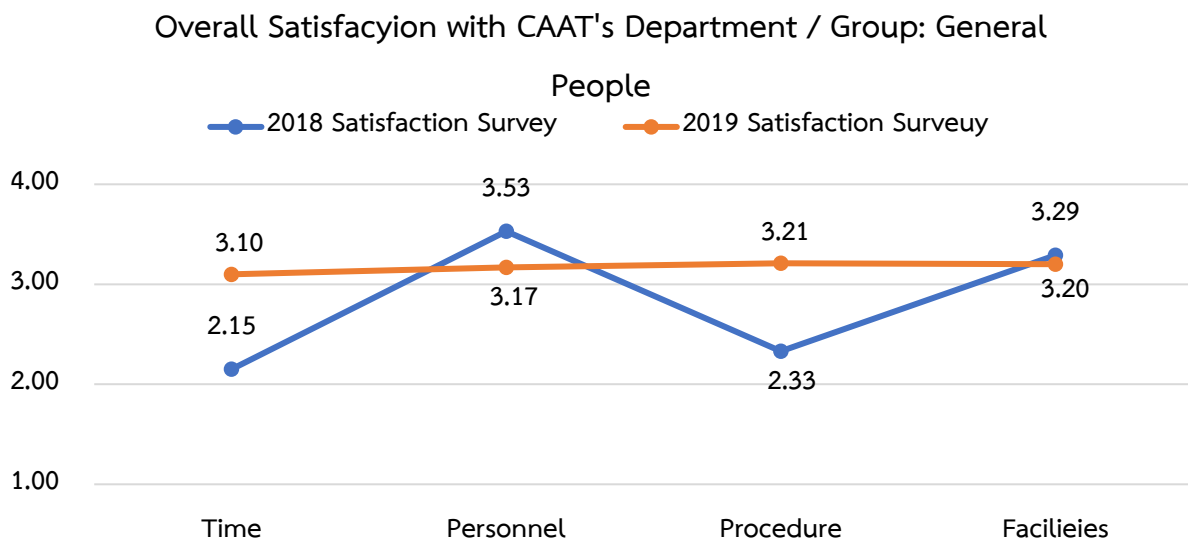
2) Service Personnel including readiness and politeness of service, smiling and courteous, appearance (dress, grooming, cleanliness), fairness and lack of bias, Knowledgeability and skillfulness

(explaining, clarifying, advising), transparency and honesty. The results showed that the average of the respondents' satisfaction in 2018 was 3.53, or 88.3%, and that was slightly higher than the average of the respondents' satisfaction in 2019, which was 3.17 out of 4, or 79.2%.

3) **Service Procedures, including the procedures that are in accordance with those for displaying announcements or informing about the procedures and hours of operation.** The results showed that the average of the respondents' satisfaction in 2018 was 2.33, or 58.3%, and that was lower than the average of the respondents' satisfaction in 2019, which was 3.21 out of 4, or 80.3%.

4) **Service Facilities including cleanliness of the CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, and ads using clear symbols to indicate service points.** The findings showed that the average of the respondents' satisfaction in 2018 was 3.29, or 82.3%, and that was slightly higher than the average of the respondents' satisfaction in 2019, which was 3.20 out of 4, or 80%.

The overall satisfaction of people in the general public with CAAT's services in the department/group averaged 2.83, or 70.6%, in 2018 and that was lower than the average of the respondents' satisfaction in 2019, which was 3.17 out of 4, or 79.2%.





- The comparison between 2018 and 2019 research findings on satisfaction among all sampled members of the general public regarding CAAT's services showed the following in four dimensions:

1) **Time Frame, including prompt service and timeliness of service.** In 2018, the average of overall satisfaction was found to be 2.68, or 67%, and that was lower than the average of overall satisfaction in 2019, which was 3.19 out of 4, or 79.8%.

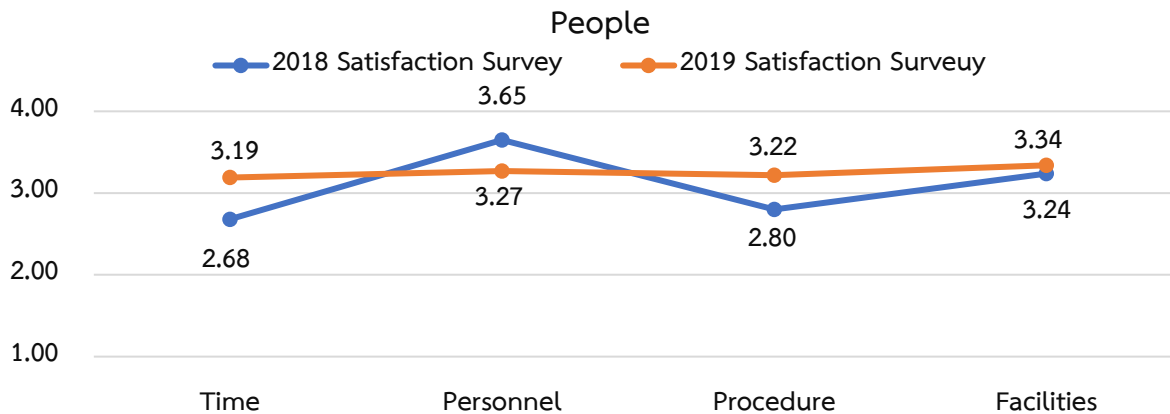
2) **Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , fairness and lack of bias, knowledgeable and skillfulness (explaining, clarifying, advising), transparency and honesty.** Knowledgeability and skillfulness; the results showed that the average of the respondents' satisfaction in 2018 was 3.65, or 91.3%, and that was higher than the average of the respondents' satisfaction in 2019, which was 3.27 out of 4, or 81.8%.

3) **Service Procedures including the procedures that are in accordance with those for announcements and posters announcing or informing about the procedures and hours of operation.** The results showed that the average of the respondents' satisfaction in 2018 was 2.80, or 70.0%, and that was lower than the average of the respondents' satisfaction in 2019, which was 3.22 out of 4, or 80.5%.

4) **Service Facilities including cleanliness of the CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, and ads using clear symbols to indicate service points.** The findings showed that the average of respondents' satisfaction in 2018 was 3.34, or 83.5%, and that was higher than the average of the respondents' satisfaction in 2019, which was 3.24 out of 4, or 81%.

The overall satisfaction of all sampled members of the general public in this study with CAAT's services in the department/groups was found to average 3.12, or 77.9%, in 2018, and that was higher than the average of the respondents' satisfaction in 2019, which was 3.23 out of 4, or 80.8%.

## Overall Satisfaction with CAAT's Department / Group: General



In conclusion, all indicators of CAAT's operations and services were satisfactory for both aviation-industry entrepreneurs and members of the general public sampled in this study. After analysing the gap between expectation and satisfaction using the quadrant analysis or SERVQUAL framework, all indicators of CAAT's operations and services fell in the area of keeping up the good work, and that would be better than the research findings in 2018. However, this study showed that CAAT still has room for improvement in its operations and services to increase the target populations' satisfaction in the future: a big gap was found between expectation and satisfaction and provided useful guidance regarding the provision of practical, accurate information and the Time Frame of service.

In addition, CAAT should apply the Integrated Marketing Communication (IMC) tool for communicating a good image of CAAT to the target populations, who are aviation-industry entrepreneurs and those in the general population who have experience with its operations and services. The IMC could start by using the tactics of On-Air, Online, and On-ground activities. For example, CAAT can start using this study's results for branding CAAT's overall image to the populations via On-Air activities such as TV programs. Then, the programs could disseminate to online channels such as CAAT's Facebook or YouTube, promoting CAAT's good image and services. Finally, in the physical world, at places such as airports or CAAT's service spots, CAAT can implement what it presented via On-Air and Online channels to achieve its goal of filling the gap between expectation and satisfaction that is still there in CAAT's target populations at present, and which can be diminished in the future.

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# Chapter One: Introduction

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## 1.1 Research Background and Significance

The Civil Aviation Authority of Thailand (CAAT) is a state agency of the Thailand government under the oversight of the Minister of Transportation. The agency follows principles of good governance to serve its stakeholders. CAAT operations and services have stressed achieving development toward the strategic goals of stability, prosperity, and sustainability. CAAT ensures the continuation of serving general clients and aviation entrepreneurs. Improving CAAT's success requires evaluating its operations and services, continuously monitoring its news releases, information, knowledge and innovation, and improving clients' satisfaction with CAAT operations and services.

Therefore, CAAT realizes that a satisfaction survey is an effective tool for assessing clients' needs. The survey obtains useful information through clients' feedback about its operations, services, news releases, information, knowledge, and CAAT innovation. The research objective is to improve and develop its operations, service quality, and clients' satisfaction. CAAT also aims to effectively communicate with the public and wants to increase stakeholders' satisfaction with its operations and services. CAAT's organizational management and communication sections made the decision to assign a third party to conduct a satisfaction survey on CAAT operations, services, and information, news, knowledge, and innovation in the year 2018. The results in this study will be used to improve the development of CAAT toward its strategic goals.

SUPER POLL was commissioned by CAAT to conduct the satisfaction survey on CAAT operations, services, news releases, information, knowledge and innovation in the year 2018. The survey targeted CAAT general clients and aviation-industry entrepreneurs. This further survey was undertaken in 2019 permitting assessment of progress.

## 1.2 Objectives

1. To evaluate the satisfaction of general clients and aviation-industry entrepreneurs with CAAT operations and services.

2. To evaluate the satisfaction of general clients and aviation-industry entrepreneurs with CAAT news releases, information, knowledge and innovation.

3. To use the survey findings to improve and develop CAAT operations for increasing the satisfaction of general clients and aviation-industry entrepreneurs with CAAT service quality.

### 1.3 Expected Outcomes

1. Getting to know the satisfaction level of general clients and aviation-industry entrepreneurs toward CAAT operations and services so that this can be used to develop CAAT operations and services.

2. Getting to know the target populations' perceptions, expectations, and satisfaction with CAAT news releases, information, knowledge and innovation.

3. Proposing recommendations to design strategy and policy memoranda on how to improve and develop CAAT operations and services that meet the strategic goals of stability, prosperity, and sustainability.

### 1.4 Definition of Terms

1. Satisfaction: ..is evaluated using a set of additional parameters, like disconfirmation of expectations and distance from the ideal product/service. It refers to customer expectations.<sup>1</sup>

2. General public: group or large body of people, in this project the general public is a group of people who have experience with CAAT's services and operations. This study used "clients" as representative of the general public

3. Entrepreneur definition: someone who starts their own business, planning and operating alone, dealing with and accepting the risks of running a business all the time to make a profit. In this project, Entrepreneur is also a staff officer or operator in the aviation industry

4. Aviation industry definition: the business of transporting paying passengers and freight by air along regularly scheduled routes, typically by airplanes, and the activities surrounding mechanical flight and the aircraft industry, such as Cargo industry, Airport industry, Aircraft maintainence etc.

5. Operation definition: To do something properly as part of a work-frame, including the assessment of the timing of the work process and the fitness of the workplace, of the process of assignment and evaluation of the work performance, checking the work to estimate whether it could

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<sup>1</sup> Grigoroudis E., and Siskos, Y. (2010). Customer Satisfaction Evaluation: Method for Measuring and Implementing Service Quality. New York: Springer Science Business Media, LLC.

be successful in achieving its objective or not, and assessing work efficiency as a component of work effectiveness. In this project, Operation refers to the operation of CAAT

6. Dissemination of information, news, knowledge and innovation definition: The process by which information is disseminated to make people understand through the symbols by which the information is known. It relates to sharing ideas, attitudes, values and facts with one another. In this project, the dissemination of information, news, knowledge and innovation is from CAAT to clients or entrepreneurs in the aviation industry.

## Chapter Two: Research Methodology

In this study, a satisfaction survey on CAAT operations, services, and information, news, knowledge, and innovation in the year 2019, the research was applied to a project that was designed as having 5 parts:

Part 1: Research Design and Procedures

Part 2: Population and Sample

Part 3: Survey Measurement

Part 4: Data Collection

Part 5: Data Analysis

### 2.1 Research Design and Procedures

In this project, a survey was applied to the study of satisfaction with CAAT's operations, services, and other aspects. Its research design was based on a quantitative approach that used statistics to analyse survey data. The procedures of the survey process can be discerned by examining the figure below.

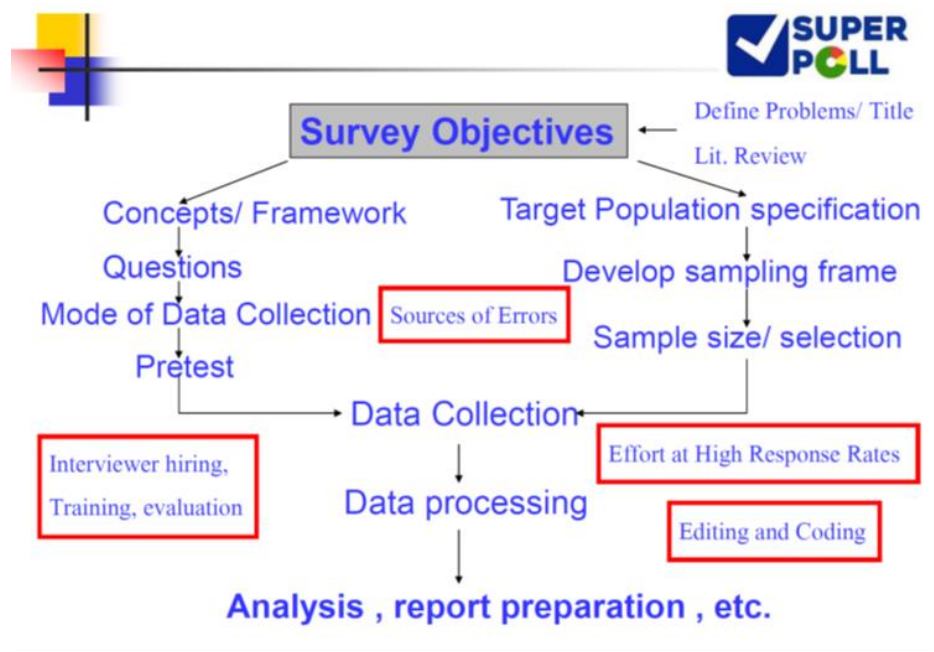


Figure 1 Flow chart of the major steps in the process.

## 2.2 Population and Sample

### 2.2.1 Target Populations

Target populations in this study were general clients and aviation-industry entrepreneurs.

### 2.2.2 Sample

In this study, the SUPER POLL researchers realized the importance of accuracy of survey data relating to CAAT operations and services. The target population was divided into two groups, general clients and aviation-industry entrepreneurs, who were contacted and asked for their experiences of CAAT operations and services.

Sample size determination by the method of Kish (1965) was applied to the project. However, the application was modified to be appropriate to the setting of the survey in Thailand. In this survey, the sample size was determined by a modified equation and consisted of greater than 1,200 clients, both general clients and aviation-industry entrepreneurs. These sampled clients included both Thais and foreigners. The survey depended on a CAAT database of the target populations, and used a difficulty-to-approach sampling method. The equation that was used in this study is presented below.

## 2.3 Survey Measurement

In this survey, SUPER POLL learned about CAAT operations, services, and other aspects such as news releases, information, knowledge and innovation. Then, a set of questions was developed. The survey questions asking about expectation and satisfaction were used to measure clients' experiences and opinions. The questionnaire also measured key CAAT organizational information such as vision, mission, and strategy.

The SUPER POLL research network engaged scholars, lecturers, and professors who had graduated from top universities to conduct the survey. Most researchers had graduated from universities such as University of Michigan, Cornell, Harvard, Georgetown, and top universities in Thailand such as Chulalongkorn University and Thammasat University. These researchers helped support the work on this project in designing the satisfaction survey and data analysis.

$$n' = \frac{Z_{\alpha/2}^2 (P \cdot Q)}{d^2}$$

$$n_{srs} = \frac{N \cdot n'}{N + n'}$$

$$n_{design} = n_{srs} \cdot deff$$

$$n_{opt} = \frac{n_{srs} \cdot deff}{response \quad rate}$$

In this project, a 95% interval was set with the margin of error at 5%. The general rules of a multi-stage investigation were applied at the primary sampling unit. Simple random sampling was done for the first step in the selection process. Then, the original sample size was adjusted by DEFF because the sampling method was multi-stage sampling which affects sampling errors and representativeness. Finally, the response rate was applied to find the optimum size of sample for such a sample survey.

Due to the very large size of the population, over 100,000 target people in this survey database, a primary sample size of 400 was applicable. DEFF was used to calculate the sample size because the sampling method that was used had more than one stage. Systematic sampling was applied for selecting a sample from a sampling list. Then, simple random sampling was also used to select a representative sample. The total sample size in this survey was 1,200 people.

## 2.4 Survey tools used in this project

This was a team research study of CAAT operations. It was designed to inform the future development of CAAT. The study designed a satisfaction survey questionnaire to cover satisfaction with CAAT operations. The survey gathered information from entrepreneurs in the aviation industry and members of the general public who had experience with CAAT. The information was analysed to achieve the specific study objectives.

The team at SUPER POLL is expert in ways of creating questionnaires, and analyzing and reporting the research results in the Thai and English languages. For the collection of data from

foreigners, Super Poll provided a survey officer who was experienced in collecting data from foreigners and in using online survey questionnaire forms in both Thai and English to collect data. In addition, the researcher had extensive knowledge and skills in such survey research, acquired as a graduate of Questionnaire Design and Survey Methodology at the University of Michigan, Ann Arbor.

## 2.5 Data Collection

After CAAT approved the final form of the questionnaire, SUPER POLL began to collect data using three types of collection procedure:

1. Face-to-Face or self-reporting interview
2. Survey monkey for collecting data via an online platform
3. Phone survey

## 2.6 Data Analysis

Both descriptive statistics and inferential statistics were used to analyze survey data in this project. The data analysts used descriptive statistics such as frequencies, means, modes, medians, percentages, to present general findings. However, inferential statistics were used to test hypotheses in the study. A software program was used to complete the research objectives of finding the CAAT clients' satisfaction level and other research findings useful for agency management. The research findings will be published in Thai and English reports written by experts who graduated from top universities and to SUPER POLL standards.

In addition, the data obtained by this method can be applied as a comparative satisfaction survey. The comparison can be conducted to measure all weighted survey data in this study. Thus, if data analysis shows a satisfaction value falling in the interval of 1.00 – 1.800 that means the lowest level of satisfaction. The second satisfaction interval of 1.81 – 2.60 means a low level of satisfaction, and the third level includes data falling between 2.61 – 3.40, representing neutral satisfaction. If data falls in the fourth level of satisfaction, between 3.41 – 4.20, that means a high

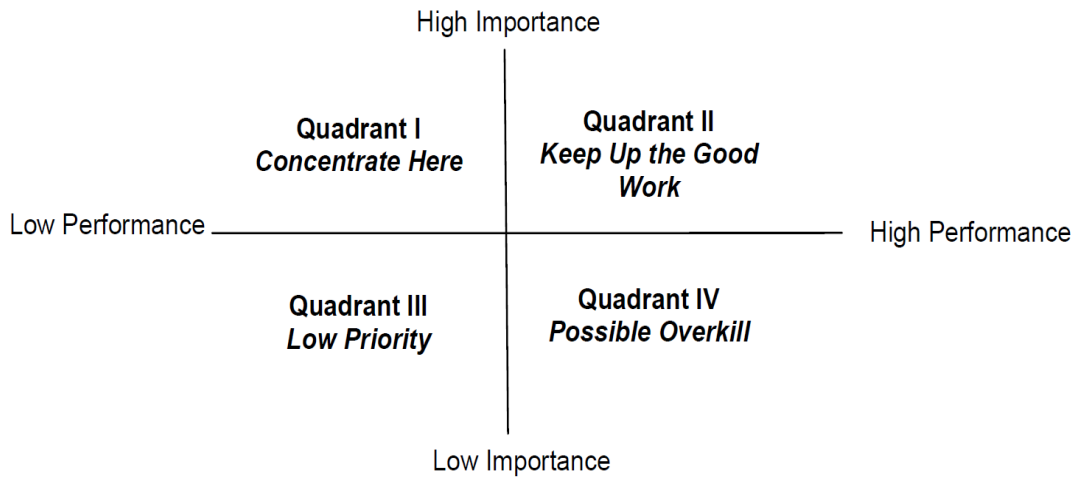


satisfaction rating. Finally, data falling in the fifth satisfaction interval, between 4.21 – 5.00, represents the highest level of satisfaction.

| Average     | Percentage   | Satisfaction |
|-------------|--------------|--------------|
| 1.00 – 1.80 | 20.0 – 36.0  | lowest       |
| 1.80 – 2.60 | 63.1 – 52.0  | low          |
| 2.61 – 3.40 | 52.1 – 68.0  | medium       |
| 3.41 – 4.20 | 68.1 – 84.0  | high         |
| 4.21 – 5.00 | 84.1 – 100.0 | highest      |

Another concept in evaluating satisfaction is Quadrant Analysis. Here, the use of Quadrant Analysis covered the key points of CAAT interests including clients’ expectations and satisfaction on operations, services, news releases, information, knowledge and innovation. The Quadrant Analysis was used as a technique to assess the degree to which client’s expectations were matched with the degree to which they were satisfied. The analysis worked as a tool for correlation comparison. The quadrant analysis was divided into four areas. Area one was called Quadrant I. If data was plotted in this area, CAAT must concentrate on the data in the area because the clients’ expectation was high, but the clients’ satisfaction was low. However, if data fell in Quadrant II this showed that CAAT should ”Keep Up The Good Work” because the clients’ expectation, and clients’ satisfaction were both high. If data was plotted in Quadrant III, CAAT should treat these indicators of success as low priority because the clients’ expectation was low, and clients’ satisfaction was low too. Finally, if data fell in Quadrant IV, CAAT should treat the indicators that fell in this area as possible overkill because clients’ expectation was low, but CAAT operations and service worked excessively well for clients. The figure below shows all four areas of quadrant analysis and their short messages informing CAAT what the agency should do for improving and developing CAAT operations and services.

In addition, this method can be applied as a comparative satisfaction survey for the project as described above.



**Figure 2** Display of the Quadrant Analysis model

## 2.7 Survey quality control

SUPER POLL firmly sets the survey data quality as the being of the highest priority. In order to reinforce the clarity and efficiency of survey conduction, the company embraces and classifies the key procedures of conducting a survey into five components as follows:

1. Formation of the Survey Proposal and Coordination

As has been SUPER POLL's policy for over 20 years, every process and aspect of conducting research has been performed by sophisticated researchers from the highest levels of academia.

2. Data Collection

The training of officers and university students' in a network for data collecting includes Survey Research Design, Face-to-Face interview and Self-Reported interview. The academic university network and the chief on-the-ground officer, who are under the control of the central research committees, take charge of data collecting processes. Testing of the data is done by experts who graduated with Master's degrees and Doctorate degrees to ensure that the data is completely correct in content. A policy of SUPER POLL is that if cheating or faking of data is found on questionnaires then SUPER POLL refuses all further questionnaires from the offender and they are penalized according to contract.

3. Data Verification and Analysis

The university academic network and the project board of directors verify the accuracy of the data analysis by a standard statistical computer program such as Descriptive Statistic

4. Confidentiality Guarantee

SUPER POLL firmly follows the morals of research conduct by keeping clients' data completely confidential.

5. Time Frame of this project

Reporting the results of this project and strategic plan proposal (full report) according to the TOR will be within 90 days from the day that SUPER POLL signed the contract.

## Chapter Three: Research Findings

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The Study of Satisfaction Survey on CAAT Operations, Services, and Information, News, Knowledge, and Innovation in the Year 2019. Data was collected by surveying general clients and aviation-industry entrepreneurs. The sample size was 1,267 people. The data in the analysis table is divided into 3 parts as follows.

3.1-part 1. Survey of the enterprises in the aviation industry (the sample size was 665 people).

The survey was divided into 4 Sections:

Section 1 General data of respondent

Section 2 General information, perception and experience with CAAT services

Section 3 Satisfaction with CAAT's information, news, knowledge and innovation and recommendations

Section 4 Expectation and Satisfaction with service, and recommendations

3.2-part 2. Survey of the general clients. (The sample size was 602 people)

The survey was divided into 4 Sections:

Section 1 General data of the respondent

Section 2 General information, perception and experience with CAAT services

Section 3 Satisfaction with CAAT's information, news, knowledge and innovation and recommendations

Section 4 Expectation and Satisfaction with service, and recommendations

3.3-part 3. Overview of the Study of Satisfaction Survey of CAAT Operations, Services, and Information, News, Knowledge, and Innovation in the Year 2019.

**Part1: The survey of entrepreneurs in the aviation industry**  
(The sample size was 665 People)

**Section 1 General data of respondent**

**Table 1.** Frequency and Percentage of the Sample Classified by Gender

| No | Gender         | Freq.      | %            |
|----|----------------|------------|--------------|
| 1  | Male           | 290        | 44.6         |
| 2  | Female         | 347        | 53.4         |
| 3  | Male to female | 6          | 0.9          |
| 4  | Female to male | 7          | 1.1          |
|    | <b>Total</b>   | <b>650</b> | <b>100.0</b> |

According to Table 1, the results showed that more than half (53.4%) of entrepreneurs in the aviation industry were female, followed by 44.6% males, female to male 1.1%, and male to female 0.9.

**Table 2.** Frequency and Percentage of the Sample Classified by Age

| No | Age                    | Freq.      | %            |
|----|------------------------|------------|--------------|
| 1  | Less than 20 years old | 2          | 0.3          |
| 2  | 20-29 years old        | 193        | 29.0         |
| 3  | 30-39 years old        | 267        | 40.2         |
| 4  | 40-49 years old        | 129        | 19.4         |
| 5  | 50-59 years old        | 24         | 3.6          |
| 6  | 60 years old or more   | 52         | 7.5          |
|    | <b>Total</b>           | <b>665</b> | <b>100.0</b> |

Table 2 indicates that the age bracket with the highest number of respondents was 30-39 years old (40.2%) followed by 29% at 20-29 years old, 19.4% at 40-49 years old, 7.5% at 60 years

old or more, 3.6% at 50-59 years old, and the smallest group was of those less than 20 years old (0.3%).

**Table 3.** Frequency and Percentage of the Sample Classified by Highest Level of Education

| No | Education                     | Freq.      | %            |
|----|-------------------------------|------------|--------------|
| 1  | Less than grade 5             | 2          | 0.3          |
| 2  | High school                   | 4          | 0.6          |
| 3  | Certificate Bachelor's degree | 7          | 1.1          |
| 4  | Bachelor's degree             | 532        | 82.1         |
| 5  | Master's degree or equivalent | 100        | 15.4         |
| 6  | Doctor's degree or equivalent | 3          | 0.5          |
|    | <b>Total</b>                  | <b>648</b> | <b>100.0</b> |

Table 3, illustrates that the majority of respondents (82.1%) had a Bachelor's degree. The next largest group had a Master's degree or the equivalent (15.4%), 1.1% had a certificate Bachelor's degree, 0.6% were high school level, and 0.3% had attained less than grade 5.

**Table 4.** Frequency and Percentage of the Sample Classified by Aviation Industry Relationship

| No | Aviation                             | Freq.      | %            |
|----|--------------------------------------|------------|--------------|
| 1  | Airlines                             | 426        | 66.0         |
| 2  | Airport Operators                    | 96         | 14.9         |
| 3  | Aviation Training Institute          | 41         | 6.4          |
| 4  | Aircraft Maintenance                 | 30         | 4.7          |
| 5  | Aeronautical Radio Thailand          | 23         | 3.6          |
| 6  | Not involved with above occupations  | 21         | 3.3          |
| 7  | Aerospace Design and Development     | 6          | 0.9          |
| 8  | Aerospace Manufacturing and Assembly | 2          | 0.2          |
|    | <b>Total</b>                         | <b>645</b> | <b>100.0</b> |

According to Table 4, 66% had airline involvement; this was followed by 14.9% who were airline operators, 6.4% at an aviation training institute, 4.7% in aircraft maintenance, 3.6% in Aeronautical Radio Thailand, 3.3% not involved with the above occupations, 0.9% in aerospace design and development and 0.2 in aerospace manufacturing and assembly

**Table 5.** Frequency and Percentage of the Sample Classified by Length of Experience in the Aviation Industry

| No | Experience         | Freq.      | %            |
|----|--------------------|------------|--------------|
| 1  | Less than 5 years  | 64         | 9.6          |
| 2  | 5–10 years         | 63         | 9.5          |
| 3  | More than 11 years | 538        | 80.9         |
|    | <b>Total</b>       | <b>665</b> | <b>100.0</b> |

According to Table 5, the vast majority of the sample population had experience in the aviation industry of more than 11 years (80.9%), followed by 9.6% with less than 5 years, and 9.5% with 5–10 years.

**Table 6.** Frequency and Percentage of the Sample Classified by Aviation Industry Involvement

| No | Aviation                                   | Freq. | %    |
|----|--|-------|------|
| 1  | Ground Service                             | 103   | 17.1 |
| 2  | Air-crew                                   | 54    | 9.0  |
| 3  | Airline Ground Support Equipment Operators | 52    | 8.6  |
| 4  | Flight Dispatcher                          | 33    | 5.5  |
| 5  | Aircraft Pilot                             | 32    | 5.3  |
| 6  | Repair Technician                          | 28    | 4.7  |
| 7  | Maintenance Technician                     | 18    | 3.0  |
| 8  | Cargo Officer                              | 18    | 3.0  |
| 9  | Aircraft Maintenance Engineer              | 14    | 2.3  |
| 10 | Flight Instructor                          | 6     | 1.0  |
| 11 | Airline Catering Service                   | 4     | 0.7  |

|    |                        |            |              |
|----|------------------------|------------|--------------|
| 12 | Air Traffic Controller | 2          | 0.3          |
| 13 | Others                 | 238        | 39.5         |
|    | <b>Total</b>           | <b>602</b> | <b>100.0</b> |

According to Table 6, the most frequent role of the sample group in aviation was ground service (39.5%), followed by air-crew (17.1%), airline ground support equipment operator (8.6%), flight dispatcher (5.5%), aircraft pilot (5.3%), repair technician (4.7%), maintenance technician and cargo officer (3.0%), aircraft maintenance engineer (2.3%), flight instructor (1.0%), airline catering service (0.7%), and air traffic controller (0.3%).

**Table 7.** Frequency and Percentage of the Sample Classified by Job Position.

| No | Position          | Freq.      | %            |
|----|-------------------|------------|--------------|
| 1  | Top Management    | 13         | 2.2          |
| 2  | Middle Management | 48         | 8.1          |
| 3  | Supervisor        | 72         | 12.2         |
| 4  | Staff             | 458        | 77.5         |
|    | <b>Total</b>      | <b>591</b> | <b>100.0</b> |

According to Table 7, the most frequent position was staff (77.5%) followed by supervisor (12.2%), middle management (8.1%) and the lowest number were in top management (2.2%).

**Table 8.** Frequency and Percentage of the Sample Classified by residential Areas.

| No | Current Address | Freq.      | %            |
|----|-----------------|------------|--------------|
| 1  | Bangkok         | 351        | 74.1         |
| 2  | Other Provinces | 123        | 25.9         |
|    | <b>Total</b>    | <b>474</b> | <b>100.0</b> |

Table 8 shows that the vast majority of the sample lived in Bangkok (74.1%) while the combined contribution from other provinces was 25.9%.



## Section 2 General information, perception and experience with CAAT services

**Table 9.** Frequency and Percentage of Respondents Following the News in the Media in the Past 30 Days.

| No | Follow the News Media    | Freq.      | %            |
|----|--------------------------|------------|--------------|
| 1  | Everyday/almost everyday | 202        | 30.6         |
| 2  | Sometimes                | 394        | 59.6         |
| 3  | Never                    | 65         | 9.8          |
|    | <b>Total</b>             | <b>661</b> | <b>100.0</b> |

Table 9 shows that more than half (59.6%) of the respondents followed the news in the media in the 30 Days preceding survey with a reported a frequency of Sometimes, followed by 30.6% saying Everyday/almost everyday. Nine point eight percent said they never followed the news.

**Table 10.** Frequency and Percentage of Sample which Perceive CAAT by Organizational Type.

| No | Type of Organization  | Freq       | %            |
|----|---|------------|--------------|
| 1  | Government agency   | 114        | 17.6         |
| 2  | State enterprise  | 172        | 26.5         |
| 3  | Private agency  | 31         | 4.8          |
| 4  | State agency (Neither a government agency nor a state enterprise) | 331        | 51.1         |
|    | <b>Total</b>  | <b>648</b> | <b>100.0</b> |

According to Table 10, more than half (51.5%) thought CAAT to be a state agency of the Thai government, and 26.5% thought it to be a state enterprise; 17.6% thought it to be a government organization, and 4.8% thought it was a private agency.

**Table 11.** Frequency and Percentage of Sample which were aware of various sources of CAAT information, news, knowledge and innovation. (Respondents could choose more than 1 answer)

| No | Sources of Getting CAAT Information                        | Freq | %    |
|----|--|------|------|
| 1  | Official website (www.caat.or.th)                          | 363  | 54.6 |
| 2  | Facebook (CAAT.Thailand)                                   | 260  | 39.1 |
| 3  | Social Media (Facebook, Line, Twitter, Instagram, Youtube) | 245  | 36.8 |
| 4  | CAAT Staff   | 232  | 34.9 |
| 5  | Airlines Staff   | 211  | 31.7 |
| 6  | Academic Conference, Seminar and Exhibition                | 120  | 18.0 |
| 7  | Printed media (newspaper, magazines, journals, brochures)  | 91   | 12.7 |
| 8  | TV   | 77   | 11.6 |
| 9  | Line Group (CAAT in group)                                 | 54   | 8.1  |
| 10 | Other Web sites.   | 30   | 4.5  |
| 11 | Radio  | 16   | 2.4  |
| 12 | Other channels   | 5    | 0.6  |

Table 11 shows that the source of CAAT information for more than half (54.6%) of the sample was the official website (www.caat.or.th), followed by CAAT Facebook (CAAT.Thailand) (39.1%); 36.8% got their information from social media (Facebook, Line, Twitter, Instagram, Youtube), 34.9% from CAAT Staff, 31.7% from airlines staff, 18.0% from academic conferences, seminar and exhibitions, 12.7% from printed media (newspapers, magazines, journals, brochures), 11.6% from TV, 8.1% from the Line Group (CAAT in group), 4.5% from other web sites, 2.4% from radio, and 0.6% from other channels.

**Table 12.** Frequency and Percentage of answers to the question "From what Sources did you want to get CAAT information, news, knowledge and innovation?" (Weighted case)

| No | Sources of Getting CAAT Information                        | Freq | %    |
|----|--|------|------|
| 1  | Official website (www.caat.or.th)                          | 271  | 24.6 |
| 2  | Social Media (Facebook, Line, Twitter, Instagram, Youtube) | 205  | 18.7 |

| No | Sources of Getting CAAT Information                       | Freq         | %            |
|----|---|--------------|--------------|
| 3  | Facebook (CAAT.Thailand)                                  | 182          | 16.6         |
| 4  | CAAT Staff  | 113          | 10.3         |
| 5  | Airlines Staff  | 104          | 9.5          |
| 6  | TV  | 58           | 5.3          |
| 7  | Academic Conference, Seminar and Exhibition               | 51           | 4.6          |
| 8  | Printed media (newspaper, magazines, journals, brochures) | 39           | 3.6          |
| 9  | Other Web sites.  | 31           | 2.8          |
| 10 | Line Group (CAAT in group)                                | 30           | 2.7          |
| 11 | Radio   | 14           | 1.3          |
|    | <b>Total</b>  | <b>1,098</b> | <b>100.0</b> |

According to Table 12, 24.6% of the sample preferred to use information from the official website ([www.caat.or.th](http://www.caat.or.th)), 18.7% preferred social media (Facebook, Line, Twitter, Instagram, Youtube), 16.6% Facebook (CAAT.Thailand), 10.3% CAAT Staff, 9.5% airlines staff, 5.3% TV, 4.6% academic conferences, seminars and exhibitions, 3.6% printed media (newspapers, magazines, journals, brochures), 2.8% other web sites, 2.7% Line Group (CAAT in group), and 1.3% preferred radio.

## Section 3 Satisfaction with CAAT's information, news, knowledge and innovation, and recommendations

**Table 13.** Frequency and Percentage of Satisfaction scores concerning CAAT's News Release, Information, Knowledge and Innovation

| No | CAAT's News Release, Information, Knowledge and Innovation | Satisfaction |             |
|----|--|--------------|-------------|
|    |  | Mean         | %           |
| 1  | Easily accessible  | 3.60         | 72.1        |
| 2  | Variety of the media channels                              | 3.59         | 71.8        |
| 3  | Fast and accurate information                              | 3.58         | 71.6        |
| 4  | Interesting infographics, and easy to understand           | 3.55         | 70.9        |
| 5  | Interesting information                                    | 3.46         | 69.3        |
| 6. | Easy to understand   | 3.36         | 67.3        |
| 7  | Reliable and correct information                           | 3.33         | 66.7        |
| 8  | Useful information   | 3.32         | 66.5        |
| 9  | Reliable information with academic references              | 3.31         | 66.1        |
| 10 | Up-to-date information                                     | 3.26         | 65.2        |
| 11 | Lack of bias information                                   | 3.25         | 65.1        |
|    | <b>Total</b>   | <b>3.42</b>  | <b>68.4</b> |

In Table 13, when asked to rate (1-5) their level of satisfaction with CAAT's News Release, Information, Knowledge and Innovation, the results showed an average satisfaction level of 3.60 out of 5, or 72.1%, for Easily accessible, an average of 3.59, or 71.8%, satisfaction with Interesting infographics and Easy to understand, while Fast and accurate scored 3.58 average or 71.6%.

In addition, this table revealed that the average scores for other measures of satisfaction with CAAT's News Release, Information, Knowledge and Innovation, including Interesting information, Easy to understand, Reliable information and correct, Useful information, Reliable information with academic references, Up-to-date information and Lack of bias information were all higher than 3.00.

**Table 14.** Showing the Overall Mean of the Respondents' Satisfaction with CAAT'S information, news, knowledge and innovation

| CAAT's News Release, Information, Knowledge and Innovation | Freq. | Min. | Max. | Mean | SD    |
|--|-------|------|------|------|-------|
| Over all satisfaction                                      | 636   | 0    | 10   | 6.23 | 1.596 |

According to Table 14, there was an average rating of 6.36 for overall satisfaction with CAAT'S information, news, knowledge and innovation. It indicates that the sample was moderately satisfied.

**Table 15.** Frequency and Percentage of Sample's recommendations to CAAT to improve information, news, knowledge and innovation

| No | Respondents' Recommendations   | Freq | %    |
|----|--|------|------|
| 1  | Easily access to information, with a variety of channels, and accurate, up to date information         | 77   | 29.1 |
| 2  | Technology providing information accessible to printing media  | 38   | 14.3 |
| 3  | Online channel for contact (Youtube, email and CAAT application)                                       | 29   | 10.9 |
| 4  | Categorize information on ICAO standard lines  | 23   | 8.7  |
| 5  | Inform in advance when adjusting regulations or form of important documents                            | 23   | 8.7  |
| 6  | Attend to the personality of the employee (preparedness, clarity and speed in delivery of information) | 21   | 7.9  |
| 7  | Improving aviation knowledge to be up to date  | 13   | 4.9  |
| 8  | Enhance website  | 12   | 4.5  |

| No | Respondents' Recommendations  | Freq       | %            |
|----|---|------------|--------------|
| 9  | Be up-to-date with modified law/suggestion for practice and enhance information to conform with country info. | 9          | 3.4          |
| 10 | Meet air transportation services standard   | 6          | 2.3          |
| 11 | Develop operator skills and knowledge   | 6          | 2.3          |
| 12 | Provide E-training and conferences for airline staff  | 3          | 1.1          |
| 13 | The official website should provide clear information in both Thai and English languages                      | 2          | 0.7          |
| 14 | Make a compromise about floating lamps  | 1          | 0.4          |
| 15 | Transparency, integrity, honesty regarding fees for a license extension                                       | 1          | 0.4          |
| 16 | Security, Safety, Emergency   | 1          | 0.4          |
|    | <b>Total</b>  | <b>265</b> | <b>100.0</b> |

In Table 15, the results showed that 29.1% chose Easily access to information, variety of channels, accuracy and up to date information, followed by 14.3% choosing Technology providing information accessible to printing media; 10.9% ticked online channel for contact (Youtube, email and CAAT application), 8.7% selected Categorize information on ICAO standard lines, which was equal to Inform in advance when adjusting regulations or form of important documents., Another 7.9% chose Attend to the personality of the employee, 4.9% selected Improving aviation knowledge to be up to date, 4.5% Enhance Website, 3.4% selected Be up-to-date with modified law/suggestion for practice and enhance information to conform with country info., 2.3% chose Meet air transportation services standard, 1.1% Provide E-training and conference for airline, 0.7% official website should provide clear information in both Thai and English languages. All equal at 0.4% were Make a compromise about floating lamps, Transparency, integrity, honesty/fee for license extension, and Security, Safety, Emergency.

**Table 16.** Frequency and Percentage of the Sample that selected a particular CAAT department/group for which the respondent wanted to express their level of satisfaction

| No | Respondents' Recommendations                                  | Freq       | %            |
|----|---|------------|--------------|
| 1  | Flight Operations Standards Department (OPS)                  | 133        | 20.8         |
| 2  | Personnel Licensing Department (PEL)                          | 98         | 15.4         |
| 3  | Aerodrome Standards Department (AGA)                          | 70         | 11.0         |
| 4  | Aeronautical Information Services Department (AIS)            | 68         | 10.7         |
| 5  | Aviation Safety Management Department (SMD)                   | 50         | 7.8          |
| 6  | Aviation Security and Facilitation Standards Department (SFD) | 43         | 6.7          |
| 7  | Airworthiness and Aircraft Engineering Department (AIR)       | 23         | 3.6          |
| 8  | Quality Assurance Department (QAD)                            | 22         | 3.4          |
| 9  | CAAT's Service Center,3rd floor IT Square Lak-si              | 22         | 3.4          |
| 10 | Economic Regulation Department (ERD)                          | 21         | 3.3          |
| 11 | Air Navigation Services Standards Department (ANS)            | 17         | 2.7          |
| 12 | Airport Slot Allocation Group (SAG)                           | 14         | 2.2          |
| 13 | Internal Audit Office (IAO)                                   | 13         | 2.0          |
| 14 | Aviation Industry Promotion Department (APD)                  | 10         | 1.6          |
| 15 | Information and Communication Technology Department (ITD)     | 10         | 1.6          |
| 16 | Aeromedical Department (AMD)                                  | 8          | 1.3          |
| 17 | Legal Department (LEG)  | 6          | 0.9          |
| 18 | Financial Accounting and Budgeting Department (FAB)           | 4          | 0.6          |
| 19 | Foreign Affairs Department (FAD)                              | 3          | 0.5          |
| 20 | Corporate Resource Management Department (CRM)                | 3          | 0.5          |
| 21 | Board of Commissioners' Office Group (BCG)                    | 0          | 0.0          |
|    | <b>Total</b>  | <b>638</b> | <b>100.0</b> |

In Table 16, the amount of satisfaction expressed for each CAAT department service found that the highest number was 20.8% for Flight Operations Standards Department (OPS), followed by 15.4% for the Personnel Licensing Department (PEL), 11.0% for the Aerodrome Standards Department (AGA), 10.7% for the Aeronautical Information Services Department (AIS), and 7.8% for the Aviation Safety Management Department (SMD).

#### Section 4 Expectation and Satisfaction of service, and recommendations

**Table 17.** Frequency and Means of Respondents' Expectation and Satisfaction with the service of the Department/Group which respondents selected

| Expectation              |      | CAAT Operations/Services  | Satisfaction |      |
|--------------------------|------|---|--------------|------|
| Freq.                    | %    |   | Freq.        | %    |
| <b>Time Frame</b>        |      |   |              |      |
| 3.98                     | 79.6 | Hospitality (greeting, friendliness)  | 3.21         | 64.1 |
| 4.01                     | 80.3 | Prompt service  | 3.12         | 62.5 |
| 4.04                     | 80.9 | Timeliness of service   | 3.16         | 63.1 |
| <b>Service Personnel</b> |      |   |              |      |
| 4.05                     | 81.0 | Readiness and politeness of service   | 3.29         | 65.8 |
| 4.04                     | 80.8 | Smiling and courteousness   | 3.31         | 66.1 |
| 4.03                     | 80.6 | Appearance (dress, grooming, cleanliness)   | 3.47         | 69.4 |
| 4.14                     | 82.8 | Knowledgeability and skillfulness<br>(explanation, clarification, advise)         | 3.31         | 66.2 |
| 4.12                     | 82.5 | Professionalism (international standards)   | 3.23         | 64.6 |
| 4.16                     | 83.2 | Accuracy (precision, correctness)   | 3.28         | 65.5 |
| 4.15                     | 82.9 | Fairness and lack of bias   | 3.27         | 65.3 |
| 4.15                     | 83.0 | Transparency and honesty  | 3.37         | 67.5 |
| 4.13                     | 82.5 | Consistency of services   | 3.29         | 65.8 |
| <b>Service Procedure</b> |      |   |              |      |
| 3.97                     | 79.4 | Displaying, announcing information about<br>the procedure and period of operation | 3.04         | 60.9 |



| Expectation        |      | CAAT Operations/Services   | Satisfaction |      |
|--------------------|------|--|--------------|------|
| Freq.              | %    |  | Freq.        | %    |
| 4.00               | 80.1 | The procedure is in accordance with the announcement                   | 3.08         | 61.6 |
| Service Facilities |      |  |              |      |
| 3.95               | 79.1 | Clear posters, symbols, and service point                              | 3.07         | 61.3 |
| 3.97               | 79.4 | Service points are appropriate and easy to access                      | 3.10         | 62.0 |
| 3.97               | 79.4 | Sufficiency of facilities such as seating, waiting room, bathroom etc. | 3.09         | 61.7 |
| 3.99               | 79.9 | Cleanliness of CAAT service area                                       | 3.26         | 65.2 |

In Table 17, the average expectation and satisfaction levels can be viewed as being of four types, (1) Time (2) Personnel (3) Service Procedure and (4) Facilities.

- **Time** included 4 factors:

- 1) Hospitality time (Greeting, Friendliness)
- 2) Timeliness of Service
- 3) Promptness of Service
- 4) Service Facilities

The study found that Hospitality time (Greeting, Friendliness) scored at 3.98 average or 79.6%, for expectation, much higher than the score for the level of satisfaction, which was 3.21 average (64.1%).

Promptness of Service had an expectation score of 4.01 average or 80.3%, much higher than that for the level of satisfaction, which was 3.12 average (62.5%). Similarly, Timeliness of Service expectation was 4.04 average or 80.9%, much higher than the level of satisfaction, which was 3.16 average (63.1%).

- **Personnel** included 9 factors:

- 1) Readiness and politeness of service
- 2) Smiling and courteousness
- 3) Appearance (dress, grooming, cleanliness)

- 4) Knowledgeability and skillfulness (explanation, clarification, advice)
- 5) Professionalism (international standards)
- 6) Accuracy (precision, correctness)
- 7) Fairness and lack of bias
- 8) Transparency and honesty
- 9) Consistency of services

The study found that in the appraisal of Personnel the expectation of CAAT Readiness and politeness of service was rated 4.05 average or 81.0%, much higher than the rating of satisfaction, where the level was 3.29 average or 65.8%.

Expectation of Smiling and courteous service was 4.04 average or 80.8%, much higher than the level of satisfaction, which was 3.31 average or 66.1%.

Expectation for Appearance (dress, grooming, cleanliness) was found to be 4.03, or 80.6%, much higher than level of satisfaction, 3.47, or 69.4%.

Expectation of Knowledgeability and skillfulness was 4.14, or 82.8%, much higher than the level of satisfaction, which was 3.31, or 66.2%, and Professionalism (international standards) expectation was 4.12, or 82.5%, much higher than the corresponding level of satisfaction, which averaged 3.23, or 64.6%.

For Accuracy (precision, correctness), the average expectation rating was 4.16, or 83.2%, much higher than the average for satisfaction, 3.28, or 65.5%, while, Fairness and lack of bias was expected at 4.15, or 82.9%, much higher than the average level of satisfaction, 3.27, or 65.3%.

When asking of Transparency and honesty, the expectation rating averaged 4.15, or 83.0%, much higher than the satisfaction average of 3.37, or 67.5%, and for the criterion, Consistency for services the average expectation rating was 4.13, or 82.5%, much higher than average level of satisfaction obtained, 3.29, or 65.8%.

- **Service Procedure** included 2 factors:

- 1) Displaying, announcing information about the procedure and period of operation
- 2) Keeping the procedure in accordance with the announcement

Expectations for the Service Procedure of displaying, announcing or informing about the procedure and period of operation averaged 3.97, or 79.4%, much higher than the average level of satisfaction, 3.04, or 60.9%. The expectation for the factor Keeping the procedure in accordance with the announcement was an average of 4.00, or 80.1%, much higher than the level of satisfaction average of 3.08, or 61.6%.

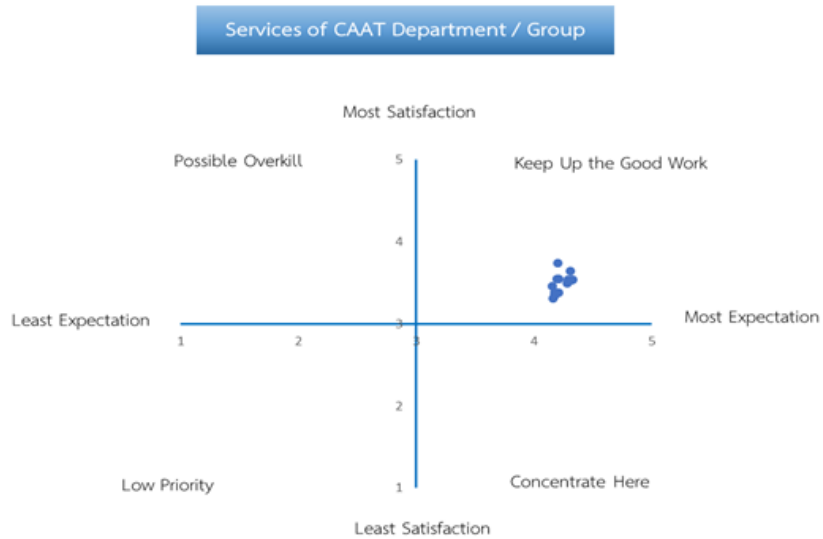
**Facilities**, included 4 factors:

- 1) Clear sign-posting, with symbols indicating service points
- 2) Service points are appropriate and easy to access
- 3) Sufficiency of facilities such as seating, waiting room, bathroom etc.
- 4) Cleanliness of CAAT service area

The study of the Facilities factor of providing Clear sign-posting, with symbols indicating service points, found that the expectation averaged 3.95, or 79.1%, much higher than the level of satisfaction average of 3.07, or 61.3%.

Expectation for the appraisal factor Service points are appropriate and easy to access averaged 3.97, or 79.4%, much higher than its average satisfaction rating of 3.10, or 62.0%, while for Sufficiency of facilities such as seating waiting room, bathroom, etc., expectation was at 3.97 (average), or 79.4%, much higher than the average level of satisfaction, 3.09, or 61.7%. Finally, expectation of Cleanliness of CAAT service area scored 3.99, or 79.9%, which was also much higher than the average level of satisfaction, 3.26, or 65.2%.

Considering these results of expectation and satisfaction appraisal in the Service Quality (SERVQUAL) Quadrant Analysis, the four types of appraisal, - (1) Time, (2) Personnel, (3) Service Procedure, and (4) Facilities -, all fell within the Good Quality of CAAT area "Keep Up The Good Work". The averages of expectation and satisfaction were more than 3.00, more than 60%. This can be seen more clearly, in the Figure below.



**Figure 3.** Display of expectation and satisfaction with services of the CAAT Department/Group

**Table 18.** The Overall Mean of the respondents’ satisfaction with the services of the department/group that they selected

| Over all service/operation | Freq | Min | Max | Mean | SD    |
|----------------------------|------|-----|-----|------|-------|
| Total                      | 632  | 0   | 10  | 6.38 | 1.546 |

Table 18 shows an average of 6.38 in Overall satisfaction with the services of the department/group that they selected, indicating that the respondents were quite satisfied.

**Table 19.** Frequency and Percentage of Suggestions on the CATT department/group which the respondent selected for Recommendation to improve CAAT’s Operations/Services

| No. | Recommendation to improve CAAT’s Operations/Services                                      | Freq. | %    |
|-----|---|-------|------|
| 1   | Staff should provide friendly service/give good advice/fast-paced service/be professional | 38    | 30.4 |

| No. | Recommendation to improve CAAT's Operations/Services  | Freq.      | %            |
|-----|---|------------|--------------|
| 2   | The accuracy of data / Data access / Data updated immediately, accurately and professionally            | 33         | 26.4         |
| 3   | Clear principles and regulations  | 14         | 11.2         |
| 4   | Rare sports facilities / increase availability  | 7          | 5.6          |
| 5   | Modify e-service and other systems to be more inclusive   | 7          | 5.6          |
| 6   | Adjust and improve the standards of aviation services to be consistent with ICAO                        | 5          | 4.0          |
| 7   | Standardise the issuing of permit certificate / Use English as the common language during the procedure | 4          | 3.2          |
| 8   | Rapid master plan for Thai Aviation is needed   | 3          | 2.4          |
| 9   | Professional Human Resource Development should be conducted / Insufficient staff                        | 3          | 2.4          |
| 10  | Be sophisticated as the policy leader of Thai Aviation  | 3          | 2.4          |
| 11  | Remain neutral  | 3          | 2.4          |
| 12  | E-service transaction does not facilitate the documentation process                                     | 2          | 1.6          |
| 13  | Better response time to enquiries   | 1          | 0.8          |
| 14  | Implement tracking service for letters that are delivered   | 1          | 0.8          |
| 15  | Hold conferences, exchange experiences, give seminars about trends                                      | 1          | 0.8          |
|     | <b>Total</b>  | <b>125</b> | <b>100.0</b> |

Table 19 shows that 30.4% recommended that in their selected dept/group, the Staff should provide service that is friendly/ gives good advice/ is fast- paced service/ is professional. 26.4% recommended attention to the accuracy of data/Data access/Data updated Immediately, accurately and professionally, 11.2% selected Clear principles and regulations, 5.6% indicated Rare sports facilities/increase availability, and the same percentage chose Modify e-service and other systems to be more inclusive. Four percent chose Adjust and improve the standard of aviation services to be consistent with ICAO, and 3.2% chose Standardize issuing permit certificate /Use English as the common language during the procedure. Rapid master plan for Thai Aviation is needed, Professional Human Resource Development should be conducted/Insufficient staff, Be sophisticated as the policy leader of Thai Aviation, and Remain neutral were all each selected by 2.4% of respondents, while 1.6% noted that e-service transaction does not facilitate the process of documentation. Response time to enquiries, Implement tracking service for letters that are delivered and Hold Conferences, Exchange experiences, Give seminar about trends were all the same at 0.8%.

**Table 20.** Frequencies and Means of Respondents’ Expectation and Satisfaction with CAAT’s Overall Image

| Expectation               |      | Expectation/Satisfaction Evaluation  | Satisfaction |      |
|---------------------------|------|--|--------------|------|
| Freq                      | %    |  | Freq         | %    |
| <b>CAAT Overall Image</b> |      |  |              |      |
| 3.99                      | 79.9 | Services are under the vision of “Sustainability Standards”.   | 3.21         | 64.3 |
| 4.05                      | 81.1 | To promote and develop efficient and sustainable civil aviation activities.                                | 3.24         | 64.7 |
| 4.07                      | 81.4 | To maintain and improve equitable and international standard regulatory system.                            | 3.26         | 65.2 |
| 4.09                      | 81.8 | To continuously monitor and implement standards, and recommended practices of international organizations. | 3.25         | 65.1 |
| 4.05                      | 81.1 | To continuously develop the organization, its personnel and the supporting system                          | 3.23         | 64.6 |

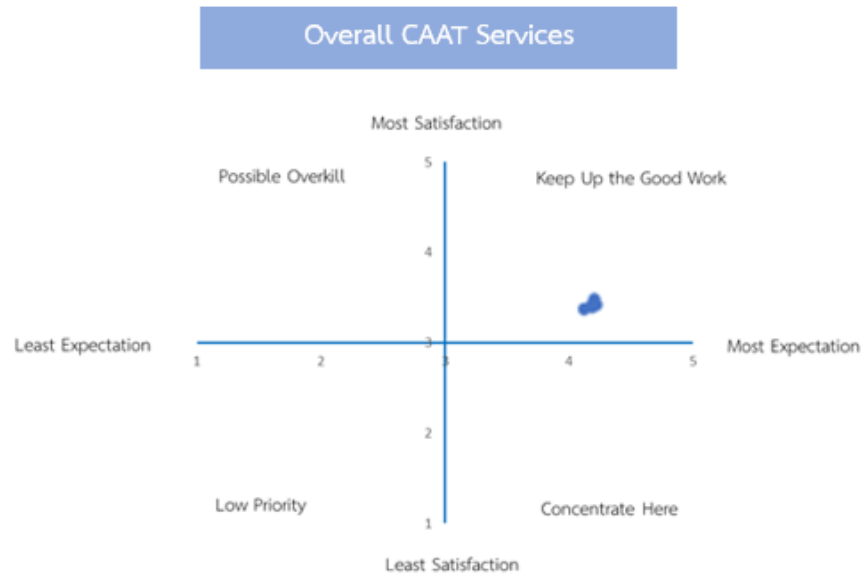
| Expectation |      | Expectation/Satisfaction Evaluation            | Satisfaction |      |
|-------------|------|--|--------------|------|
| Freq        | %    |  | Freq         | %    |
| 4.07        | 81.3 | Overall CAAT transparency and good governance. | 3.27         | 65.4 |

Table 20 shows that for the item of Services are under the vision of “Sustainability Standards” the average of respondents’ expectation for CAAT services was 3.99, or 79.9%, whereas the average satisfaction was 3.21, or 64.3%. Considering the item of To promote and develop efficient and sustainable civil aviation activities, the expectation was 4.05, or 81.1%, much higher than the satisfaction of 3.24, or 64.7%.

To maintain and improve equitable and international standard regulatory system scored 4.07, or 81.4%, in expectation, much higher than the satisfaction at 3.26 (65.2%). When measuring the item of To continuously monitor and implement standards and recommended practices of international organizations, it was found that at 4.09, or 81.8%, the respondents’ expectation was much higher than the level of satisfaction at 3.25, or 65.1%.

When asking about continuously developing the organization, its personnel and the supporting system the expectation was 4.05, or 81.1%, much higher than the level of satisfaction at 3.23, or 64.6%. For Overall CAAT transparency and good governance, expectation was at 4.07, or 81.3%, much higher than satisfaction at 3.27, or 65.4%.

Considering these results of expectation and satisfaction appraisal in the Service Quality (SERVQUAL) Quadrant Analysis, the four types of appraisal, - 1. Time, 2. Personnel, 3. Service Procedure, and 4. Facilities - , all fell within the area Good Quality of CAAT, “Keep Up The Good Work”. The averages of expectation and satisfaction were greater than 3.00, or 60%. This can be seen clearly in the figure below



**Figure 4.** Display of expectation and satisfaction with the overall services of the CAAT Department/Group

**Table 21.** The Overall Mean of Respondents’ Satisfaction with CAAT’s Image

| CAAT Overall Image    | Freq | Minimum | Maximum | Mean | SD    |
|-----------------------|------|---------|---------|------|-------|
| Over all Satisfaction | 632  | 0       | 9       | 6.24 | 1.699 |

Table 21 shows a mean score of 6.24 in Overall satisfaction with CAAT’S service; a moderate level of satisfaction.

**Table 22.** Frequency and Percentage of Responses to the request for Recommendations to Improve CAAT’s Operations/Services

| No | Recommended improvement to service   | Freq. | %    |
|----|--|-------|------|
| 1  | Information should be concise, immediate, accurate, timely, easy to access, real time and comprehensible | 31    | 45.6 |
| 2  | Multimedia information should be escalated / better editing system / develop website                     | 18    | 26.5 |



| No | Recommended improvement to service   | Freq.     | %            |
|----|--|-----------|--------------|
| 3  | Arrange public relations / categorize information / staff should give clear answers                  | 5         | 7.4          |
| 4  | Respond to citizens demand for further information.  | 4         | 5.9          |
| 5  | Issue clear budget documents   | 2         | 2.8          |
| 6  | Enable the public hearing from related agencies for comprehensive perspectives                       | 2         | 2.8          |
| 7  | Show standards of future Air Navigation  | 1         | 1.5          |
| 8  | Rules and Regulations  | 1         | 1.5          |
| 9  | Train staff to be service minded   | 1         | 1.5          |
| 10 | When a new document is being issued, it should be reviewed by Airlines before issuing.               | 1         | 1.5          |
| 11 | Approach student groups to encourage them.   | 1         | 1.5          |
| 12 | Develop human resources in the organization of CAAT, especially CAAT inspectors in every department. | 1         | 1.5          |
|    | <b>Total</b>   | <b>68</b> | <b>100.0</b> |

Table 22 shows that 45.6% of respondents suggested improvement in Information should be concise, immediate, accurate, timely, easy to access, real time and comprehensible, followed by 26.5% who selected Multimedia information should be escalated/better editing system/develop website. Arrange public relations/categorize information/ staff to give a clear answer was chosen by 7.4% , 5.9% chose Respond to citizens demand for further information, 2.8% suggested Issue clear budget documents, while another 2.8% chose Enable the public hearing from related agencies for comprehensive perspectives, and the remaining choices scored 1.5%.

**Table 23.** Frequency and Percentage of Respondent's views on the comparison of the corporate image of CAAT this year (2019) with last year (2018)

| No | Evaluate CAAT Image | Freq       | %            |
|----|---------------------|------------|--------------|
| 1  | Better than         | 168        | 27.4         |
| 2  | Same/not different  | 182        | 29.6         |
| 3  | Worse than          | 10         | 1.6          |
| 4  | No comment          | 254        | 41.4         |
|    | <b>Total</b>        | <b>614</b> | <b>100.0</b> |

According to Table 23, it can be seen that most respondents (41.4%) chose No comment on the comparison of the corporate CAAT image this year (2019) with last year (2018); 29.6% chose Same/not different, 27.4% selected Better than and the lowest proportion (1.6%) chose Worse than.

**Table 24.** Frequency and Percentage of respondents who, after using CAAT services, would recommend particular services

| No | Evaluate CAAT Image   | Freq | %    |
|----|---|------|------|
| 1  | Easily accessible information and systems                               | 231  | 34.8 |
| 2  | Timeliness of services and prompt response to clients                   | 223  | 33.6 |
| 3  | Clearly identify a service schedule and its process                     | 212  | 31.9 |
| 4  | Up-to-date information  | 197  | 29.7 |
| 5  | Accuracy of documentation for petition                                  | 176  | 26.5 |
| 6  | Easy-to-understand information  | 168  | 25.3 |
| 7  | Enough officers for services  | 148  | 22.3 |
| 8  | Surveillance procedure and validation of CAAT operations in electronics | 127  | 19.1 |
| 9  | Red tape reduction in services such as registration for Drone           | 110  | 16.6 |
| 10 | Others  | 10   | 1.5  |

Table 24 indicates the highest proportion of respondents (34.3%), after using CAAT services, would recommend Easily accessible information and systems. Next, at 33.6% was Timeliness of services and prompt response to clients. Clearly identify a service schedule and its process, was recommended by 31.9%, 29.7% selected Up-to-date information, 26.5% Accuracy of documentation for petition, 25.3% Easy-to-understand information, 22.3% Enough officers for services, 19.1% Surveillance procedure and validation of CAAT operations in electronics, 16.6% Red tape reduction in services such as registration for Drone, and the lowest selection at 1.5% was Others.

Part 2. The survey of the clients  
(The sampling size was 602 People)

**Section 1. General data of respondent**

**Table 25.** Frequency and Percentage of Sample Classified by Gender

| No | Gender                     | Freq.      | %            |
|----|----------------------------|------------|--------------|
| 1  | Male                       | 394        | 65.9         |
| 2  | Female                     | 188        | 31.4         |
| 3  | Male to Female transgender | 12         | 2.0          |
| 4  | Female to male transgender | 4          | 0.7          |
|    | <b>Total</b>               | <b>598</b> | <b>100.0</b> |

Table 25 shows that the majority of respondents, 65.9%, were Male, and 31.4% were Female, Male to Female were 2% and 0.7% were Female to Male.

**Table 26.** Frequency and Percentage of Respondents Classified by Age

| No | Age                    | Freq.      | %            |
|----|------------------------|------------|--------------|
| 1  | Less than 20 years old | 1          | 0.2          |
| 2  | 20-29 years old        | 132        | 21.9         |
| 3  | 30-39 years old        | 244        | 40.6         |
| 4  | 40-49 years old        | 152        | 25.2         |
| 5  | 50-59 years old        | 55         | 9.1          |
| 6  | 60 years old or more   | 18         | 3.0          |
|    | <b>Total</b>           | <b>602</b> | <b>100.0</b> |

Table 26 shows that the largest respondent age group was 30-39 years old (40.6%), followed by 25.2% in the 40-49 years old group; 21.9% were 20-29 years old, 9.1% were 50-59 years old, 3.0% were 60 years old or over, and only one was less than 20 years old.

**Table 27.** Frequency and Percentage of Respondents Classified by Highest Level of Education

| No | Education                                | Freq.      | %            |
|----|--|------------|--------------|
| 1  | Less than grade 5                        | 7          | 1.2          |
| 2  | Grade 5 -7, or equivalent                | 3          | 0.5          |
| 3  | Grade 8, or equivalent                   | 6          | 1.0          |
| 4  | High school                              | 12         | 2.0          |
| 5  | Certificate lower than Bachelor's degree | 30         | 1.1          |
| 6  | Bachelor's degree                        | 444        | 74.9         |
| 7  | Master's degree                          | 75         | 12.6         |
| 8  | Doctor's degree                          | 16         | 2.7          |
|    | <b>Total</b>                             | <b>593</b> | <b>100.0</b> |

Table 27 reveals that 74.9% had a Bachelor's degree, followed by 12.6% with a Master's degree, 2.7% with Doctor's degree, 2.0% High school, 2.0% Less than grade 5, 1.2% Certificate lower than Bachelor's degree, 1.0% Grade 8, or equivalent and the lowest proportion (0.5%) were Grade 5 -7, or equivalent.

**Table 28 .** Frequency and Percentage of Sample Respondents Classified by Occupation

| No | Occupation                                  | Freq       | %            |
|----|---|------------|--------------|
| 1  | Business sector                             | 294        | 50.0         |
| 2  | Small business / Entrepreneur               | 102        | 17.3         |
| 3  | Government agency / State enterprise sector | 95         | 16.2         |
| 4  | Freelance                                   | 56         | 9.5          |
| 5  | Other                                       | 23         | 3.9          |
| 6  | Housewife/Retired/Unemployed                | 12         | 2.0          |
| 7  | Student                                     | 5          | 0.9          |
| 8  | Farmer                                      | 1          | 0.2          |
|    | <b>Total</b>                                | <b>588</b> | <b>100.0</b> |

Table 28 shows that half (50%) were occupied in the Business sector, followed by 17.3% who were in the Small business/Entrepreneur sector, 16.2% were government agency / State enterprise sector, 9.5% Freelance, 3.9% Other, 2.0% Housewife/Retired/Unemployed, 0.9% Students and there was one Farmer (0.2%).

**Table 29.** Frequency and Percentage of Sample Classified by Residential Area

| No | Current Address | Freq.      | %            |
|----|-----------------|------------|--------------|
| 1  | Bangkok         | 293        | 50.3         |
| 2  | Other Provinces | 289        | 49.7         |
|    | <b>Total</b>    | <b>582</b> | <b>100.0</b> |

Table 29 shows that slightly more than half of the sample lived in Bangkok (50.3%) with the remainder in other provinces (49.7%).

## Section 2 General information, perception and experience with CAAT services

**Table 30.** Frequency and Percentage of the Sample Following the News on the Media in the Past 30 Days.

| No | Follow the News Media      | Freq       | %            |
|----|----------------------------|------------|--------------|
| 1  | Everyday / almost everyday | 101        | 16.9         |
| 2  | Some                       | 304        | 50.9         |
| 3  | Never                      | 192        | 32.2         |
|    | <b>Total</b>               | <b>597</b> | <b>100.0</b> |

Table 30 reveals that slightly more than half (50.9%) did Some Following of the News on the Media in the 30 Days preceding the survey, while 32.2% Never did, and the smallest proportion (16.9%) claimed to follow Everyday / almost everyday.

**Table 31.** Frequency and Percentage of the Sample's views on CAAT's Organizational Type

| No | Type of Organization | No  | %    |
|----|----------------------|-----|------|
| 1  | Government agency    | 115 | 19.6 |

|   |   |            |              |
|---|---|------------|--------------|
| 2 | State enterprise  | 240        | 41.0         |
| 3 | Private agency  | 88         | 15.0         |
| 4 | State agency (neither a government agency nor a state enterprise) | 143        | 24.4         |
|   | <b>Total</b>  | <b>586</b> | <b>100.0</b> |

Table 31 illustrates that most of the sample (41.0%) thought that CAAT was a state enterprise, followed by 24.4.6% believing it was a state agency of the Thai government, 19.6% classed CAAT as government, and the lowest proportion (15.0%) thought it was a private pgency.

**Section 3. Satisfaction with CAAT’s information, news, knowledge and innovation and recommendations**

**Table 32.** Frequency and Percentage of Respondents who Access CAAT information, news, knowledge and innovation from the listed Sources (Respondents could choose more than 1 answer)

| No | Sources of Getting CAAT Information                        | Freq | %    |
|----|--|------|------|
| 1  | Official website (www.caat.or.th)                          | 262  | 43.6 |
| 2  | Facebook (CAAT.Thailand)                                   | 192  | 31.9 |
| 3  | Line Group (CAAT in group)                                 | 85   | 14.1 |
| 4  | Other web sites.   | 63   | 10.5 |
| 5  | Social media (Facebook, Line, Twitter, Instagram, Youtube) | 53   | 8.8  |
| 6  | Airline staff  | 50   | 8.3  |
| 7  | CAAT staff   | 29   | 4.8  |
| 8  | TV   | 27   | 4.5  |
| 9  | Academic conference, seminar and exhibition                | 25   | 4.2  |
| 10 | Printed media (newspaper, magazines, journals, brochures)  | 20   | 3.3  |
| 11 | Radio  | 4    | 0.7  |

| No | Sources of Getting CAAT Information | Freq | %    |
|----|-------------------------------------|------|------|
| 12 | Other                               | 90   | 13.3 |

Table 32 shows that for 43.6% the source of their CAAT information was the Official website (www.caat.or.th). Next in popularity at 31.9% was Facebook (CAAT.Thailand), 14.1% followed by Line Group (CAAT in group), 10.5% Other web sites, 8.8% Social media (Facebook, Line, Twitter, Instagram, Youtube), 8.3% Airlines staff, 4.8% CAAT staff, 4.5% TV, 4.2 academic conference, seminar and exhibition, 3.3% Printed media (newspaper, magazines, journals, brochures, 13.3% Other, and the lowest was 0.7% from Radio.

**Table 33.** Frequency and Percentage of Sample selecting the different Sources from which they would like to receive more information about CAAT (weighted case)

| No | Sources of Getting CAAT Information                        | Freq       | %            |
|----|--|------------|--------------|
| 1  | Social Media (Facebook, Line, Twitter, Instagram, Youtube) | 98         | 28.0         |
| 2  | E-Mail   | 91         | 25.9         |
| 3  | Official website (www.caat.or.th)                          | 68         | 19.4         |
| 4  | Line Group (CAAT in group)                                 | 58         | 16.5         |
| 5  | No need  | 30         | 8.5          |
| 6  | TV   | 6          | 1.7          |
|    | <b>Total</b>   | <b>351</b> | <b>100.0</b> |

Table 33 shows that 28.0% of the sample said that they favored Social media (Facebook, Line, Twitter, Instagram, Youtube) , followed by 25. 9% favoring E- Mail, 19. 4% Official website (www.caat.or.th), 16.5% Line Group (CAAT in group), 8.5% No need and the lowest (TV) was 1.7%.

**Table 34.** Frequency and Percentage of Satisfaction with Different Aspects of CAAT’s News Release, Information, Knowledge and Innovation



| No | CAAT's News Release, Information, Knowledge and Innovation | Satisfaction |             |
|----|--|--------------|-------------|
|    |  | Mean         | %           |
| 1  | Easy to understand   | 3.81         | 76.2        |
| 2  | Reliable and correct information                           | 3.81         | 76.2        |
| 3  | Useful information   | 3.79         | 75.9        |
| 4  | Interesting infographics, and easy to understand           | 3.78         | 75.5        |
| 5  | Lack of bias and interesting information                   | 3.78         | 75.5        |
| 6  | Easily accessible  | 3.77         | 75.4        |
| 7  | Interesting, reliable and correct information              | 3.75         | 75.1        |
| 8  | Fast and accurate information                              | 3.73         | 74.7        |
| 9  | Reliable information with academic references              | 3.72         | 74.4        |
| 10 | Up-to-date information                                     | 3.71         | 74.1        |
| 11 | Variety of the media channels                              | 3.68         | 73.6        |
|    | <b>Total</b>   | <b>3.76</b>  | <b>75.1</b> |

Table 34 shows that there were only very small differences in degree of satisfaction with the various aspects of information with means around 3.75, or 75%.

**Table 35.** The Overall Mean of respondents' satisfaction with CAAT'S information, news, knowledge and innovation

| CAAT's News Release, Information, Knowledge and Innovation | Freq | Min | Max | Mean | SD    |
|--|------|-----|-----|------|-------|
| Overall satisfaction                                       | 534  | 0   | 10  | 6.55 | 2.170 |

Table 35 shows an average of 6.55 Overall satisfaction with CAAT'S information, news, knowledge and innovation. It reflects that the respondents were moderately satisfied.

**Table 36.** Frequency and Percentage of Respondents’ Recommendations to CAAT for the improvement of information, news, knowledge and innovation

| No | Recommendation to improve CAAT’s information  | Freq | %    |
|----|---|------|------|
| 1  | Increasing communication channels, Quicker registering / Promote more varied communication channels | 44   | 21.7 |
| 2  | Increase news and information about clients/<br>Reduce complexity of the process                    | 14   | 6.9  |
| 3  | Accelerate the process of permit renewal  | 11   | 5.4  |
| 4  | Distribute diversified information and news   | 10   | 4.9  |
| 5  | Provide precise and clear information   | 8    | 3.9  |

Table 36 shows that 21.7% recommended Increasing communication channels, Quicker registering/ Promote more varied communication channels, followed by 6.9% wanting Increased news and information about clients /Reduced complexity of the process, 5.4% would like CAAT to Accelerate the process of permit renewal, 4.9% suggested Diversify distribution of information and news, and 3.9% suggest Provide precise and clear information.

**Table 37.** Frequency and Percentage of the different aspects of CAAT’s services chosen by Respondents to evaluate for satisfaction (only one answer)

| No | CAAT’s services   | Freq | %    |
|----|---|------|------|
| 1  | Registration for Drone and related/Economic Regulation Department (ERD)   | 276  | 46.4 |
| 2  | Passenger rights or complaints, such as delayed flights or flight cancellation / Economic Regulation Department (ERD) | 111  | 18.6 |
| 3  | Never used the services   | 108  | 18.1 |
| 4  | Environmental Complaints such as noise pollution/ Aerodrome Standards Department (AGA)                                | 40   | 6.7  |
| 5  | CAAT Service Center, 3rd floor IT Square Lak-si   | 21   | 3.5  |

| No | CAAT's services  | Freq | %     |
|----|--|------|-------|
| 6  | Official authorization of construction permits, landscaping permits/ Aerodrome Standards Department (AGA)                      | 16   | 2.7   |
| 7  | Official authorization permits for special events such as floating lanterns/Aeronautical Information Services Department (AIS) | 15   | 2.5   |
| 8  | Others   | 9    | 1.5   |
|    | <b>Total</b>   | 638  | 100.0 |

Table 37 shows that nearly half, or 46.4%, of the respondents wanted to evaluate their satisfaction with the Registration for Drone and related/Economic Regulation Department (ERD), followed by 18.6% for Passenger rights or complaints, such as delayed flights or flight cancellation/Economic Regulation Department (ERD), 18.1% had Never used the services, 6.7% for Environmental Complaints such as noise pollution/Aerodrome Standards Department (AGA), 3.5% CAAT Service Center, 3rd floor IT Square Lak-si, 2.7% Official authorization of construction permits, landscaping permits/Aerodrome Standards Department (AGA), 2.5% Official authorization permits for special events such as floating lanterns/Aeronautical Information Services Department (AIS) and few were interested in Other services (1.5%).

**Section 4. Expectation and Satisfaction with CAAT Operations/Services, and Recommendations**

**Table 38.** Frequencies and Means of Respondents' Expectation and Satisfaction Scores with the Services of the Department/Group Selected by the Respondent

| Expectation       |      | CAAT Operations/Services             | Satisfaction |      |
|-------------------|------|--------------------------------------|--------------|------|
| Freq              | %    |                                      | Freq         | %    |
| <b>Time Frame</b> |      |                                      |              |      |
| 3.85              | 76.9 | Hospitality (greeting, friendliness) | 3.43         | 68.5 |

| Expectation               |      | CAAT Operations/Services  | Satisfaction |      |
|---------------------------|------|---|--------------|------|
| Freq                      | %    |   | Freq         | %    |
| 3.69                      | 73.8 | Prompt service  | 3.37         | 67.3 |
| 3.69                      | 73.9 | Timeliness of service   | 3.35         | 67.0 |
| <b>Service Personnel</b>  |      |   |              |      |
| 3.88                      | 77.5 | Readiness and politeness of service   | 3.47         | 69.5 |
| 3.89                      | 77.8 | Smiling and courteousness   | 3.49         | 69.8 |
| 3.91                      | 78.2 | Appearance (dress, grooming, cleanliness)   | 3.49         | 69.8 |
| 3.86                      | 77.1 | Knowledgeability and skillfulness<br>(explanation, clarification, advise)           | 3.48         | 69.6 |
| 3.85                      | 77.1 | Professionalism (international standards)   | 3.53         | 70.7 |
| 3.89                      | 77.9 | Accuracy (precision, correctness)   | 3.55         | 71.1 |
| 3.92                      | 78.4 | Fairness and lack of bias   | 3.56         | 71.2 |
| 3.92                      | 78.5 | Transparency and honesty  | 3.52         | 70.4 |
| 3.87                      | 77.3 | Consistency of services   | 3.56         | 71.1 |
| <b>Service Procedure</b>  |      |   |              |      |
| 3.78                      | 75.6 | Displaying or announcing information about<br>the procedure and period of operation | 3.53         | 70.6 |
| 3.82                      | 76.4 | The procedure is in accordance with the<br>announcement                             | 3.51         | 70.2 |
| <b>Service Facilities</b> |      |   |              |      |
| 3.81                      | 76.3 | Clear sign-posting, with symbols indicating<br>service point                        | 3.50         | 70.1 |
| 3.75                      | 75.1 | Service points are appropriate and easy<br>to access                                | 3.46         | 69.1 |
| 3.77                      | 75.3 | Sufficiency of facilities such as seating,<br>waiting room, bathroom etc.           | 3.47         | 69.4 |
| 3.82                      | 76.5 | Cleanliness of CAAT service area  | 3.51         | 70.2 |

As seen in Table 38, four types of expectation and satisfaction level were evaluated, (1) Time (2) Personnel (3) Service Procedure and (4) Facilities.

- **Time**, included 4 factors:

- 1) Hospitality (Greeting, Friendliness)
- 2) Timeliness of Service
- 3) Prompt Service
- 4) Service Facilities

The study found that in the Time category type, Hospitality (Greeting, Friendliness) expectation level scored 3.85 on average or 76.9%, much higher than the level of satisfaction at 3.43 average or 68.5%. Expectation of Timeliness of Service scored a 3.69 average or 73.9%, much higher than the level of satisfaction at 3.35 average or 67.0%. Expectation of Prompt Service scored a 3.69 average or 73.8%, much higher than the level of satisfaction at an average of 3.37, or 67.3%.

- **Personnel** included 9 factors:

- 1) Readiness and politeness of service
- 2) Smiling and courteousness
- 3) Appearance (dress, grooming, cleanliness)
- 4) Knowledgeability and skillfulness (explanation, clarification, advise)
- 5) Professionalism (international standards)
- 6) Accuracy (precision, correctness)
- 7) Fairness and lack of bias
- 8) Transparency and honesty
- 9) Consistency of services

The study found that in the CAAT Personnel type category, Readiness and politeness of service expectation averaged 3.88, or 77.5%, much higher than the level of satisfaction at 3.43 average or 68.5%.

The expectation for the Smiling and courteousness factor averaged 3.89, or 77.8%, much higher than the level of satisfaction which averaged 3.49, or 69.8%.

The Appearance factor (dress, grooming, cleanliness) expectation scored 3.91, or 78.2%, much higher than the level of satisfaction at 3.49, or 69.8%.

The Knowledgeability and skillfulness factor expectation scored 3.86, or 77.1%, much higher than the average level of satisfaction of 3.48, or 69.6%.

Professionalism (international standards) expectation scored 3.85, or 77.1%, much higher than the average level of satisfaction of 3.53, or 70.7%.

Accuracy (precision, correctness) expectation scored 3.89, or 77.9%, much higher than the level of satisfaction which was 3.55, or 71.1%.

Fairness and lack of bias was found to have an average expectation of 3.92, or 78.4%, much higher than the level of satisfaction which averaged at 3.56, or 71.2%.

Transparency and honesty expectation averaged 3.92, or 78.5%, much higher than the level of satisfaction which averaged 3.52, or 70.4%.

The Consistency of services expectation average was 3.87, or 77.3%, much higher than the average level of satisfaction of 3.56, or 71.1%.

- **Service Procedure** included 2 factors:

- 1) Displaying, announcing to inform about the procedure and period of operation
- 2) The procedure is in accordance with the announcement

Displaying, announcing to inform about the procedure and period of operation had an expectation level of 3.78 (average), or 75.6%, much higher than the average level of satisfaction 3.53, or 70.6%.

The procedure is in accordance with the announcement was found to have an expectation level of 3.82 on average or 76.4%, much higher than the level of satisfaction which averaged 3.51 average or 70.2%.

- **Facilities** included 4 factors:

- 1) Clear sign-posting, with symbols indicating service point
- 2) Service points are appropriate and easy to access
- 3) Sufficiency of facilities such as seating, waiting room, bathroom etc.
- 4) Cleanliness of CAAT service area

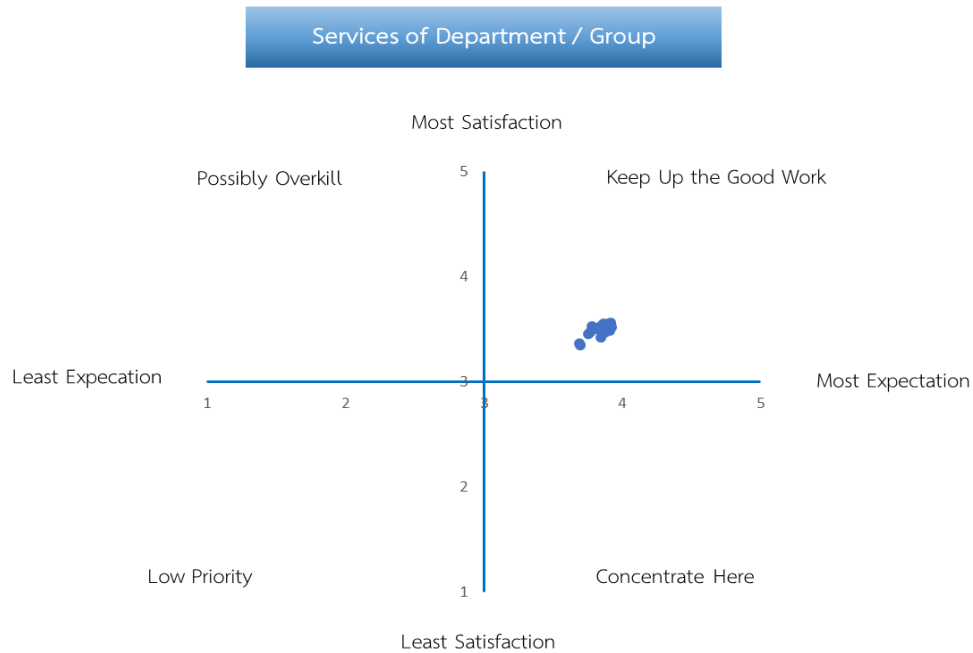
The study found that Clear sign-posting, with symbols indicating service point expectation, was 3.81 on average or 76.3%, much higher than the average level of satisfaction, 3.50, or 70.1%.

Service points are appropriate and easy to access had an expectation level of 3.75, or 75.1%, much higher than satisfaction which averaged 3.46, or 69.1%.

Sufficiency of facilities such as seating waiting room, bathroom, etc. had an expectation level of 3.77 on average or 75.3%, much higher than the level of satisfaction which averaged 3.47, or 69.4%.

Cleanliness of CAAT service area was indicated to have an expectation of 3.82, or 76.5%, much higher than the level of satisfaction which averaged 3.51, or 70.2%.

Considering these results of expectation and satisfaction appraisal in the Service Quality (SERVQUAL) Quadrant Analysis, the four types of appraisal, - 1. Time, 2. Personnel, 3. Service Procedure and 4. Facilities - all fell within the Good Quality of CAAT area of, "Keep Up The Good Work", with an average of expectation and satisfaction higher than 3.00, analyzed at more than 60%. This can be seen more clearly in the figure below



**Figure 5.** Display of service quality of Department/Group

**Table 39.** Overall Mean of Respondents' satisfaction with the services of the department/group they selected

| Over all service/operation | Freq. | Min | Max | Mean | SD    |
|----------------------------|-------|-----|-----|------|-------|
| Over all satisfaction      | 468   | 0   | 10  | 6.75 | 2.236 |

Table 39 reveals the average Overall level of satisfaction with the services of department/group that the respondents selected was 6.75. This indicated that they were moderately satisfied.

**Table 40.** Frequency and Percentage of Suggestions on the CATT department/group which the respondent selected for Recommendation to Improve CAAT's Operations /Services

| No | Recommend improving                             | Freq | %    |
|----|---|------|------|
| 1  | Fast service operation                          | 19   | 11.7 |
| 2  | Consistency and fast operation of work tracking | 19   | 11.7 |
| 3  | Spend too much time on operation                | 15   | 9.2  |



| No | Recommend improving                                  | Freq | %   |
|----|--|------|-----|
| 4  | Rights of clients in aviation industry               | 14   | 8.6 |
| 5  | Slowly operate / No reply to request for information | 12   | 7.4 |

Table 40 shows that the most recommended improvements were Fast service operation and Consistency and fast operation of work tracking (11.7% each). Next, 9.2% said Spend too much time on operation, 8.6% recommended Rights of clients in aviation industry, 7.4% said Slowly operate /No reply to request for information.

**Table 41.** Frequency and Mean of Respondents’ Expectation and Satisfaction about CAAT services

| Expectation                |      | Expectation/Satisfaction Evaluation   | Satisfaction |      |
|----------------------------|------|---|--------------|------|
| Freq.                      | %    |   | Freq.        | %    |
| <b>Over all CAAT Image</b> |      |   |              |      |
| 3.69                       | 73.7 | Services are under the vision of “ Sustainability Standards”.   | 3.40         | 67.9 |
| 3.67                       | 73.4 | To promote and develop efficient and sustainable civil aviation activities.                               | 3.42         | 68.4 |
| 3.71                       | 74.3 | To maintain and improve equitable and international standard regulatory system.                           | 3.46         | 69.1 |
| 3.77                       | 75.4 | To continuously monitor and implement standards and recommended practices of international organizations. | 3.48         | 69.7 |
| 3.77                       | 75.4 | To continuously develop the organization, its personnel and the supporting system                         | 3.46         | 69.2 |
| 3.81                       | 76.1 | Overall CAAT transparency and good governance.  | 3.51         | 70.1 |

In Table 41 we can see that the Respondents’ Expectation and Satisfaction with CAAT services in the category of Services are under the vision of “ Standard toward Sustainability” had

an expectation level of 3.69, or 73.7%, much higher than the average level of satisfaction which was at 3.40, or 67.9%.

Promotion and development of efficient and sustainable civil aviation activities had an expectation of 3.67, or 73.4%, much higher than the average level of satisfaction at 3.42, or 68.4%.

Maintaining and improving an equitable and international standard regulatory system was expected at 3.71, or 74.3%, much higher than the level of satisfaction at 3.46 (69.1%).

Continuously monitoring and implementing standards and recommended practices of international organizations was expected at 3.77, or 75.4%, much higher than the level of satisfaction at 3.48, or 69.7%.

Continuously developing the organization, its personnel and the supporting system was expected at 3.77, or 75.4%, much higher than the level of satisfaction at 3.46, or 69.2%.

Overall CAAT transparency and good governance was expected at a level of 3.81, or 76.1%, much higher than level of satisfaction found at 3.51, or 70.1%.

Considering these results of expectation and satisfaction appraisal in the Service Quality (SERVQUAL) Quadrant Analysis, the four types of appraisal, - 1. Time, 2. Personnel, 3. Service Procedure and 4. Facilities - , all fell within the Good Quality of CAAT area, “Keep Up The Good Work”, with the average of expectation and satisfaction of more than 3.00, and analyzed at more than 60%. This can be seen more clearly in the figure below.

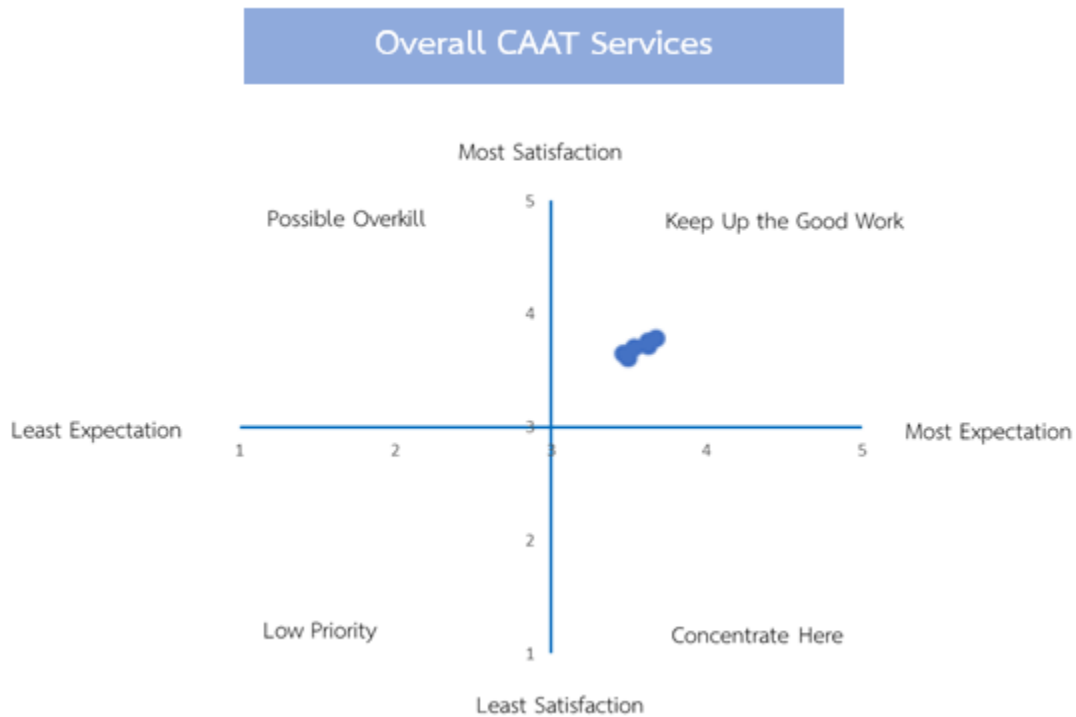


Figure 6. Overall CAAT Services Quadrant Analysis

Table 42. Overall Mean of Respondents’ Satisfaction with CAAT’s Image

| Over all CAAT’s Image | Freq. | Minimum | Maximum | Mean | SD    |
|-----------------------|-------|---------|---------|------|-------|
| Over all satisfaction | 454   | 0       | 10      | 6.41 | 2.147 |

Table 42 reports an average score of 6.41 for Overall satisfaction with CAAT services. It indicates that the respondents were moderately satisfied.

Table 43. Frequency and Percentage of Respondents’ Recommendations to improve CAAT’s Operations / Services (weight case)

| No | Recommendation to improve CAAT’s Operations/Services | Freq | %   |
|----|--|------|-----|
| 1  | Easily accessible                                    | 5    | 4.5 |
| 2  | Make the tone of the information more inclusive      | 4    | 3.6 |
| 3  | Contact and permission                               | 4    | 3.6 |

| No | Recommendation to improve CAAT's Operations/Services | Freq | %   |
|----|--|------|-----|
| 4  | Increasing organization activities                   | 3    | 2.7 |
| 5  | Variety of information                               | 3    | 2.7 |

According to Table 43, the highest percentage was 4.5% for Easily accessible, followed by Make the tone of the information more inclusive, and Contact and permission, that were equal at 3.6%, while the lowest scores were for Increasing organization activities and Variety of information, both of them at 2.7%.

**Table 44.** Frequency and Percentage of Respondents' Perception of this year's (2019) corporate image of CAAT compared with last year (2018)

| No | Evaluate over all Image | Freq       | %            |
|----|-------------------------|------------|--------------|
| 1  | Same/not different      | 204        | 41.8         |
| 2  | Better                  | 189        | 38.7         |
| 3  | No comment              | 64         | 13.1         |
| 4  | Worse                   | 31         | 6.4          |
|    | <b>Total</b>            | <b>488</b> | <b>100.0</b> |

According to Table 44, the highest percentage (41.8%) of respondents rated CAAT's corporate image this year (2019) compared with last year (2018) as Same/not different, followed by 38.7% scoring it as Better; 13.1% had No comment, and the lowest score was 6.4% for Worse.

**Table 45.** Frequency and Percentage of Sample who, after using CAAT services, have recommendations for particular services

| No | Respondents' Recommendations                                  | Freq | %    |
|----|---|------|------|
| 1  | Easy access to information and systematic                     | 130  | 26.3 |
| 2  | Red tape reduction in services such as registration for Drone | 122  | 24.7 |
| 3  | Up-to-date information  | 110  | 22.3 |

| No | Respondents' Recommendations  | Freq | %    |
|----|---|------|------|
| 4  | Enough officers for services  | 83   | 16.8 |
| 5  | Clearly identify a service schedule and its process                     | 81   | 16.4 |
| 6  | Timeliness of services and prompt response to clients                   | 76   | 15.4 |
| 7  | Accuracy of documentation for petition                                  | 69   | 14.0 |
| 8  | Easy-to-understand information  | 64   | 13.0 |
| 9  | Others  | 53   | 10.7 |
| 10 | Surveillance procedure and validation of CAAT operations in electronics | 38   | 7.7  |

Table 45 shows the highest proportion of recommendations after using CAAT services was 26.3% for Easily access to information and systematic, followed by 24.7% for Red tape reduction in services such as registration for Drone; 22.3% suggest Up-to-date information, 16.8 recommend Enough officers for services, 16.4% listed Clearly identify a service schedule and its process, 15.4% for Timeliness of services and prompt response to clients, 14.0% Accuracy of documentation for petition, 13.0% Easy-to-understand information, 10.7 Others, and the lowest score was 7.7% for Surveillance procedure and validation of CAAT operations in electronics.

**Part 3. Overall Survey**  
(The sample size was 1,267 people)

**Section 1. General data of respondents**

**Table 46.** Frequency and Percentage of Sample Classified by Gender

| No | Gender         | Freq.        | %            |
|----|----------------|--------------|--------------|
| 1  | Male           | 684          | 54.8         |
| 2  | Female         | 535          | 42.9         |
| 3  | Male to Female | 18           | 1.4          |
| 4  | Female to male | 11           | 0.9          |
|    | <b>Total</b>   | <b>1,284</b> | <b>100.0</b> |

According to Table 46, more than half (54.8%) of the sample were Male, 42.9% Females, Male to Female were 1.4%, and the fewest were Female to Male 0.9%.

**Table 47.** Frequency and Percentage of Sample Classified by Age

| No | Age                    | Freq.        | %            |
|----|------------------------|--------------|--------------|
| 1  | Less than 20 years old | 3            | 0.2          |
| 2  | 20-29 years old        | 325          | 27.1         |
| 3  | 30-39 years old        | 511          | 42.5         |
| 4  | 40-49 years old        | 281          | 23.4         |
| 5  | 50-59 years old        | 79           | 6.6          |
| 6  | 60 years old or more   | 2            | 0.2          |
|    | <b>Total</b>           | <b>1,201</b> | <b>100.0</b> |

Table 47 indicates that the largest age group was 30-39 years old (42.5%), followed by 27.1% between 20-29 years old, 23.4% were 40-49 years old, 6.6% 50-59 years old, while those 60 years old or more and those less than 20 years old accounted for only 0.2% each.

**Table 48.** Frequency and Percentage of Sample Classified by Highest Level of Education

| No | Education                                | Freq.        | %            |
|----|--|--------------|--------------|
| 1  | Less than grade 5                        | 9            | 0.7          |
| 2  | Grade 5 -7, or equivalent                | 3            | 0.2          |
| 3  | Grade 8, or equivalent                   | 6            | 0.5          |
| 4  | High school                              | 16           | 1.3          |
| 5  | Certificate lower than Bachelor's degree | 37           | 3.0          |
| 6  | Bachelor's degree                        | 976          | 78.7         |
| 7  | Master's degree                          | 175          | 14.1         |
| 8  | Doctor's degree                          | 19           | 1.5          |
|    | <b>Total</b>                             | <b>1,241</b> | <b>100.0</b> |

According to Table 48, the vast majority (78.7%) had a Bachelor's degree followed by 14.1% with a Master's degree, 3.0% with a Certificate lower than a Bachelor's degree, 1.5% had a Doctor's degree, 1.3% finished High school, 0.7% Less than grade 5, 0.5% Grade 8 or equivalent, and the fewest were educated to s grade 5-7 (0.2%).

**Table 49.** Frequency and Percentage of Sample identified by Type

| No | Type                              | Freq.        | %            |
|----|-----------------------------------|--------------|--------------|
| 1  | Entrepreneur in aviation industry | 665          | 52.5         |
| 2  | Clients                           | 602          | 47.5         |
|    | <b>Total</b>                      | <b>1,267</b> | <b>100.0</b> |

Table 49, shows that more than half 52.5% of respondents were occupied as Entrepreneurs in aviation, and 47.5% were clients.

**Table 50.** Frequency and Percentage by Airline

| No | Airline                   | Freq | %    |
|----|---------------------------|------|------|
| 1  | Airport of Thailand (AOT) | 146  | 21.7 |
| 2  | Nokair                    | 97   | 14.6 |

| No | Airline                                   | Freq       | %            |
|----|---|------------|--------------|
| 3  | Thai VietJet                              | 75         | 11.3         |
| 4  | Air Asia                                  | 51         | 7.7          |
| 5  | Bangkok Aviation Center                   | 51         | 7.7          |
| 6  | Air Asia X                                | 49         | 7.4          |
| 7  | Thai Smile                                | 47         | 7.1          |
| 8  | Aerothai (Aeronautical Radio of Thailand) | 41         | 6.2          |
| 9  | H.S. Aviation Company                     | 28         | 4.2          |
| 10 | Bangkok Airways                           | 24         | 3.6          |
| 11 | Siam Land Flying                          | 20         | 3.0          |
| 12 | Department of Airports (DOA)              | 19         | 2.9          |
| 13 | Thai flight training academy              | 10         | 1.5          |
| 14 | Airborne support                          | 5          | 0.8          |
| 15 | Aerospace MRO                             | 2          | 0.3          |
|    | <b>Total</b>                              | <b>665</b> | <b>100.0</b> |

Table 50 shows that the highest proportion or 21.7%, were with Thailand (AOT), followed by 14.6% Nokair, 11.3% Thai VietJet, Air Asia and Bangkok Aviation center were equal at 7.7%, 7.4% were with Air Asia X, 7.1% Thai smile, 6.2% Aerothai (Aeronautical Radio of Thailand), 4.2% H.S. Aviation Company, 3.6% Bangkok Airways, 3.0% Siam Land Flying, 2.9% Department of Airports (DOA), 1.5% Thai Flight Training Academy, 0.8% Airborne support and the lowest was Aerospace MRO (0.3%).

**Section 2. General information, perception and experience with CAAT services**

**Table 51.** Frequency and Percentage of Respondents Who Followed the News Media in the Past 30 Days.

| No. | Follow the News Media      | Freq. | %    |
|-----|----------------------------|-------|------|
| 1   | Everyday / almost everyday | 698   | 55.5 |
| 2   | Sometimes                  | 303   | 24.1 |



|   |              |              |              |
|---|--------------|--------------|--------------|
| 3 | Never        | 257          | 20.4         |
|   | <b>Total</b> | <b>1,258</b> | <b>100.0</b> |

Table 51 reveals that more than half (55.5%) of the Sample followed the news Everyday / almost everyday; 24.1% accessed it Sometimes, and the fewest percentage (20.4%) Never followed the news.

**Table 52.** Frequency and Percentage of Respondents' Perception of CAAT by Organizational Type

| No | Type of Organization  | Freq         | %            |
|----|---|--------------|--------------|
| 1  | State agency (Neither a government agency nor a state enterprise) | 474          | 38.4         |
| 2  | State enterprise  | 412          | 33.4         |
| 3  | Government agency   | 229          | 18.6         |
| 4  | Private agency  | 119          | 9.6          |
|    | <b>Total</b>  | <b>1,234</b> | <b>100.0</b> |

According to Table 52, more than 1 in 3, or 38.4%, thought that CAAT was a State agency of the Thai government, followed by 33.4% believing it was a state enterprise, 18.6% thought CAAT was a government agency, and the fewest number of respondents listed CAAT as a private agency (9.6%).

### Section 3. Satisfaction with CAAT' s information, news, knowledge, innovation and recommendations

**Table 53.** Frequency and Percentage of Respondents' Sources of CAAT information, news, knowledge and innovation? (Respondents could choose more than 1 answer)

| No. | Sources of Getting CAAT Information | Freq. | %    |
|-----|-------------------------------------|-------|------|
| 1   | Official website (www.caat.or.th)   | 625   | 49.4 |
| 2   | Facebook (CAAT.Thailand)            | 452   | 35.7 |

| No. | Sources of Getting CAAT Information                        | Freq. | %    |
|-----|--|-------|------|
| 3   | Social Media (Facebook, Line, Twitter, Instagram, Youtube) | 298   | 23.5 |
| 4   | Airline staff  | 261   | 20.6 |
| 5   | CAAT staff   | 261   | 20.6 |
| 6   | Academic conferences, seminars and exhibitions             | 145   | 11.5 |
| 7   | Line Group (CAAT in group)                                 | 139   | 11.0 |
| 8   | Printed media (newspaper, magazines, journals, brochures)  | 111   | 8.8  |
| 9   | TV   | 104   | 8.2  |
| 10  | Other Web sites.   | 93    | 7.3  |
| 11  | Other  | 85    | 6.7  |
| 12  | Radio  | 20    | 1.6  |

Table 53 shows that nearly half (49.4%) of the sample got CAAT information from the Official website ([www.caat.or.th](http://www.caat.or.th)) followed by 35.7% for Facebook (CAAT.Thailand), 23.5% Social Media (Facebook, Line, Twitter, Instagram, Youtube), 20.6% each for Airline staff and CAAT staff, 11.5% Academic conferences, seminars and exhibitions, 11.0 Line Group (CAAT in group), 8.8% Printed media (newspaper, magazines, journals, brochures) 8.2% TV, 7.3% Other Web sites., 6.7% Other and the lowest was Radio (1.6%).

**Table 54.** Frequency and Percentage of Sources from which Respondents would like to receive more information on CAAT (weighted case)

| No | Sources of Getting CAAT Information                                     | Freq | %    |
|----|---|------|------|
| 1  | Social Media (Facebook, Line, Twitter, Instagram, Youtube)              | 302  | 23.0 |
| 2  | Official website ( <a href="http://www.caat.or.th">www.caat.or.th</a> ) | 271  | 20.4 |
| 3  | Facebook (CAAT.Thailand)  | 250  | 18.8 |
| 4  | CAAT Staff  | 113  | 8.5  |

| No | Sources of Getting CAAT Information                       | Freq         | %            |
|----|---|--------------|--------------|
| 5  | Airlines Staff  | 104          | 7.8          |
| 6  | Line Group (CAAT in group)                                | 88           | 6.6          |
| 7  | TV  | 64           | 4.8          |
| 8  | Academic Conference, Seminar and Exhibition               | 51           | 3.8          |
| 9  | Printed media (newspaper, magazines, journals, brochures) | 39           | 2.9          |
| 10 | Other Web sites.  | 31           | 2.3          |
| 11 | Radio   | 14           | 1.1          |
|    | <b>Total</b>  | <b>1,327</b> | <b>100.0</b> |

Table 54 shows that 23.0% wanted more from Social Media (Facebook, Line, Twitter, Instagram, Youtube), followed by 20.4% for the Official website (www.caat.or.th), 18.8% Facebook (CAAT.Thailand), 8.5% CAAT staff, 7.8% Airlines staff, 6.6% Line Group (CAAT in group), 4.8% TV, 3.8% Academic conferences, seminars and exhibitions, 2.9% Printed media (newspaper, magazines, journals, brochures), 2.3% Other Web sites and the lowest was Radio (1.1%).

**Table 55.** Frequency and Percentage of Sample Satisfaction with Aspects of CAAT’s News Release, Information, Knowledge and Innovation

| No. | CAAT’s News Release, Information, Knowledge and Innovation | Satisfaction |      |
|-----|--|--------------|------|
|     |  | Mean         | %    |
| 1   | Reliable information and correct                           | 3.69         | 73.9 |
| 2   | Reliable information with academic references              | 3.69         | 73.9 |
| 3   | Useful information   | 3.68         | 73.5 |
| 4   | Lack of bias information                                   | 3.67         | 73.4 |
| 5   | Up-to-date information                                     | 3.58         | 71.5 |
| 6   | Easily accessible  | 3.54         | 70.8 |
| 7   | Fast and accurate information                              | 3.53         | 70.6 |
| 8   | Interesting infographics, and easy to understand           | 3.52         | 70.5 |
| 9   | Interesting information                                    | 3.51         | 70.1 |
| 10  | Easy to understand   | 3.50         | 70.0 |

| No. | CAAT's News Release, Information, Knowledge and Innovation | Satisfaction |             |
|-----|--|--------------|-------------|
|     |  | Mean         | %           |
| 11  | Variety of the media channels                              | 3.45         | 69.1        |
|     | <b>Total</b>   | <b>3.58</b>  | <b>71.6</b> |

Table 55 shows 3.69 average or 73.9%, satisfaction, with Reliable information and correct and with Reliable information with Academic references. Next in satisfaction was Useful information with a 3.68 average or 73.5%. Lack of bias information scored a 3.67 average or 73.4%. Up-to-date information averaged 3.58, or 71.5%.

The satisfaction with other features - Easily accessible, Fast and accurate information, Interesting infographics and easy to understand and Variety of the media channels - all scored higher 3.0, meaning that they were all satisfactory.

**Table 56.** Overall Mean of Respondents' Satisfaction with CAAT'S information, news, knowledge and innovation

| CAAT's News Release, Information, Knowledge and Innovation | Freq. | Min. | Max. | Mean | SD    |
|--|-------|------|------|------|-------|
| Overall satisfaction                                       | 1,170 | 0    | 10   | 6.38 | 1.886 |

Table 56 reveals that the average was 6.38 for Overall satisfaction with CAAT'S information, news, knowledge and innovation. This indicated that the respondents were moderately satisfied.

**Section 4. Expectation and Satisfaction of service, and recommendations**

**Table 57.** Frequency and Means of Respondents' Expectation and Satisfaction with the Service of the Respondents' Selected Department/Group

| Expectation               |      | CAAT Operations/Services  | Satisfaction |      |
|---------------------------|------|---|--------------|------|
| Freq.                     | %    |   | Freq.        | %    |
| <b>Time Frame</b>         |      |   |              |      |
| 4.03                      | 80.6 | Hospitality (greeting, friendliness)  | 3.45         | 68.9 |
| 3.97                      | 79.5 | Prompt service  | 3.35         | 67.1 |
| 3.99                      | 79.8 | Timeliness of service   | 3.37         | 67.4 |
| <b>Service Personnel</b>  |      |   |              |      |
| 4.07                      | 81.4 | Readiness and politeness of service   | 3.52         | 70.3 |
| 4.08                      | 81.6 | Smiling and courteousness   | 3.52         | 70.5 |
| 4.09                      | 81.7 | Appearance (dress, grooming, cleanliness)   | 3.64         | 72.8 |
| 4.13                      | 82.5 | Knowledgeability and skillfulness<br>(explanation, clarification, advice)         | 3.52         | 70.4 |
| 4.10                      | 82.1 | Professionalism (international standards)   | 3.51         | 70.2 |
| 4.15                      | 83.0 | Accuracy (precision, correctness)   | 3.55         | 70.9 |
| 4.15                      | 83.0 | Fairness and lack of bias   | 3.54         | 70.9 |
| 4.15                      | 83.0 | Transparency and honesty  | 3.59         | 71.8 |
| 4.11                      | 82.3 | Consistency of services   | 3.55         | 70.9 |
| <b>Service Procedure</b>  |      |   |              |      |
| 4.01                      | 80.2 | Displaying, announcing information about<br>the procedure and period of operation | 3.40         | 68.0 |
| 4.04                      | 80.8 | The procedure is in accordance with the<br>announcement                           | 3.42         | 68.4 |
| <b>Service Facilities</b> |      |   |              |      |
| 4.03                      | 80.7 | Clear sign-posting, with symbols indicating<br>service point                      | 3.43         | 68.6 |
| 4.02                      | 80.3 | Service points are appropriate and easy<br>to access                              | 3.41         | 68.2 |
| 4.02                      | 80.4 | Sufficiency of facilities such as seating,<br>waiting room, bathroom etc.         | 3.41         | 68.2 |
| 4.05                      | 81.0 | Cleanliness of CAAT service area  | 3.54         | 70.7 |

As shown in Table 57, Operations / Services being evaluated can be viewed as being of four types, (1) Time (2) Personnel (3) Service Procedure and (4) Facilities.

- **Time Frame** included 4 factors:

- 1) Hospitality (Greeting, Friendliness)
- 2) Timeliness of Service
- 3) Prompt Service
- 4) Service Facilities

The study found that in Time Frame Operations/ Services, expectation of Hospitality (Greeting, Friendliness) was found at 4.03 average or 80.6%, much higher than the level of satisfaction, which scored a 3.45 average or 68.9%. Timeliness of Service expectation had a 3.99 average or 79.8%, much higher than the level of satisfaction of 3.37 (average), or 67.4%. Prompt Service was expected at a 3.97 average or 79.5%, much higher than the average level of satisfaction 3.35, or 67.1%.

- **Operations / Services Personnel**, included 9 factors:

- 1) Readiness and politeness of service
- 2) Smiling and courteousness
- 3) Appearance (dress, grooming, cleanliness)
- 4) Knowledgeability and skillfulness (explanation, clarification, advice)
- 5) Professionalism (international standards)
- 6) Accuracy (precision, correctness)
- 7) Fairness and lack of bias
- 8) Transparency and honesty
- 9) Consistency of services

Readiness and politeness of service expectation averaged 4.07, or 81.4%, much higher than the level of satisfaction at 3.52 (average), or 70.3%.

Smiling and courteousness expectation was 4.08 on average or 81.6%, much higher than the level of satisfaction which had a 3.52 average or 70.5%.

For Appearance (dress, grooming, cleanliness) the expectation scored an average of 4.09, or 81.7%, much higher than the level of satisfaction which was 3.64, or 72.8%.

For Knowledgeability and skillfulness the expectation level was 4.13, or 82.5%, much higher than the level of satisfaction which was 3.52, or 70.4%.

Professionalism (international standards) expectation was 4.10, or 82.1%, much higher than the level of satisfaction which was 3.51, or 70.2%.

Accuracy (precision, correctness) expectation level was 4.15, or 83.0%, much higher than the average level of satisfaction which was 3.55, or 70.9%.

Fairness and lack of bias was 4.15, or 83.0%, much higher than the level of satisfaction score of 3.54, or 70.9%.

Transparency and honesty expectation was 4.15, or 83.0%, much higher than the average level of satisfaction which was 3.59, or 70.4%.

Consistency of services was expected at 4.11, or 82.3%, much higher than the average level of satisfaction found at 3.55, or 70.9%.

- **Service Procedure** included 2 factors:

- 1) Displaying, announcing to inform about the procedure and period of operation
- 2) The procedure is in accordance with the announcement

Displaying announcing to inform about the procedure and period of operation expectation scored a 4.01 average or 80.2%, much higher than the level of satisfaction at 3.40 (average), or 68.0%.

The procedure is in accordance with the announcement had an expectation score of 4.04 average or 80.8%, much higher than the average level of satisfaction of 3.42, or 68.4%.

- **Facilities**, included 4 factors:

- 1) Clear sign-posting, with symbols indicating service point
- 2) Service points are appropriate and easy to access

- 3) Sufficiency of facilities such as seating, waiting room, bathroom etc.
- 4) Cleanliness of CAAT service area

Clear sign-posting, with symbols indicating service point had an average expectation of 4.031, or 80.7%, much higher than the level of satisfaction at a 3.43 average or 68.6%.

Service points are appropriate and easy to access was expected at 4.02, or 80.7%, much higher than the satisfaction level average of 3.41, or 68.2%.

Sufficiency of facilities such as seating waiting room, bathroom, etc. had an expectation level of 4.02 on average or 80.4%, much higher than the level of satisfaction at a 3.41 average or 68.2%.

Cleanliness of CAAT service area was expected at 4.05, or 810%, much higher than the level of satisfaction at 3.54, or 70.7%.

Considering these results of expectation and satisfaction appraisal in the Service Quality (SERVQUAL) Quadrant Analysis, the four types of appraisal, - 1. Time, 2. Personnel, 3. Service Procedure and 4. Facilities, - all fell within the Good Quality of CAAT area, “Keep Up The Good Work”, with the average of expectation and satisfaction more than 3.00, and analyzed at more than 60%. This can be seen more clearly in the figure below.



Overall Satisfaction with CAAT's Department / Group

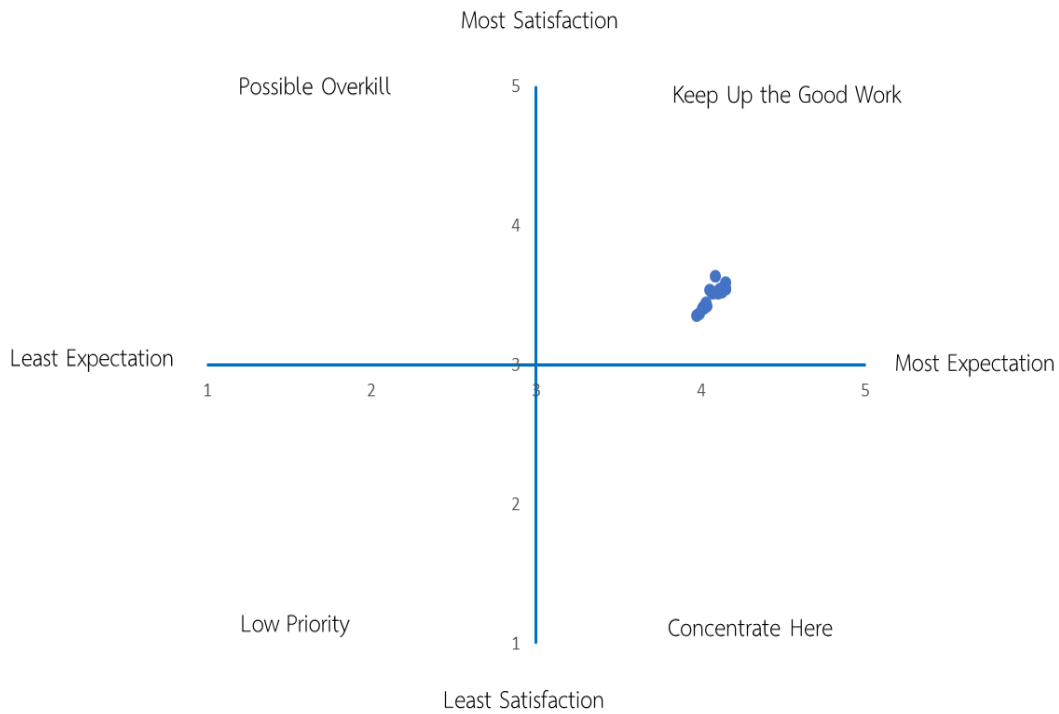


Figure 6. Quality of Services of the CAAT Department/Group

Table 58. Overall Mean of respondents' satisfaction with CAAT'S information, news, knowledge and innovation

| CAAT's News Release, Information, Knowledge and Innovation | Freq. | Min. | Max. | Mean | SD    |
|--|-------|------|------|------|-------|
| Overall satisfaction                                       | 938   | 0    | 10   | 6.28 | 1.574 |

Table 58 reveals the average 6.28 of Overall satisfaction with the services of department/group that the respondents selected. This indicated that they were moderately satisfied.

**Table 59.** Frequency and Means of Respondents’ Expectation and Satisfaction with CAAT services as presented

| Expectation               |      | Expectation/Satisfaction Evaluation   | Satisfaction |      |
|---------------------------|------|---|--------------|------|
| Freq.                     | %    |   | Freq.        | %    |
| <b>Overall CAAT Image</b> |      |   |              |      |
| 3.98                      | 79.6 | Services are under the vision of “Sustainability Standards”.  | 3.42         | 68.3 |
| 4.01                      | 80.2 | To promote and develop efficient and sustainable civil aviation activities.                               | 3.44         | 68.8 |
| 4.03                      | 80.6 | To maintain and improve an equitable and international standard regulatory system.                        | 3.47         | 69.4 |
| 4.07                      | 81.3 | To continuously monitor and implement standards and recommended practices of international organizations. | 3.48         | 69.5 |
| 4.05                      | 80.9 | To continuously develop the organization, its personnel and the supporting system                         | 3.46         | 69.2 |
| 4.07                      | 81.5 | Overall CAAT transparency and good governance.  | 3.51         | 70.2 |

Table 59 shows that the average of Respondents’ expectations of CAAT services for the item Services are under the vision of “ Sustainability Standards” was 3.98, or 79.6%, higher than the respondents’ satisfaction which was 3.42, or 68.8%.

To promote and develop efficient and sustainable civil aviation activities had an expectation of 4.01, or 80.2%, much higher than the respondents’ satisfaction at 3.44, or 68.8%.

Maintaining and improving an equitable and international standard regulatory system was at an expectation level of 4.03, or 80.6%, much higher than the satisfaction level of 3.47, or 69.4%.

Continuously monitor and implement standards and recommended practices of international organizations had an expectation score of 4.07, or 81.3%, much higher than the average level of satisfaction of 3.48, or 69.5%.

Continuously developing the organization, its personnel and the supporting system the expectation level was 4.05, or 80.9%, much higher than the level of satisfaction, which was 3.46 or 69.2%.

Overall CAAT transparency and good governance was expected at 4.07, or 81.5%, much higher than level of satisfaction found, which was 3.51, or 70.2%.

Considering these results of expectation and satisfaction appraisal in the Service Quality (SERVQUAL) Quadrant Analysis, the four types of appraisal, - 1. Time, 2. Personnel, 3. Service Procedure and 4. Facilities - , all fell within the Good Quality of CAAT area, “Keep Up The Good Work”, with the average of expectation and satisfaction more than 3.00, and analyzed at more than 60%. This can be seen more clearly in the figure below.

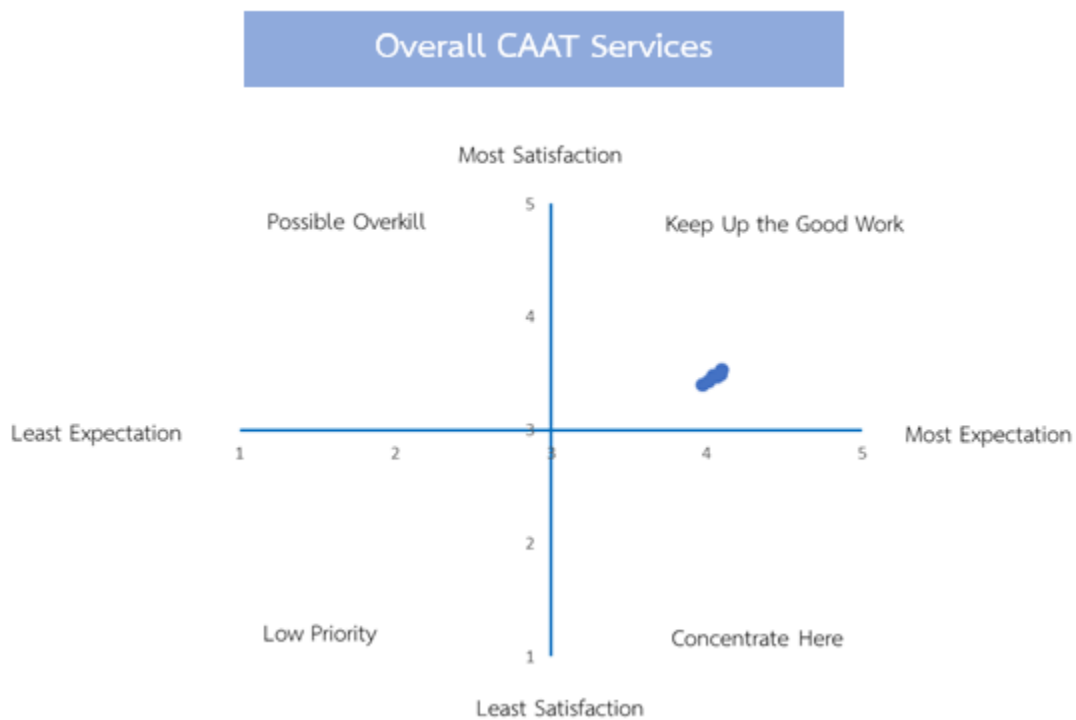


Figure 7. Overall Quality of CAAT Services

**Table 60.** Overall Mean of Respondents' Satisfaction with the Image of CAAT

| Overall Image        | Freq. | Min. | Max. | Mean | SD    |
|----------------------|-------|------|------|------|-------|
| Overall satisfaction | 1,086 | 0    | 10   | 6.31 | 1.900 |

Table 60 shows an average 6.31 of Overall satisfaction with CAAT's services. This indicated that the respondents were moderately satisfied.

**Table 61.** Frequency and Percentage of Respondents' Perception of this year's (2019) corporate image of CAAT compared with last year's (2018)

| No. | Evaluation of Overall Image | Freq.        | %            |
|-----|-----------------------------|--------------|--------------|
| 1   | Same/Not different          | 386          | 35.0         |
| 2   | Better                      | 357          | 32.4         |
| 3   | No comment                  | 318          | 28.9         |
| 4   | Worse                       | 41           | 3.7          |
|     | <b>Total</b>                | <b>1,102</b> | <b>100.0</b> |

Table 61 shows that the most common view when comparing the corporate CAAT image of this year (2019) with last year (2018) was Same/Not different (35.0%), followed by 32.4% for Better, 28.9% with No comment, and the least common was Worse (3.7%).

**Table 62.** Frequency and Percentage of Recommendations for Improvement favored by Respondents, after using CAAT services

| No | Respondents' Recommendations                          | Freq. | %    |
|----|---|-------|------|
| 1  | Easily access information and systematic              | 361   | 31.2 |
| 2  | Up-to-date information                                | 307   | 26.5 |
| 3  | Timeliness of services and prompt response to clients | 299   | 25.8 |
| 4  | Clearly identify a service schedule and its process   | 293   | 25.3 |
| 5  | Accuracy of documentation for petition                | 245   | 21.2 |

| No | Respondents' Recommendations  | Freq. | %    |
|----|---|-------|------|
| 6  | Red tape reduction in services such as registration for Drone           | 232   | 20.0 |
| 7  | Easy-to-understand information  | 232   | 20.0 |
| 8  | Enough officers for services  | 231   | 19.9 |
| 9  | Surveillance procedure and validation of CAAT operations in electronics | 165   | 14.2 |
| 10 | Others  | 83    | 5.4  |

Table 62 indicates that the highest proportion of respondents (31.2%), after using CAAT services, would recommend Easily accessible information and systems, followed by 26.5% for Up to date information. Next, at 25.8% was Timeliness of services and prompt response to clients . Clearly identify a service schedule and its process, was recommended by 25.3%, 21.2% selected Accuracy of documentation for petition, 20.0% for Red tape reduction in services such as registration for Drone, and for Easy-to-understand information, 19.9% Enough officers for services, and the lowest selection at 5.4% was Others.

## Chapter Four: Conclusion and Recommendations

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In 2019, SUPER POLL conducted a satisfaction survey for the Civil Aviation Authority of Thailand, or CAAT. The study, which was contracted by CAAT, targeted populations that included aviation-industry entrepreneurs and members of the general public who had experienced CAAT's operations and services. In this study, the main research objective was to evaluate the target population's satisfaction with CAAT's improvement and development. The survey's sample size was 1,267. The data collection was completed in December 2019.

### Aviation-Industry Entrepreneurs: Research Findings

- General Data of Respondents

The results of 665 respondents showed that more than one-third, or 40.2%, were 30–39 years old. The majority of the respondents (82.1%) had graduated with a Bachelor's degree, and 66.0% worked as Airport Operations Crew/Groundcrew/Customer Service Provider.

- Respondents' Perception of CAAT's Information, Knowledge, and Innovation:

The findings showed that the majority of respondents or 54.6% used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), 39.1% accessed CAAT Facebook, and 36.8% used other social media tools in general such as Facebook, Line, Twitter, Instagram, and YouTube.

- The majority of respondents thought that CAAT was a State agency of the Thai government (neither a government or a state enterprise). The other respondents stated that they thought CAAT was of another organizational type, including a state enterprise, a government agency, and a private enterprise.

- The overall satisfaction of the sampled aviation-industry entrepreneurs was 3.42 when rating CAAT's information, news, knowledge and innovation on a 5-point scale; Aviation-industry entrepreneurs were the most satisfied with CAAT's Information, News, Knowledge, and Innovation, and they indicated that these aspects were easily accessible, rating their satisfaction an average of 3.60 on the 5-point scale. Furthermore, they indicated satisfaction with more specific aspects, including: whether the media channels had enough variety (3.59); whether the information was fast and accurate (3.58); whether the graphics were interesting and easy to understand (3.55); whether they included

interesting information (3.46); whether the information itself was easy to understand (3.36); whether they included accurate and reliable information (3.33); whether that information was useful (3.32); whether that information was reliable and backed up with enough academic evidence (3.31); whether the information was up-to-date (3.26), and whether the information had a lack of bias (3.25).

- The overall satisfaction of aviation-industry entrepreneurs with CAAT's Information, News, Knowledge, and Innovation was 3.17 points out of 5, or 63.3%, indicating moderate satisfaction.

Overall satisfaction data in this survey on CAAT's Time Frame in the domain of service was classified into subdomains, including the friendliness of CAAT officers' greetings (3.21), stated timing of service (3.16), and speed of service (3.12).

Regarding overall satisfaction data with the service personnel domain, respondents rated it at a 3.31 average, indicating moderate satisfaction overall. Subdomains presented the following averages of satisfaction, including CAAT officers' courtesy (3.29), friendly greetings (3.31), and proper uniform dress (3.47). Respondents also rated the officers' knowledge and ability to provide services, which included answering questions, clarifying, advising (3.31), holding to a professional and universal standard (3.23), maintaining accuracy (3.28), serving with fairness and zero-discrimination (3.27), offering transparency and accountability (3.37), and the overall consistency of good service (3.29).

Respondents' overall satisfaction with CAAT's service procedure domain was found to be at 3.06 or moderate. The domain was also classified into sub-categories, including clarity of posts, clear descriptions of steps involved in each procedure along with the Time Frame of services (3.04), and whether the services were announced in an orderly fashion (3.08).

In this survey, the overall satisfaction with the domain of service facilities was 3.13, meaning that respondents were moderately satisfied. The domain was classified into subdomains, including clear signs leading to CAAT service desks (3.07), proper and easy access to services (3.10), availability of service facilities such as waiting seats, restrooms, etc. (3.09), and the CAAT office's internal cleanliness (3.26).

- Overall satisfaction with the CAAT's image was 3.24 out of 5, indicating moderate satisfaction. The domain was classified into subdomains, including CAAT's vision stating that Thailand's civil aviation is to become Standard toward Sustainability in 2019 (3.21), whether the CAAT promotes and strives for an efficient and sustainable civil aviation industry (3.24), whether it maintains and develops a fairness and international standard system (3.26), resolves all findings

identified by ICAO (3.25), as well as respondents' satisfaction with personnel and support system development (3.23), and the CAAT's transparency and Good governance (3.27).

Comparing CAAT's image between 2018 and 2019 surveys, showed that 29.6% stated that their satisfaction has stayed about the same, 27.4% stated that it had improved, 1.6% stated that it had worsened, and 41.4% stated No comment.

- The comparison of research findings on aviation- industry entrepreneurs' satisfaction between 2018 and 2019 had the following four dimensions:

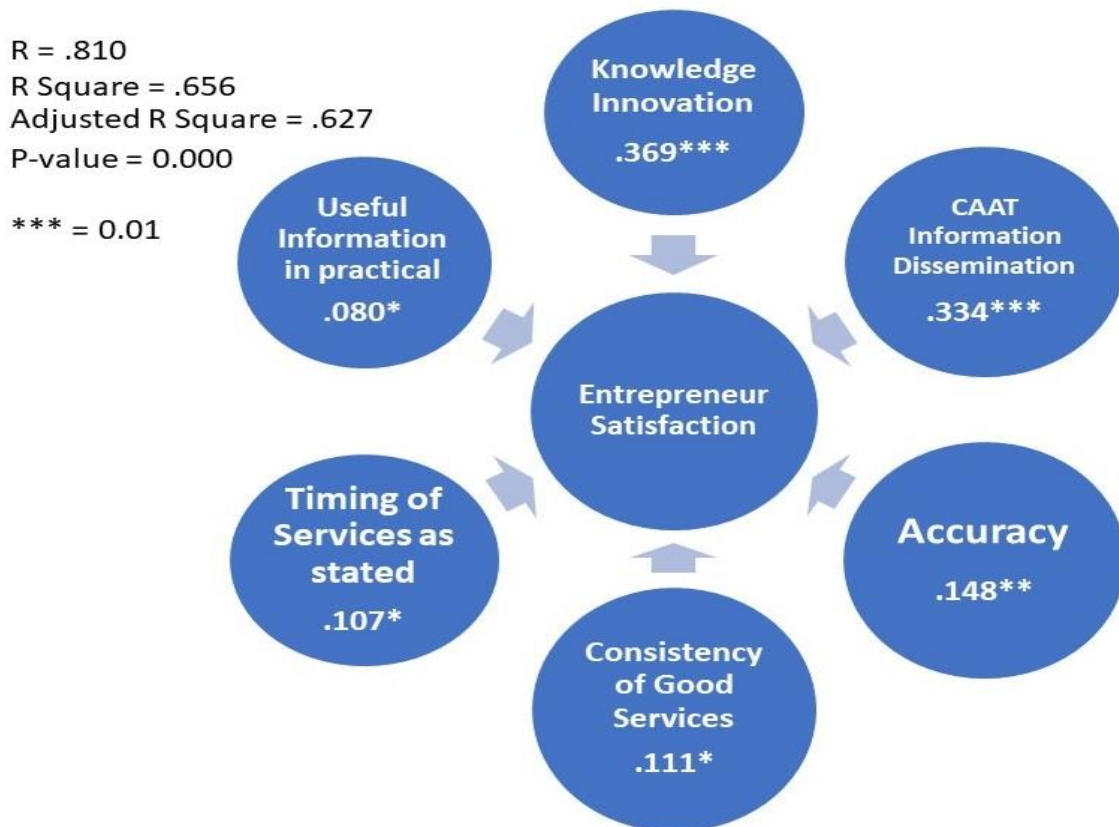
- 1) Respondents' satisfaction with Time Frame was surveyed and included prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.19, or 79.8%, which was lower than the average of overall satisfaction in 2019: 3.29 out of 4, or 82.2%. Satisfaction with Service Personnel was also surveyed and included their readiness and politeness of service, whether they were smiling and courteous, their appearance in their manners of dress and grooming, and of cleanliness, whether they were fairness and lack of bias, knowledgeable and skillful when providing explanations, clarification or advise, and whether they served with transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 3.70, or 92.5%, which was higher than the average of respondents' satisfaction in 2019: 3.38 out of 4, or 84.4%.
- 2) Service Procedure was also rated, including whether procedures were in accordance with their announcements and signs, and how accurately they were announced in regard to their practice and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 3.22, or 80.5%, which was equal to the average of respondents' satisfaction in 2019: 3.22 out of 4, or 80.5%.
- 3) Service Facilities were also rated according to the cleanliness of CAAT service areas, and sufficiency of facilities such as the seating, waiting room, bathroom, etc. Also surveyed were whether service desks were effective and easy to access, ads were clearly posted, symbols on signs were easy to follow, and the quality of the service desks. The findings showed that the average of respondents' satisfaction in 2018 was 3.39, or 84.8%, which was higher than the average of respondents' satisfaction in 2019: was 3.28 out of 4, or 82%.

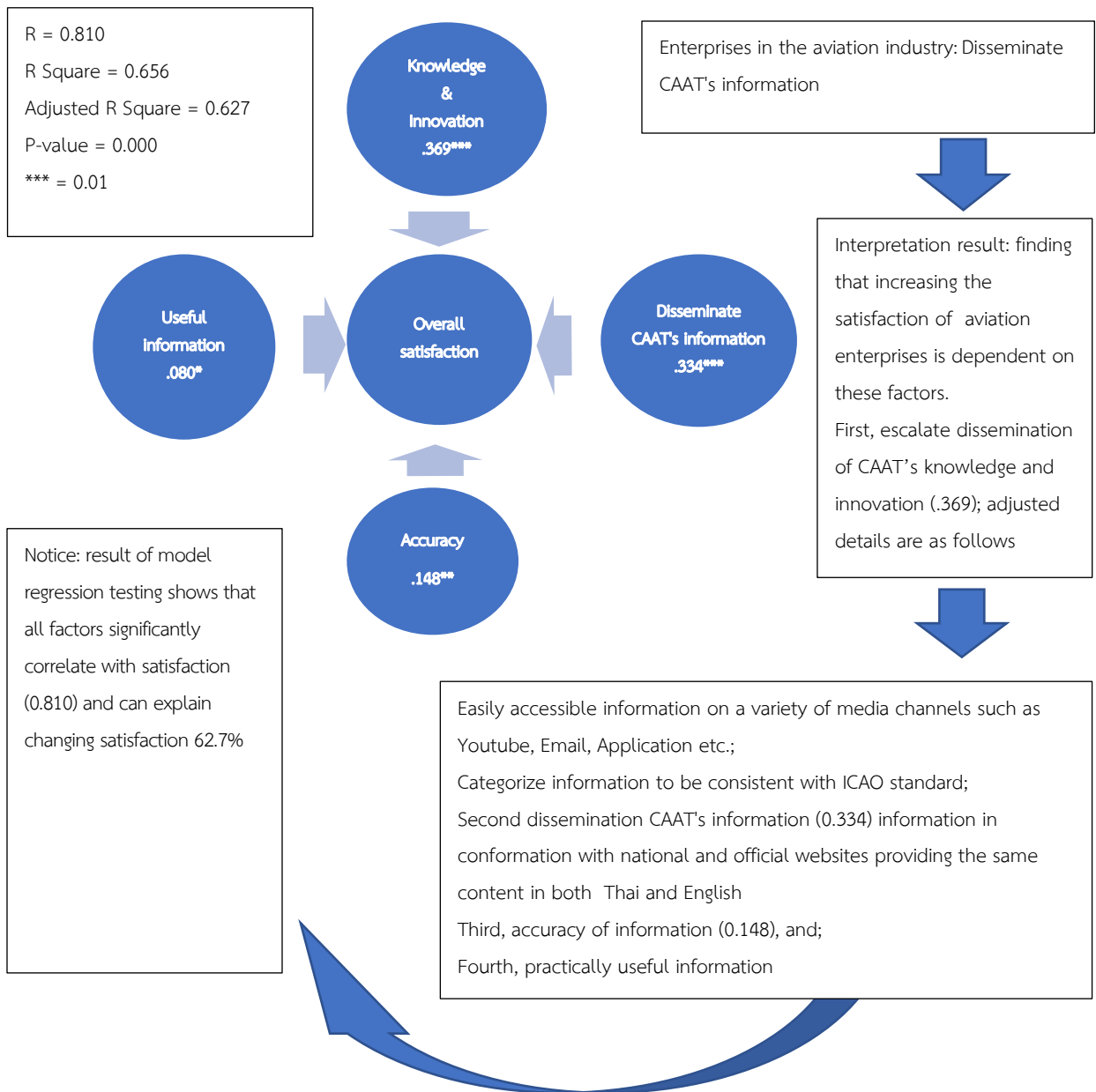


When comparing research findings between 2018 and 2019, sampled aviation-industry entrepreneurs rated their overall satisfaction with CAAT's services in the department/group at an average of 3.38 out of 4.00, or 84.4% in 2018, which was higher than their satisfaction in 2019: 3.29, or 82.3%.

### Tests of multiple regression models of aviation-industry entrepreneurs' satisfaction with CAAT's operations and services.

In this study, SUPER POLL tested multiple regression models using a dependent variable (e.g. aviation-industry entrepreneurs' satisfaction with CAAT's operations and services) and independent variables, such as perceived information, knowledge, innovation, as well as CAAT's operations and services, CAAT's transparency and accountability, and so on. The results of this testing appear below in Figure 5.1:



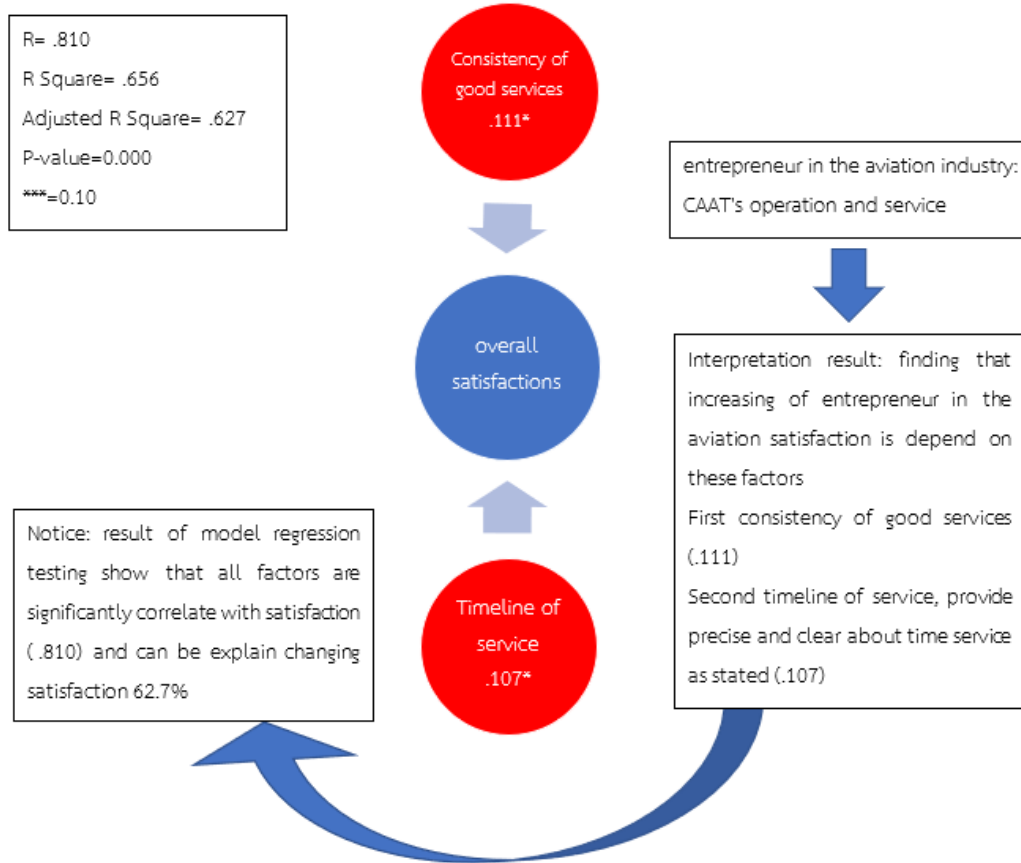


## Results of Testing Models:

After testing multiple regression models in this study, two pictures resulted. The first picture indicated the overall relationship between independent variables, such as CAAT's information dissemination, timing of services as stated, accuracy, knowledge and innovation, etc., and a dependent variable (i.e., entrepreneurs' satisfaction with CAAT's operations and services). The tested model had  $R = 0.810$ , meaning that the relationship between them was very strong, and significant at a p-value of 0.01. The adjusted R Square was 0.627, meaning that all independent variables could explain the variation in entrepreneurs' satisfaction at about 62.7% in the tested model.

The second picture indicated a particular relationship between independent variables and a dependent variable that were explained by Standardized Beta Coefficients and p-values of significance. The results showed that the CAAT's knowledge and innovation had the highest degree of change in entrepreneurs' satisfaction, or 0.369, meaning that for every 1-unit increase in CAAT's knowledge and innovation, entrepreneurs' satisfaction would significantly increase by 36.9% in this model, followed by information dissemination (0.334), accuracy (0.148), consistency of good services (0.111), timing of services as stated (0.107), and useful information in practice (0.080).

Therefore, a strategic recommendation pertained to branding the CAAT's corporation and service by promoting its strength of knowledge and innovation, and information dissemination, through integrated marketing communication (IMC) with aviation-industry entrepreneurs.



As indicated in the figure, after testing multiple regression models in this study, the relationship between independent variables, such as dissemination of CAAT's information, news, knowledge, innovation, consistency of good service, timing services as stated, and a dependent variable (i.e. entrepreneurs' satisfaction with CAAT's operations and services), had  $R = 0.810$ . This meant that the relationship between them was very strong, significant at the p-value of 0.01. The adjusted R Square was 0.627, meaning that all independent variables could explain the variation of entrepreneurs' satisfaction at about 62.7% in the tested model.

Testing indicated a particular relationship between independent variables and a dependent variable that was explained by Standardized Beta Coefficients and p-values of significance. The results indicated that the CAAT's knowledge and innovation had the highest degree of change in entrepreneurs' satisfaction, at 0.369, meaning that for every 1-unit increase in CAAT's knowledge and innovation, entrepreneurs' satisfaction would significantly increase by 36.9%, followed by information dissemination (0.334), accuracy (0.148), consistency of good services (0.111), timing of services as stated (0.107), and useful information in practical (0.080), respectively.

Therefore, a strategic recommendation pertained to branding the CAAT's corporation and service by promoting its strength of knowledge and innovation, and information dissemination through integrated marketing communication (IMC) with aviation-industry entrepreneurs.

### Members of the General Public Who Have Experienced CAAT's Operations and Services: Research Findings

- Data from Respondents in the General Public

In this study, 602 members of the general public were sampled. The findings showed that more than 1 in 3, or 40.6%, were 30–39 years old, and 74.9% had completed their Bachelor's degree. Meanwhile, 50.0% described themselves as private-company workers, 17.3% described their employment as an entrepreneur/ small business, followed by those working in the government sector/state enterprise sector (16.2%), and those who worked as freelancers (9.5%).

- Respondents from the General Public's Perception of CAAT's Information, Knowledge, and Innovation

- The findings showed that the majority of respondents (43.6%) used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), 31.9% used CAAT's Facebook, and 14.1% used a CAAT Line Group.

- The majority of respondents thought that CAAT was a state enterprise, followed, in descending order, by a state agency of the Thai government (neither a government nor a state Enterprise), a government agency, and a private company.

- The general public's overall satisfaction with CAAT's information, news, knowledge and innovation was at an average of 3.76 out of 5, indicating that it was very satisfactory.
- The results showed that the general public's highest average (3.81 out of 5-point scale) level of satisfaction with CAAT's Information, News, Knowledge, and Innovation pertained to whether the organization provided reliable information that was easy to understand, followed by whether the information was useful (3.79), lack of bias (3.78), and included interesting infographics that were also easy to understand (3.78).
- Meanwhile, the general public's overall satisfaction with CAAT's information, News, Knowledge, and Innovation was at 3.76 when rated with a 5-point scale.
- The results also showed that the general public's highest average (3.81 out of 5-point scale) level of satisfaction with CAAT's Information, News, Knowledge, and Innovation was with the information's reliability and clarity, followed by its usefulness and practicality (3.79), its impartiality (3.78), clarity of the infographics (3.78), accessibility (3.77), whether they were interesting (3.75), provided fast and accurate information (3.73), provided reliable information with academic references (3.72), provided up-to-date information (3.71), and whether there was enough variety of the media channels (3.68).

The overall satisfaction of the general public with CAAT's Information, News, Knowledge, and Innovation was 3.48 points out of 5, or 69.5% meaning very satisfactory.

Overall satisfaction in this survey on CAAT's service domain of Time Frame was 3.38, and it was classified into subdomains, including CAAT officers' greetings (3.43), speed of service (3.37), and stated timing of service (3.35).

The overall satisfaction data regarding the service personnel domain was found to be 3.52, meaning the respondents were very satisfied. This domain was classified into subdomains, presenting the average of each, including consistency of good service (3.56), fairness and lack of bias service (3.56), accuracy (3.55), conforming to professional and universal standards (3.53), its

transparency and accountability (3.52), friendliness of CAAT officers' greetings (3.49), proper uniform dress (3.49), courtesy (3.47), and knowledge and ability to provide services such as answering questions, clarifying, and advising (3.48).

The overall satisfaction with CAAT's service procedure domain among the general public was found in this survey to be at 3.52, meaning they were very satisfactory. The domain was classified into subdomains including clear posts informing steps and Time Frame of services (3.53) and whether the services were as orderly as announced (3.51).

In this survey, the general public rated their overall satisfaction with service facilities at 3.49, indicating that they were very satisfactory. The domain was classified into four subdomains, including the internal cleanliness of the CAAT office (3.51), the clarity of signs leading to CAAT desks (3.50), availability of service facilities such as waiting room seats, restrooms, etc. (3.47), and service accessibility (3.46).

Overall satisfaction with the domain of CAAT's image was rated 3.46 out of 5, meaning that it was very satisfactory. The domain was classified into subdomains including CAAT's transparency and accountability (3.51), its ability to resolve all finding identified by ICAO (3.48), to maintain and develop a fairness and international standard system (3.46), to develop CAAT's personnel and support system (3.46), to promote and strive for an efficient and sustainable civil aviation industry (3.42), and finally, CAAT's vision for Standard toward Sustainability in 2019 that Thailand's civil aviation will adopt Standard toward Sustainability in 2019-2022 (3.40).

When comparing CAAT's image in 2018 to the 2019 survey, the results showed that 41.8% stated it has remained about the same, 38.7% stated it had improved, 6.4% stated that it had worsened, and 13.1% gave no comment.

- The comparison of research findings for the general public's satisfaction between 2018 and 2019 is organized using the following four dimensions:

- 1) Time Frame, including the promptness and timeliness of service. In 2018, the average for overall satisfaction was found at 2.15, or 53.8%, which was lower than the average of overall satisfaction in 2019: 3.10 out of 4, or 77.4%.

2) Service Personnel, including readiness and politeness of service, courtesy and friendliness, appearance (dress, grooming, cleanliness), fairness and impartiality, knowledgeability and skill (explanation, clarification, advice), and transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 3.53, or 88.3%, which was higher than the average of respondents' satisfaction in 2019: 3.17 out of 4, or 79.2%.

3) Service Procedure, including the procedure that is in accordance with the announcement and Displaying, announcing to inform about the procedure, and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 2.33, or 58.3%, which was lower than the average of respondents' satisfaction in 2019: 3.21 out of 4, or 80.3%.

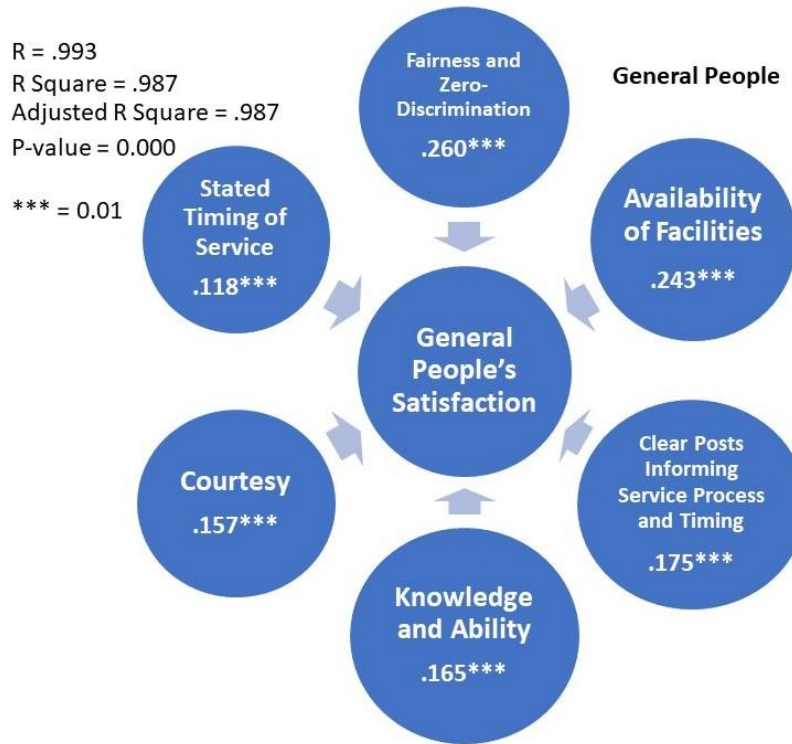
4) **Service Facilities including cleanliness of the CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, and ads using clear symbols to indicate service points.** The findings showed that the average of respondents' satisfaction in 2018 was 3.29, or 82.3%, which was higher than the average of respondents' satisfaction in 2019: 3.20 out of 4, or 80%.

When comparing research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group was found to be at an average of 2.83 out of 4.00, or 70.6%, in 2018, which was lower than the satisfaction in 2019 at 3.17, or 79.2%.

#### **Testing multiple regression models of the general public's satisfaction with CAAT's operations and services:**

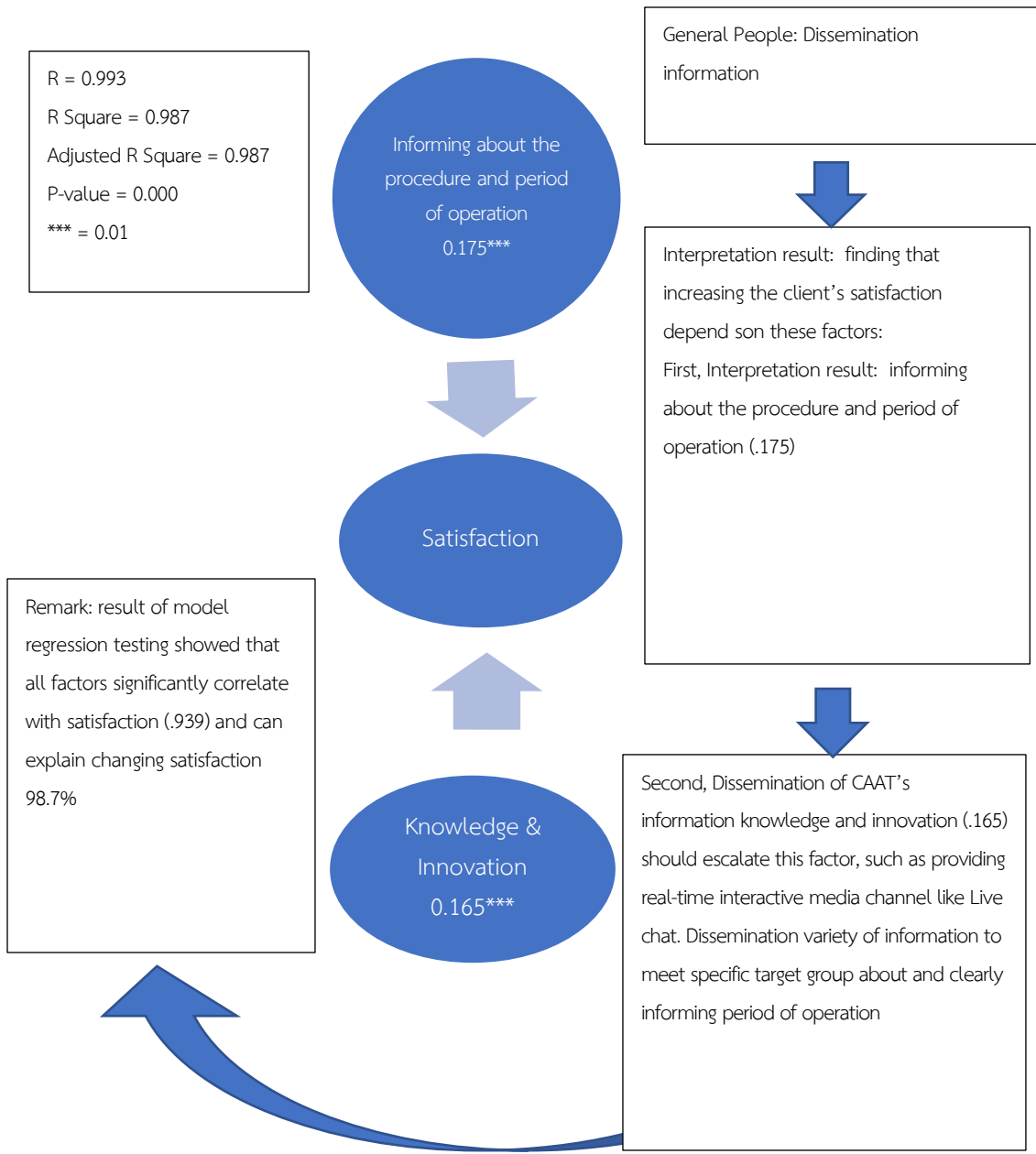
In this study, SUPER POLL tested multiple regression models using a dependent variable (i.e., general people's satisfaction with CAAT's operations and services) and independent variables, such as perceived information, knowledge, innovation, CAAT's operations and services, CAAT's transparency and accountability, and so on. The results of testing are presented in the Figure 5.2 below:

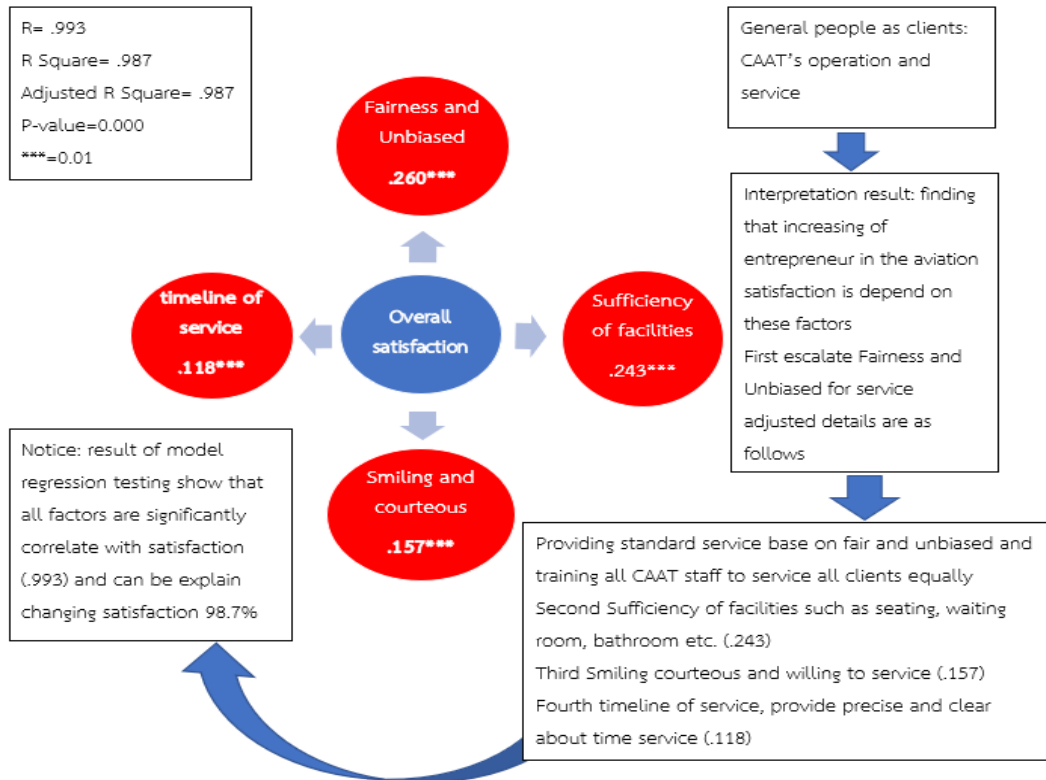




### Results of Testing Models:

After testing multiple regression models in this study, two pictures resulted. The first picture indicated the overall relationship between independent variables, such as CAAT's information dissemination, timing of services as stated, accuracy, knowledge and innovation, etc., and a dependent variable (i.e., general public's satisfaction with CAAT's operations and services). The tested model had  $R = 0.993$ , meaning that the relationship between them was very strong and significant at the p-value of 0.01. The adjusted R Square was 0.987, meaning that all independent variables could explain the variation of entrepreneurs' satisfaction with 98.7% in the tested model.





The second picture indicated that particular relations between independent variables and a dependent variable were explained by Standardized Beta Coefficients and p-values of significance. The results rated CAAT Fairness and Zero-Discrimination (0.260), demonstrating that for every 1-unit increase in CAAT fairness and Zero-Discrimination, the general public's satisfaction would significantly increase by 26.0% in this model, followed by availability of facilities (0.243), clear posts informing service process and timing (0.175), knowledge and ability (0.165), courtesy (0.157), and stated timing of service (0.118).

## Aviation-Industry Entrepreneurs and Members of the General Public Who Have Experienced CAAT's Operations and Services: Research Findings

- Data of Respondents from the General Public

In this study, 1,267 aviation-industry entrepreneurs and members of the general public were sampled. The findings showed that more than 1 in 3, or 42.5% were 30–39 years old, and 78.7% had completed their Bachelor's degree.

- The General Public Respondents' Perception of CAAT's Information, Knowledge, and Innovation:

- The findings showed that the majority of respondents (49.4%) used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), 35.7% used CAAT's Facebook, and 23.5% used social media applications such as Facebook in general, Line, Twitter, Instagram, YouTube..
- The majority of respondents thought that CAAT was a State agency of the Thai government (neither a Government nor State Enterprise), followed by a State Enterprise, a Government agency, or a private company.
- The overall satisfaction with the domain of CAAT's information, news, knowledge and innovation was at the average of 3.58 out of 5, meaning that respondents were very satisfactory.
- The results also showed that the general public's highest average of satisfaction with CAAT's Information, News, Knowledge, and Innovation was with reliable information and reliable with academic references (3.69 on the 5-point scale), followed by the information's usefulness (3.68), impartiality (3.67), up-to-datedness (3.58), easy accessibility (3.54), speed and accuracy of information (3.53), interesting and clear infographics (3.52), ability to maintain interest (3.51), easy to understand information (3.50), and the variety of media channels (3.45).

The overall satisfaction of all respondents with CAAT's department/group was 3.45 points out of 5, meaning that they were very satisfactory. Meanwhile, the overall satisfaction data in this survey on CAAT's Time Frame of the service domain was 3.39, and it was classified into subdomains

including quality of CAAT officers' greetings (3.45), speed of service (3.35), and stated timing of service (3.37).

The data for overall satisfaction with the service personnel domain was found at 3.55, meaning that respondents were very satisfactory. The domain was classified into eight subdomains presenting the average of each, including consistency of proper uniform dress (3.64), transparency and accountability (3.59), consistency of good service (3.55), accuracy (3.55), fairness and impartiality of service (3.54), courtesy (3.52), friendliness of CAAT officers' greetings (3.52), knowledgeability to provide services such as answering questions, clarifying, advising (3.52), and maintaining a professional and universal standard (3.51).

The overall satisfaction with CAAT's service procedure domain among the general public was found in this survey to be at 3.41, meaning the respondents were very satisfactory. The domain was classified into subdomains, including clear posts informing the steps and Time Frame of services (3.40) and the order of services as announced (3.42).

In this survey, all respondents' overall satisfaction with the domain of service facilities was at 3.45, meaning that respondents were very satisfactory. The domain was classified into subdomains including internal cleanliness of the CAAT office (3.54), clear signs leading to service areas (3.43), availability of service facilities such as waiting room seats, restrooms, etc. (3.41), and accessibility of services (3.41).

Overall satisfaction with the domain of CAAT's image was rated 3.46 out of 5, meaning that respondents were very satisfactory. This domain was classified into subdomains including CAAT's transparency and accountability (3.51), ability to resolve all findings identified by ICAO (3.48), maintains and develops a fairness and international standard system (3.47), CAAT's development of personnel and support systems (3.46), promotes and strives for an efficient and sustainable civil aviation industry (3.44), and CAAT's vision stating Standard towards Sustainability (3.42).

In comparison of CAAT's image between surveys from 2018 and 2019, the results showed that 35.0% stated the image remained about the same, 32.4% said it improved, 3.7% said it worsened, and 28.9% said "no comment."

- The comparison of research findings on the general public's satisfaction between 2018 and 2019 was distributed among the following four dimensions:

1) Time Frame, including timeliness of service. In 2018, the average of overall satisfaction was found at 2.68, 67.0%, which was higher than the average of overall satisfaction in 2019; 3.19 out of 4, or 79.8%.

2) Service Personnel, including readiness and politeness of service, courtesy and friendliness, appearance (dress, grooming, cleanliness), fairness and impartiality, knowledgeability and skill (explanation, clarification, advice), and transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 3.65, or 91.3%, which was higher than the average of respondents' satisfaction in 2019; 3.27 out of 4, or 81.8%.

3) Service Procedure, including the procedure was in accordance with the announcement and Displaying, announcing to inform about the procedure, and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 2.80, or 70.0%, which was lower than the average of respondents' satisfaction in 2019; 3.22 out of 4, or 80.5%.

4) **Service Facilities including cleanliness of the CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, and ads using clear symbols to indicate service points.** The findings showed that the average of respondents' satisfaction in 2018 was 3.34, or 83.5%, which was higher than the average of respondents' satisfaction in 2019: 3.24 out of 4, or 81.0%.

When comparing research findings between 2018 and 2019, the overall satisfaction of the sampled aviation-industry entrepreneurs with CAAT's services in the department/group was found to average 3.12 out of 4.00, or 77.9% in 2018, which was lower than the satisfaction in 2019; 3.23, or 80.8%.

In conclusion, after using the quadrant analysis and SERVQUAL framework, results showed that all indicators fell in the quadrant of "Keep Up The Good Work", including CAAT's Information, knowledge, and innovation, CAAT's departments/groups, and CAAT's image. However, it is interesting to note that there are three gaps between expectation and satisfaction that should be addressed, including the information's usefulness and practicality, the accuracy of information, and speed of service. Filling these gaps could help CAAT to save bureaucratic time, as it would increase the target populations' satisfaction sustainably.

Testing multiple regression models of all target populations' satisfaction with CAAT's operations and services:

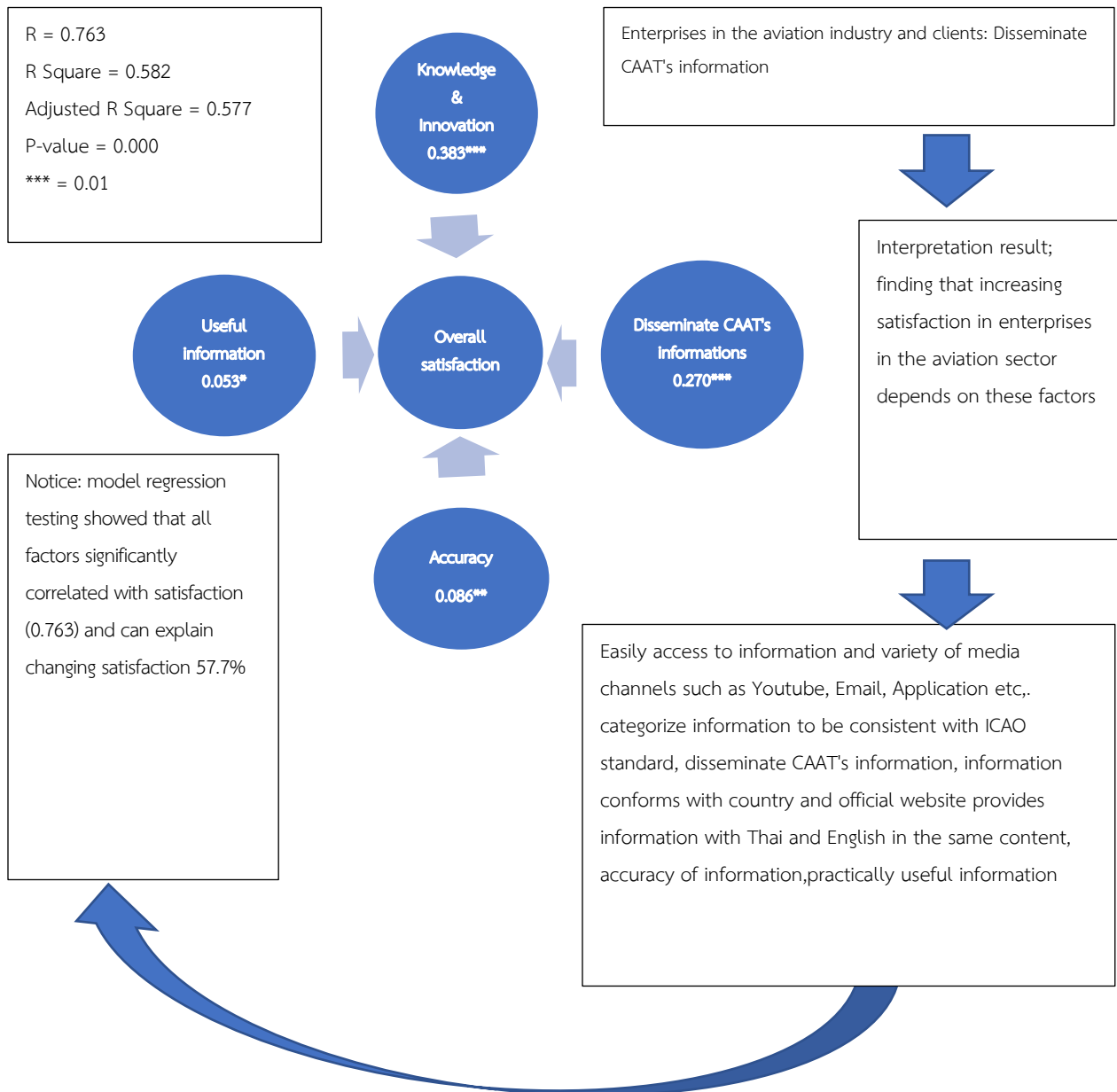
In this study, SUPER POLL tested multiple regression models of the dependent variable (i.e., all target populations' satisfaction with CAAT's operations and services) and independent variables such as perceived information, knowledge, innovation, CAAT's operations and services, CAAT's transparency and accountability, and so on. The results of testing are presented in the Figure 5.3 below.



Results of Testing Models:

After testing multiple regression models in this study, there were two pictures resulting. The first picture indicated the overall relationship between independent variables, such as CAAT's information dissemination, timing of services as stated, accuracy, knowledge and innovation, etc., and a dependent variable (i.e., all target populations' satisfaction with CAAT's operations and

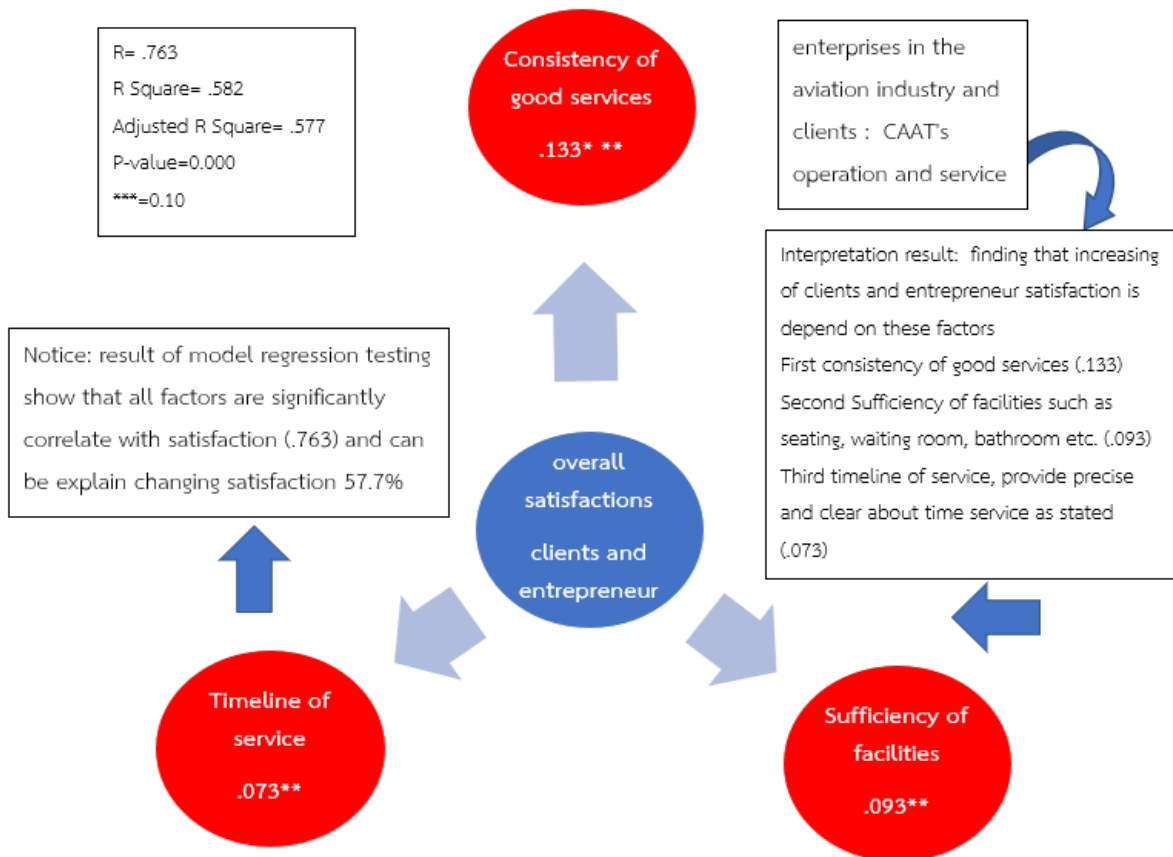
services). The tested model had an  $R = 0.763$ , meaning that the relationship between them was very strong significantly at the  $p$ -value of 0.01. The adjusted R Square was 0.577, meaning that all independent variables could explain the variation of target populations' satisfaction at 57.7% in the tested model.





The second picture was about the particular relationship between independent variables and a dependent variable that were explained by Standardized Beta Coefficients and p-values of significance. Satisfaction results were found for CAAT information dissemination at (0.383) meaning that every 1-unit increase in CAAT information dissemination, target populations' satisfaction would significantly increase by 38.3% in this model, followed by knowledge and innovation (0.270), consistency of service (0.133), accuracy of information (0.086), availability of facilities (0.093), stated timing of service (0.073), and the usefulness of information (0.053), respectively.

Therefore, research recommendation in this study would be that CAAT should focus on CAAT's information dissemination by using an Integrated Marketing Communication (IMC) in its corporate and service branding. The branding should promote CAAT's knowledge and innovation, consistent and accurate operations and services, availability of facilities, timing of service as stated, and use information in practical ways among the target populations including aviation-industry entrepreneurs and members of the general public who use CAAT's operations and services.



The Figure indicates, after testing multiple regression models in this study, the relationship between independent variables, such as dissemination of CAAT's information news knowledge innovation, accuracy of information, consistency of good service timing, service as stated, useful information in practical, and a dependent variable (i.e., clients & entrepreneurs' satisfaction with CAAT's operations and services). The tested model had  $R = 0.763$ , meaning that the relationship between them was very strong, significant at the p-value of 0.01. The adjusted R Square was 0.577, meaning that all independent variables could explain the variation of entrepreneurs with satisfaction at about 57.7% in the tested model.

Analyzed indicators in a particular relationship between independent variables and a dependent variable were explained by Standardized Beta Coefficients and p-values of significance. The results showed that the CAAT's knowledge and innovation had the highest degree of change in entrepreneurs' satisfaction, at 0.383, meaning that for every 1-unit increase in CAAT's knowledge and innovation, clients & entrepreneurs' satisfaction would significantly increase by 38.3% in this model, followed by knowledge and innovation (0.270), consistency of good service (0.133), accuracy of information (0.086), sufficient of facilities (0.093), and timing of service as stated (0.073), respectively.

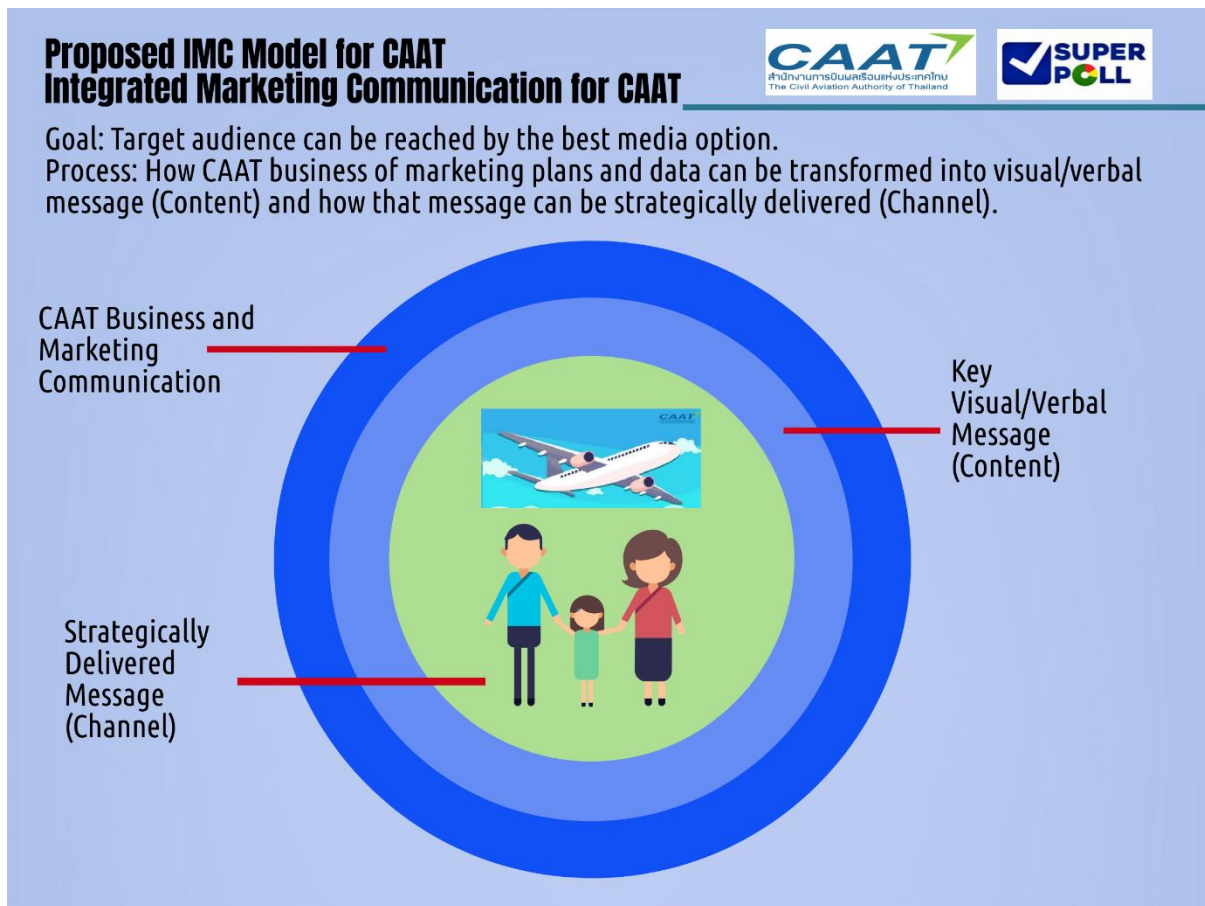
Therefore, a strategic recommendation pertained to branding the CAAT's corporation and service by promoting its strength of knowledge and innovation and information dissemination through integrated marketing communication (IMC) with aviation-industry entrepreneurs

## Recommendations

### Proposed Integrated Marketing Communication (IMC) for CAAT:

In this study, Integrated Marketing Communication (IMC) was proposed to CAAT for effectively communicating with target populations including aviation-industry entrepreneurs and members of the general public who use CAAT's operations and services. The IMC would be the most effective tool of CAAT's communications.

Figure 5. 4. The relationship between CAAT information dissemination and target populations' perception



In this Figure, the outer circle indicates how target populations perceived CAAT's communication, using indicators in different ways, such as CAAT's vision stating that Thailand's

civil aviation to become internationally recognized in 2020, their ability to promote and strive for an efficient and sustainable civil aviation industry, their transparency and accountability, accuracy, and their consistency of good service.

After testing models and the results of a quadrant analysis, the gap between expectation and satisfaction could be found among studied target populations among the following factors. First, when it comes to CAAT's vision, expectation was at 79.6%, but satisfaction was at 68.3%. Meanwhile, there was a gap between expectation (83.0%) and satisfaction (70.9%) when considering the accuracy and effectiveness of CAAT's personnel, another gap between expectation (79.8%) and satisfaction (67.4%) when considering the stated timing of service, and finally, a gap between expectation (80.4%) and satisfaction (68.2%) when considering the availability of facilities at CAAT.

It is interesting to note that target populations can be reached easily using CAAT's media channels because respondents accessed CAAT's website (49.4%), CAAT's Facebook at (35.7%), other social media channels (23.5%), airlines' personnel (20.6%), and CAAT's personnel (20.6%).

This survey indicated that CAAT was positively perceived because all indicators fell in the area of maintaining the good quality of work; however, CAAT might face a challenge pertaining to integrated marketing communication (IMC) because its application might differ between specific groups. The whole process of communicating might have limitations and a gap between CAAT's contents and channels to reach each specific group's perception, as is presented in the picture of proposed IMC for CAAT. CAAT's information of vision and missions should bring key operations and services to the target population's perception, such as promote CAAT's knowledge and innovation. CAAT's knowledge and innovation should be presented properly, matching specific groups such as digital videos for audiences who prefer to watch, audio media for audiences who prefer to listen, and text messages or billboard for audiences who prefer to read. For example, an IMC framework should be applied for promoting CAAT's orderly service and timing of service, thereby effectively enhancing the target populations' confidence and satisfaction.

To communicate successfully, CAAT's contents and channels are key to sending out knowledge while entertaining target audiences. TV programs, radio programs, Facebook, YouTube, or Twitter can be effective channels for responding to the specific audiences' needs for CAAT's

operations and services, including technology, knowledge, innovation, and other indicators of services that can be observed in the IMC model below.

Figure 5.5: Showing CAAT IMC Strategy

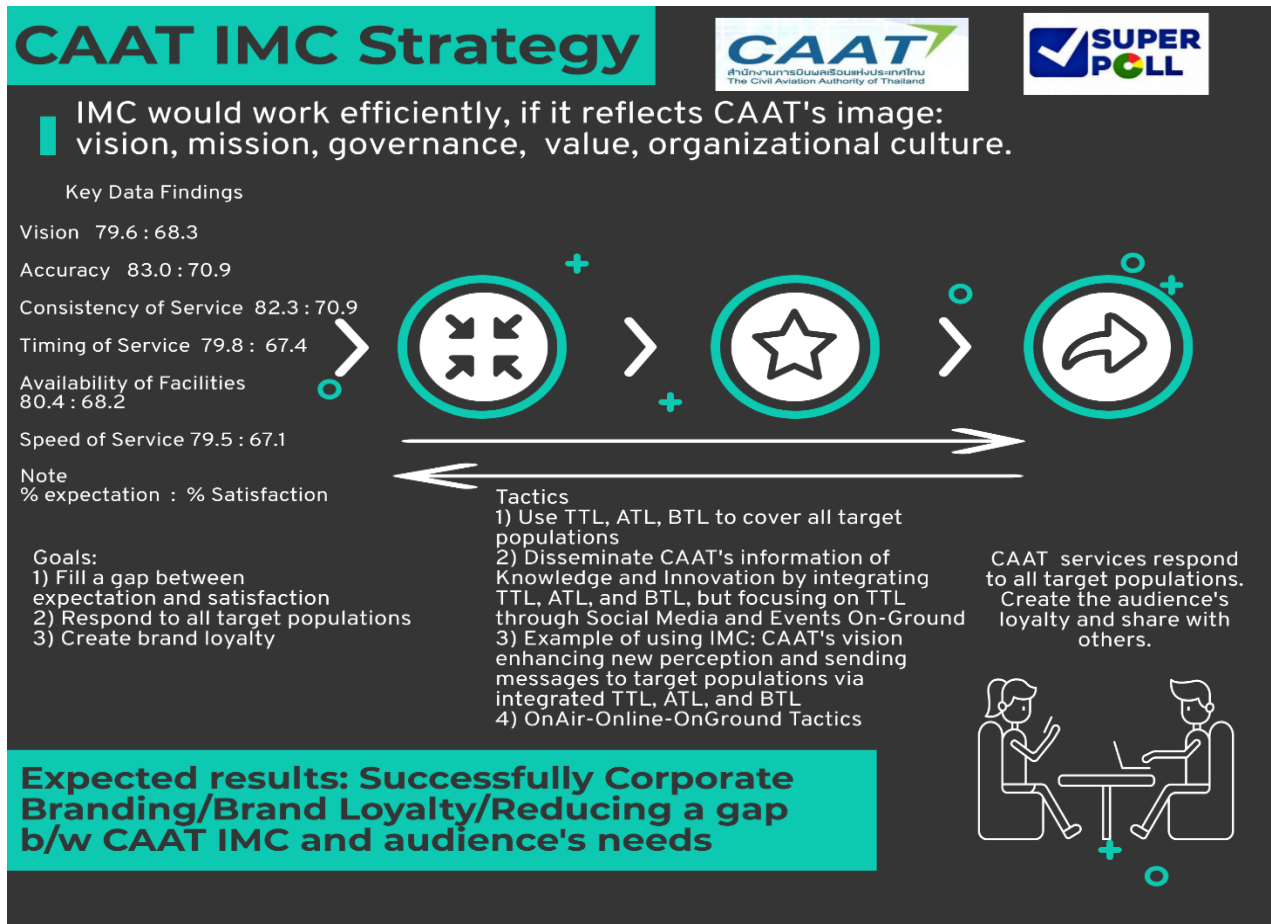


Figure 5.5. indicates an integrated communication strategy for key data findings. There is a gap between target populations' expectation and satisfaction with CAAT's operations and services, which CAAT should communicate more efficiently with target populations. The integrated communication's goal is to reduce the gap between expectation and satisfaction. If the target populations' satisfaction can be higher the gap can be reduced. Therefore, CAAT should focus on how to design the integrated communication strategy that can enhance target populations' loyalty to CAAT's operations and services. As a result, their satisfaction of experiencing CAAT's operations and services would be sustainable. They would impress those who use their services by implementing the communication strategies that SUPER POLL recommends, including: Above the

Line (ATL), Through the Line (TTL), and Below the Line (BTL), along with On-Air, Online, and On-Ground tactics.

Above the Line promotion refers to television and radio adverts, which quickly reach a wide audience. Below the Line (BTL) refers to direct marketing activities that target and focus on marketing communication with a specific group of audiences such as information booth and other marketing activities creating client relationships in service areas. In this study, Through the Line (TTL) refers to connecting both ATL and BTL that is a modern marketing communication concept, especially, in this digital era. It focuses on multiple channels of integrated marketing communication such as Facebook, Twitter, and Instagram. The survey results showed that, in doing a communication strategy, knowledge and innovation should be focused for targeted aviation-industry entrepreneurs. In addition, information accuracy, CAAT vision, and services on useful practical information are indicators that should be communicated by TTL. They also should be applied in service areas for specific targeted populations.

Regarding general people who have experienced CAAT's operations and services, the research results showed that social media channels such as Facebook should be effective communication for CAAT. Facebook can aim to promote CAAT adverts for creating the public awareness, to enhance information dissemination and sharing in a wider coverage. Messages in such communication should be close to service recipients interests and lead to participation in CAAT's operations and services. CAAT's attractive presentation should be launched frequently in Facebook. Moreover, the high technology of this digital system can move the online globe to extend dramatically. In this time of rapid change, such digital technology is a key factor that would enhance clients' satisfaction by using On-Air, Online, and On-Ground tactics. The On-Air tactic is about promoting people's perception of CAAT's operations and services via key media channels such as television, radio, and newspapers. Online tactic means that people engage with the CAAT brand through online channels such as Facebook, Twitter, YouTube, and Instagram. In addition, On-Ground tactic is about attracting targeted audiences to participate in CAAT's activities in service areas.

Example of Recommended IMC Strategy

Through the line (TTL)

| Channel<br>(online)     | Content  |
|-------------------------|--|
| CAAT Website & Facebook | From the research findings, CAAT’s website and Facebook are top social media channels that targeted aviation-industry entrepreneurs and people in general who have experienced CAAT’s operations and services. These channels should focus on CAAT’s knowledge and innovation that meet their needs. Attractive and credible presenters of both national and international reputation can be run along with Thai and foreign languages that match specific targeted populations. Effective communication can be done via linking provided information in CAAT’s website and Facebook to physical activities of On-Ground events in service areas such as service and information booths/counters at CAAT office. On-Ground events at other places such as airports and proper service areas should be established where credible presenters provide online information and activities relating to CAAT’s knowledge and innovation such as Aeromedical and Aviation Safety Standard. This online information dissemination through CAAT’s website and Facebook can be tangible at service areas via on-ground events. |

Effective social media communication should be done for enhancing targeted populations’ satisfaction because message receivers would have a process of selecting information that they can receive or decline to receive (Severin and Tankard Jr., 2001)<sup>2</sup>. It means that received information is interesting for them. The messages must relate to their expectation, needs, attitude, operations, and interests, etc. However, in increasing targeted populations’ perception and interest in CAAT’s information, CAAT’s media design and production should analyze receivers and set up a goal of communication that provides benefits and satisfaction as much as possible (Katz, et al. 1974)<sup>3</sup>. Using social media for clients’ interest and satisfaction would help motivate them to share

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<sup>2</sup> Severin, Werner J., and Tankard, James W. Jr. (2001) Communication Theories: Origins. Methods and Uses in the Mass Media. New York: Longman.

<sup>3</sup> Katz, E., Blumler, J.G., & Gurevitch, M. (1974). Uses and gratifications research. Public Opinion Quarterly, 37(4), 509-524.

CAAT contents. People would highly welcome CAAT's information when contents are matched to the target populations' expectation and needs at a point of time.

All recommendations that are mentioned above can be summarized in the following.

1. CAAT should produce detailed contents to convey what CAAT wants to communicate to targeted populations. The content must be useful, practical and match expectation and be suitable to convey via media channels that are easily accessible. This would enhance satisfaction with CAAT's operations and services.
2. The results of testing models in this study showed that CAAT's knowledge and innovation are the most significant factor that affect aviation-industry entrepreneurs' satisfaction. Necessary aspects include the accuracy of information, consistency of services in relation to CAAT's vision, and utility. CAAT's communication should focus on contents via media channels that are easily accessible in this digital era such as website, Facebook, and Twitter. However, for people in general who experience CAAT's operations and services, they expect to receive accurate information, knowledge about innovation, stated timing of services, practical information about availability of facilities. CAAT should produce contents that relate to these indicated services through social media channels the same as for aviation-industry entrepreneurs.
3. CAAT should design and produce contents that correspond to specific target populations' expectation and needs. Building the website and Facebook newsfeeds that highlight what's happening in CAAT's social circles for targeted populations' would motivate sharing of CAAT's contents in newsfeed pages that could result in viral adverts.
4. Integrated Marketing Communication (IMC) and ATL, BTL, TTL tactics should be implemented for CAAT's effective communication. ATL or On-Air adverts should remain because target populations perceive CAAT's information from magazines and TV programs and that is supportive existing in ATL. Connecting ATL to TTL by linking contents would be in the front pages of magazines or video contents in TV programs that should be disseminated in Online channels such as YouTube and Facebook in TTL. In addition, having attractive and credible presenters online for communicating with target populations would be effective because TTL and Online tactics are convenient communication methods for them. Therefore, CAAT can use Online channels such as Facebook and Twitter to update



information with emphasis on friendly responses and producing useful practical content. Moreover, CAAT should organize activities that reach targeted populations in physical service areas where service booths/counters can establish a CAAT office that links to online contents. CAAT's On-Ground events in other service areas such as airports and other proper places should be organized as well.

In this study, an evaluation survey on satisfaction of aviation-industry entrepreneurs and general people who have experienced CAAT's operations and services, shows overall findings that all studied indicators fell in the area of “Keep Up The Good Work””. This means that CAAT should continue to work well on its information dissemination of knowledge and innovation, each domain of operations and services, and CAAT's good images. However, promoting a higher level of satisfaction should be done by filling gaps between clients' expectation and satisfaction. The SUPER POLL research team suggests that CAAT should improve disseminated information that can be used in practice by mainly focusing on accurate data and effectively increasing service speed as stated for reducing a bureaucratic red tape. Consequently, targeted populations' satisfaction would be higher than found in this study.

# Appendices

## Appendix A

The survey of the entrepreneur in the aviation industry classified  
by department/group

The survey of the enterprises in the aviation industry classified by department/group

# 1. Personnel Licensing Department (PEL)

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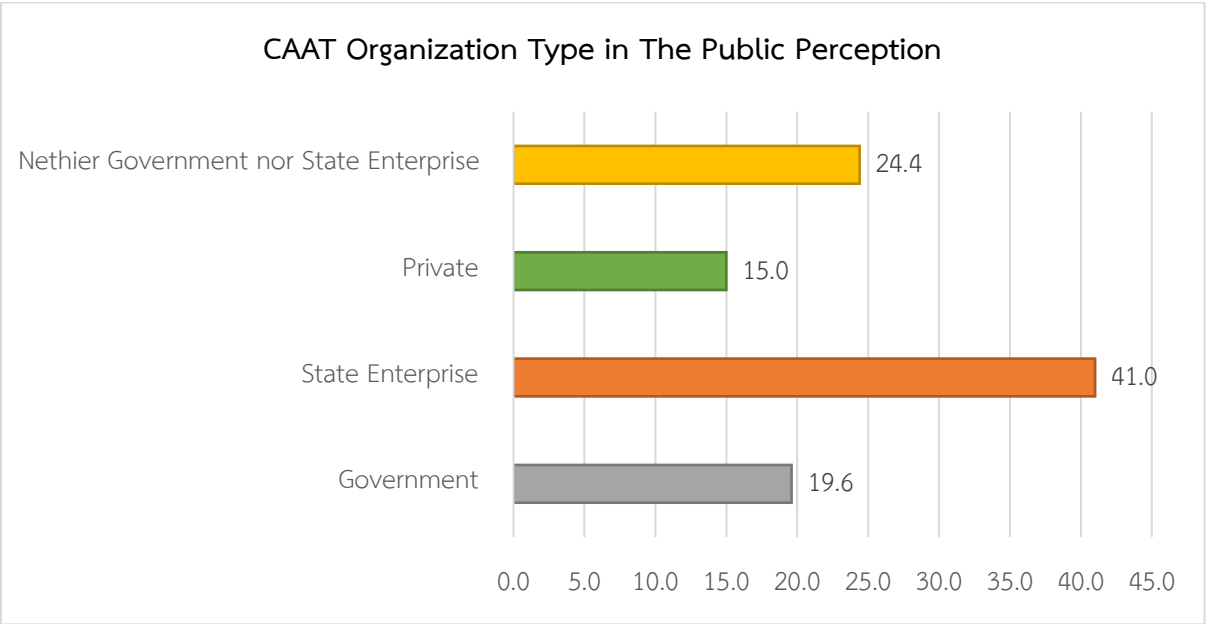
- General Data of Respondents

The results of 98 respondents showed that more than one-third proportion or 39.8% was 30–39 years old. The majority of the respondents (80.2%) graduated with a Bachelor’s degree. 24.7% worked as Airport Operations Crew/Groundcrew/Customer Service Provider.

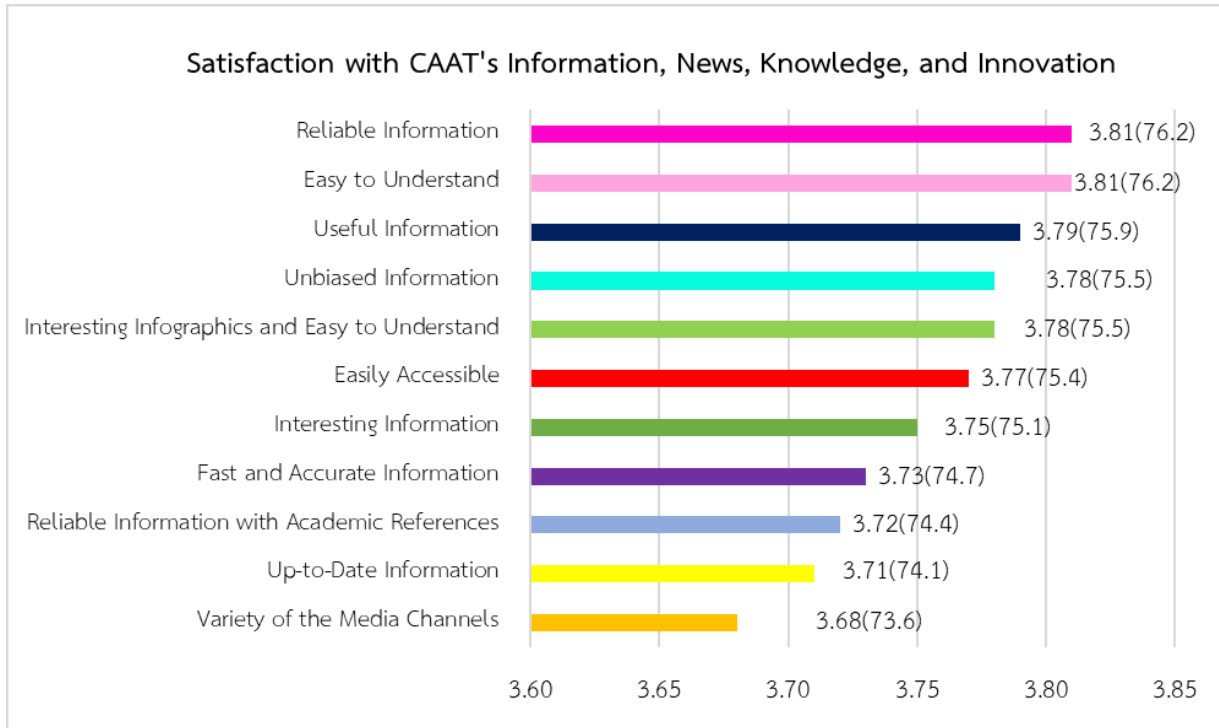
- Respondents’ Perception of CAAT’s Information, Knowledge, and Innovation

The findings indicate that the majority of respondents or 66.3% was accessed by CAAT Staff, followed by 60.2% via CAAT’s official website ([www.caat.or.th](http://www.caat.or.th)) and 35.7% accessed CAAT Facebook

- The majority of respondents thought that CAAT was state agency of the Thai government ( Neither the government nor a state enterprise), Followed by state enterprise, government, and private agency respectively.

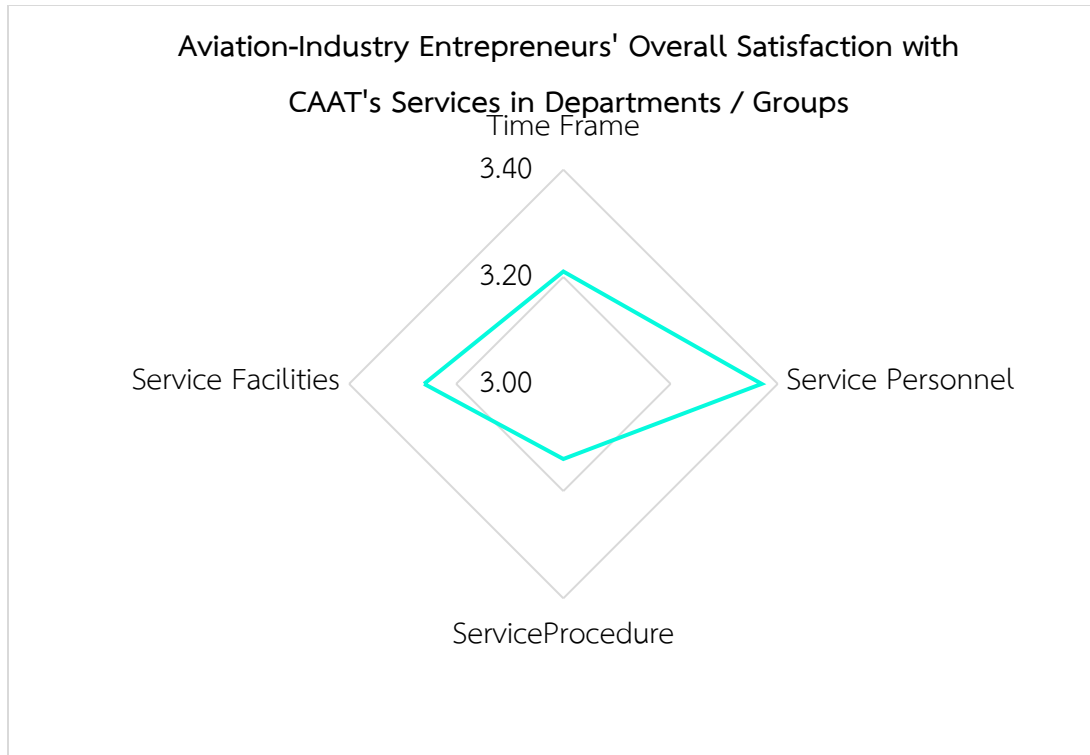


- Overall satisfaction of sampled aviation- industry entrepreneurs with CAAT’s information, news, knowledge and innovation; rating on a 5-point scale.



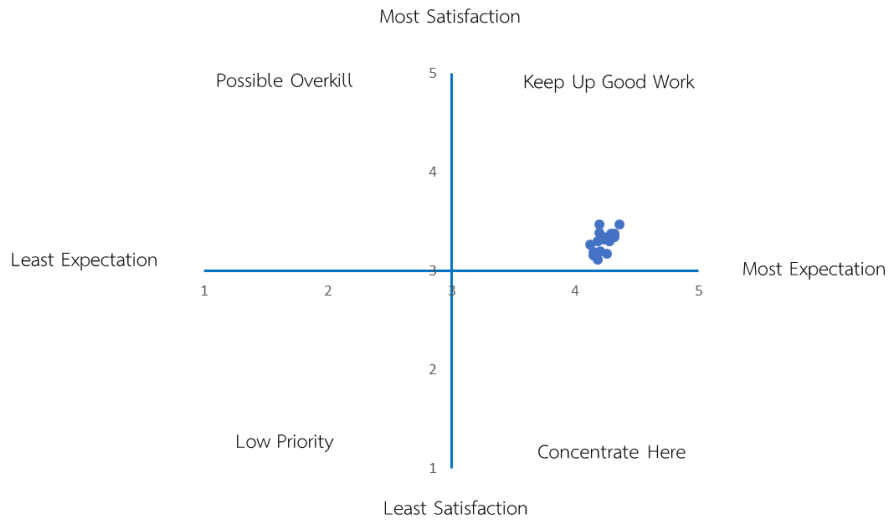
- The overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation was found at 5.90 out of 10. This indicated moderate satisfaction.
- The overall satisfaction of aviation-industry entrepreneurs with CAAT’s service in Personnel Licensing Department (PEL) was 3.29 out of 5, or 65.9%, meaning moderately satisfactory.

| Service Domain     | Mean        | %           | Meaning                     |
|--------------------|-------------|-------------|-----------------------------|
| Time Frame         | 3.21        | 64.3        | Moderately Satisfied        |
| Service Personnel  | 3.37        | 67.4        | Moderately Satisfied        |
| Service Procedure  | 3.14        | 62.9        | Moderately Satisfied        |
| Service Facilities | 3.26        | 65.2        | Moderately Satisfied        |
| <b>Overall</b>     | <b>3.29</b> | <b>65.9</b> | <b>Moderately Satisfied</b> |

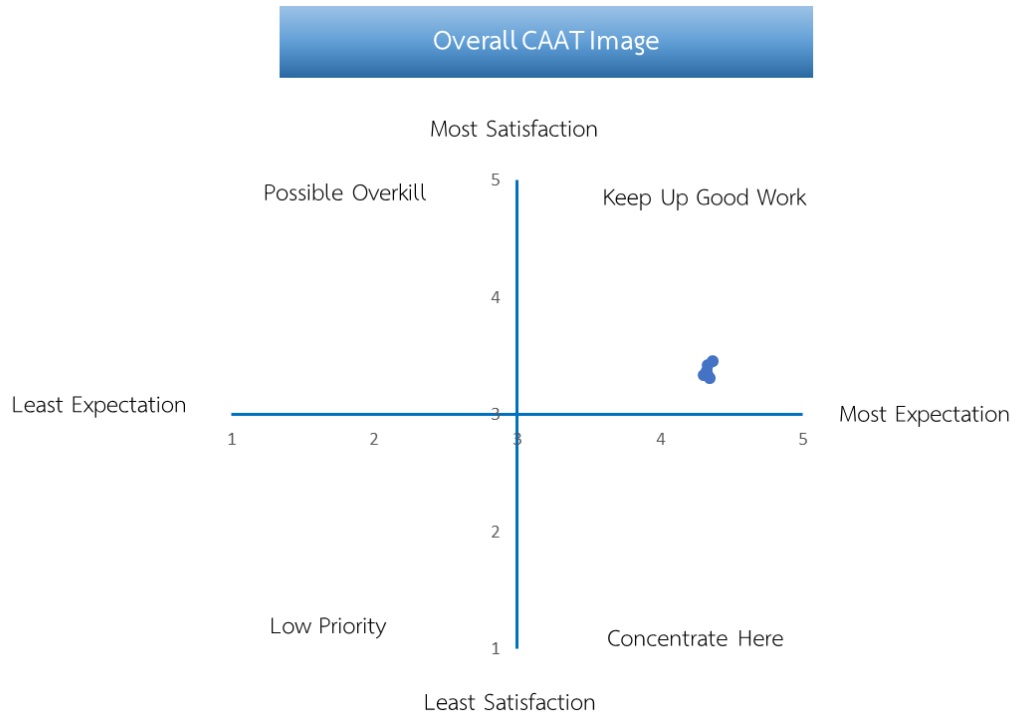


- After using the Quadrant Analysis or SERVQUAL to assess respondents' expectation and satisfaction with CAAT's information, news, knowledge, and innovation, all indicators of the 4 Domains 1) Time Frame, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT's services in the Personnel Licensing Department (PEL) was found at 3.29 out of 5, or 65.9%.

### Services of CAAT Department / Group



- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, the good governance, and personnel- organizational development showed that all indicators fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 5.99 out of 10.



- The comparison of research findings from aviation-industry entrepreneurs between 2018 and 2019 had the following four dimensions:

1) Time Frame including prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.80 out of 5, or 76.0% and that was higher than the average of overall satisfaction in 2019 that was found at 3.21 out of 5, or 64.3%.

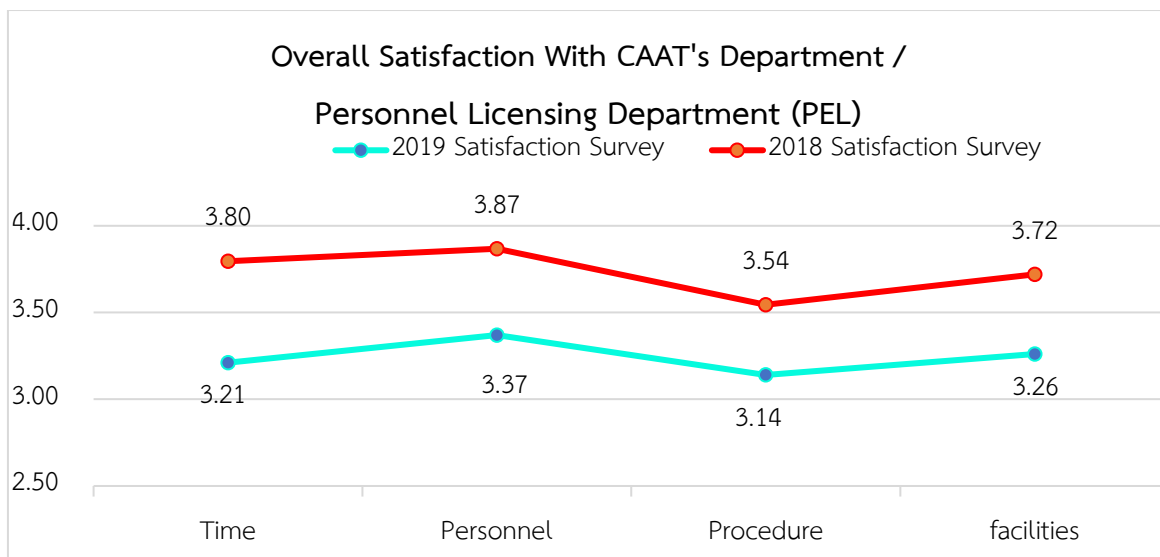
2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and transparency and honesty. The results showed that the average of respondents’ satisfaction in 2018 was 3.37 out of 5, or 67.4% and that was higher than the average of respondents’ satisfaction in 2019 that was 3.22 out of 5, or 64.4%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents’ satisfaction in 2018 was 3.54 out of 5, or 70.8% and that was higher than the average of respondents’ satisfaction in 2019 that was 3.14 out of 5, or 62.9%.



4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.72 out of 5, or 74.4% and that was higher than the average of respondents' satisfaction in 2019 that was 3.26 out of 5, or 65.2%.

In the comparison of research findings between 2018 and 2019, in the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group it averaged 3.73 out of 5, or 74.6% and that was higher than their satisfaction in 2019 at 3.29 out of 5, or 65.9%.



## 2. Flight Operations Standards Department (OPS)

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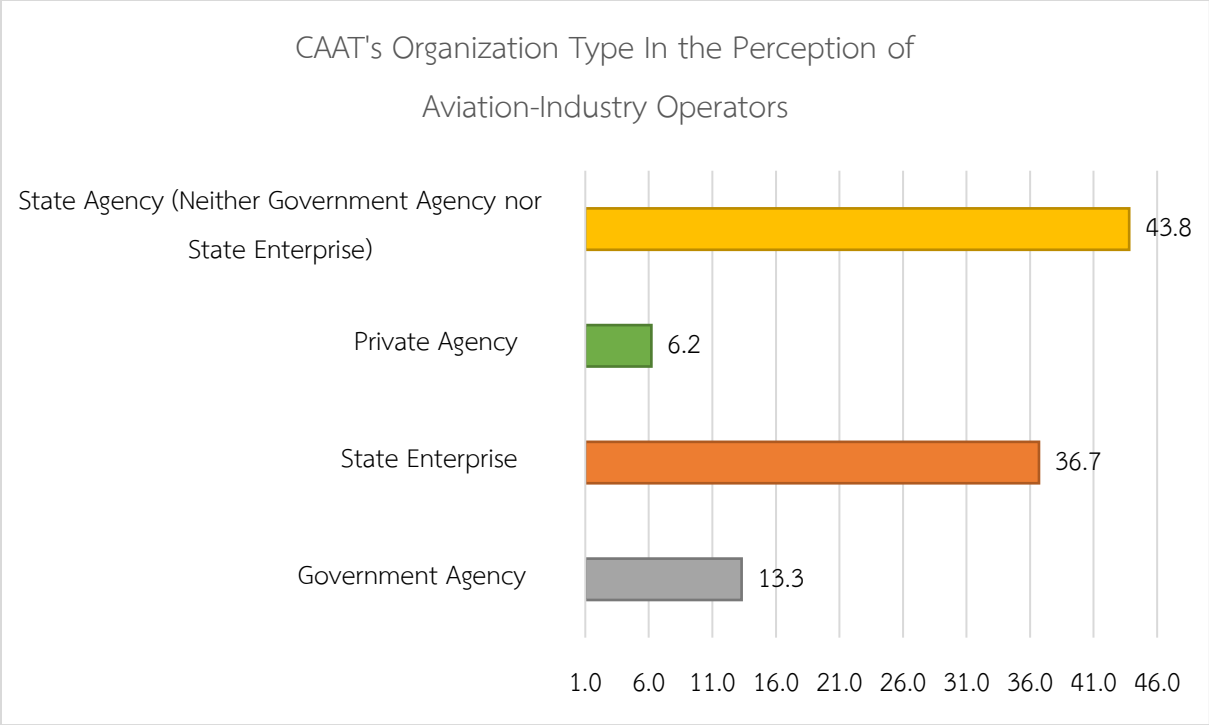
- General Data of Respondents

In this study, 133 aviation-industry entrepreneurs were sampled. The findings showed that a lot of them, or 43.6%, were 30–39 years old, the vast majority or 85.4% were graduates with a Bachelor's degree, while 19.0 described themselves as airport operation crew/ groundcrew/customer service

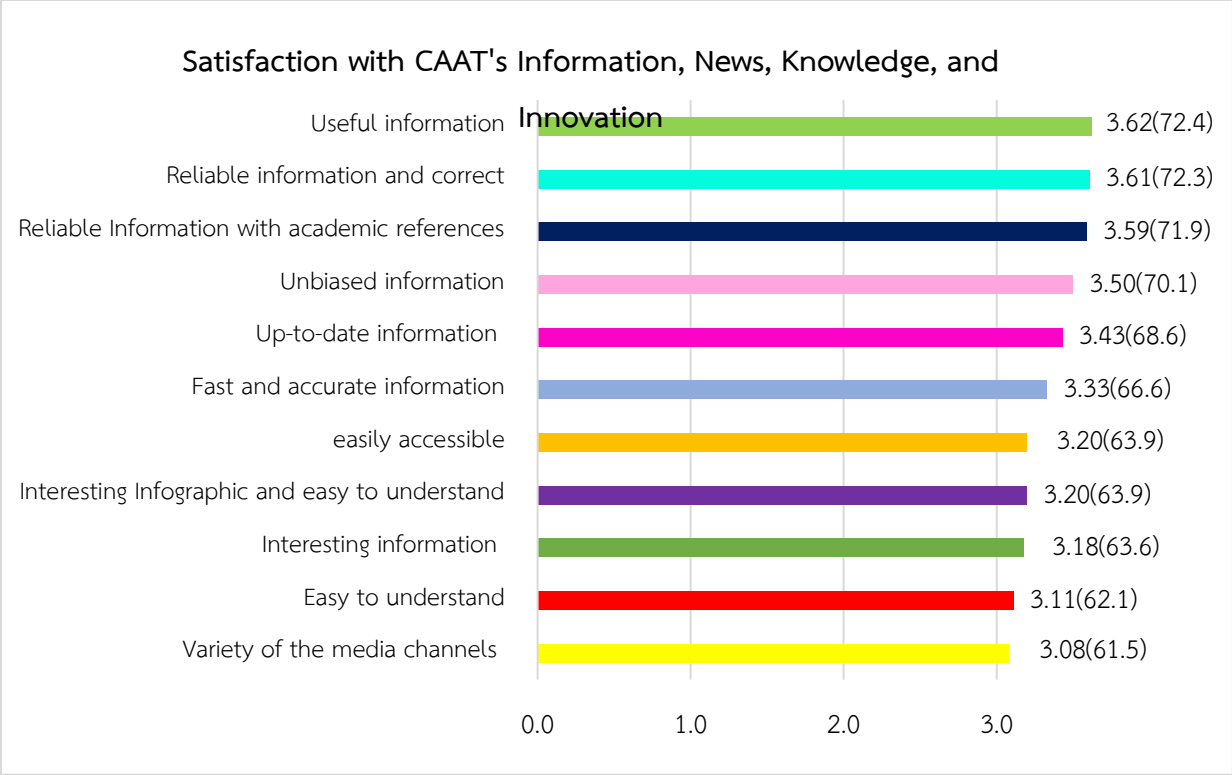
- In the Public, General Respondents' Perception of CAAT's Information, Knowledge, and Innovation The findings showed that the majority of respondents or (60.2) used CAAT's official

website (www.caat.or.th), 37.6% accessed through CAAT's staff and Flight operator in the same amount and 36.8% used an online social network (Facebook, Line, Twitter, Instagram, YouTube)

- The majority of respondents thought that CAAT was a State agency of the Thai government (Neither the government nor State Enterprise), followed by a State enterprising and private company respectively.

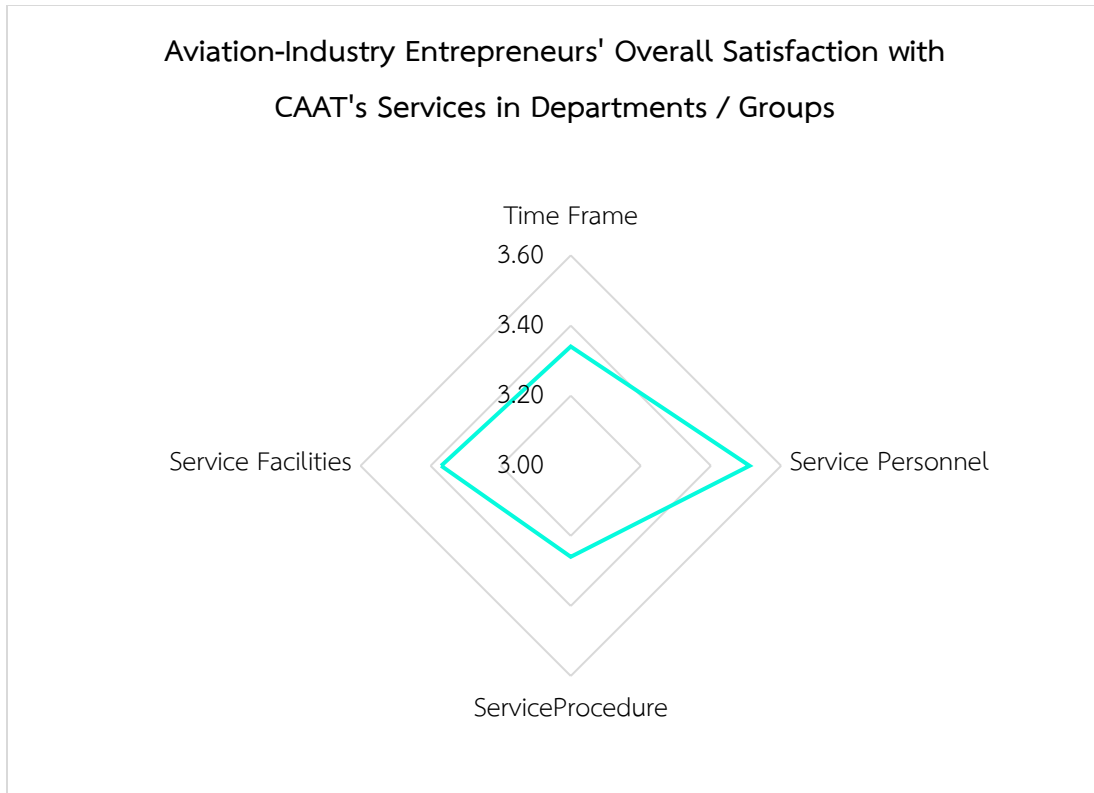


- Overall satisfaction of sampled aviation- industry entrepreneurs for CAAT's information, news, knowledge and innovation; rating on a 5-point scale



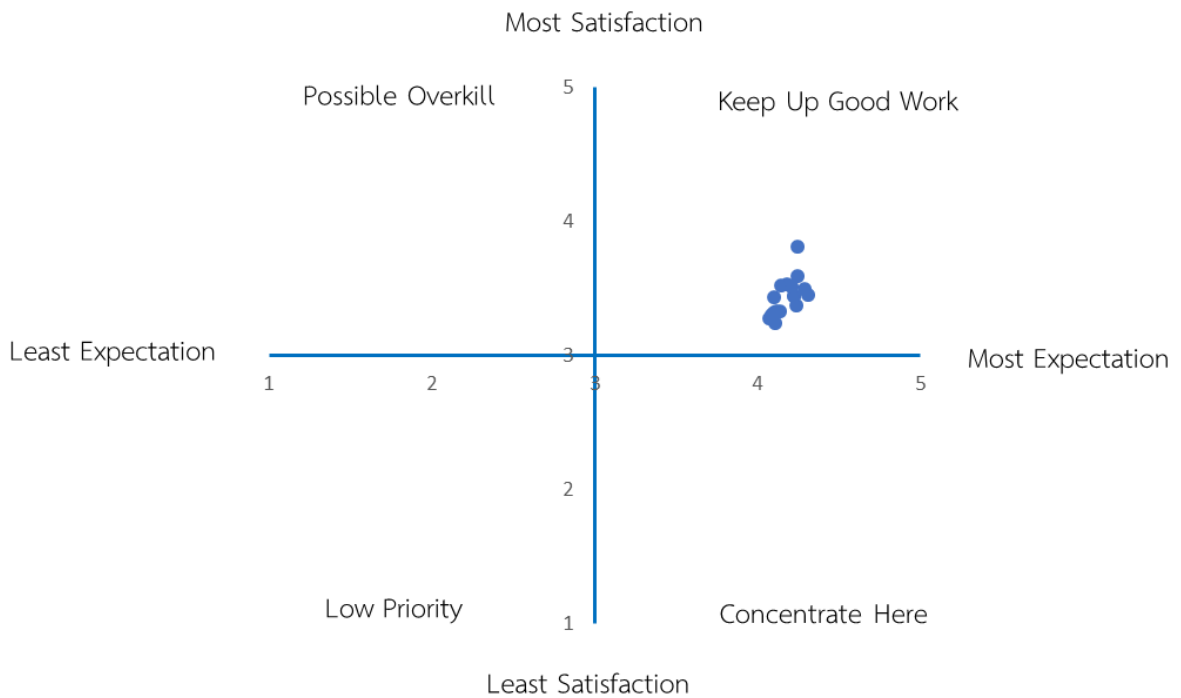
- The overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation was found at 6.91 out of 10. This indicated moderate satisfaction.
- Overall satisfaction of aviation-industry entrepreneurs with CAAT’s service in Flight Operations Standards Department (OPS) was found at 3.43 out of 5, or 68.5%, meaning they were very satisfactory.

| Service Domain     | Mean        | %           | Meaning                  |
|--------------------|-------------|-------------|--------------------------|
| Time Frame         | 3.34        | 66.8        | Moderately Satisfied     |
| Service Personnel  | 3.51        | 70.3        | Moderately Satisfied     |
| Service Procedure  | 3.26        | 65.3        | Moderately Satisfied     |
| Service Facilities | 3.37        | 67.4        | Moderately Satisfied     |
| <b>Overall</b>     | <b>3.43</b> | <b>68.5</b> | <b>Very satisfactory</b> |



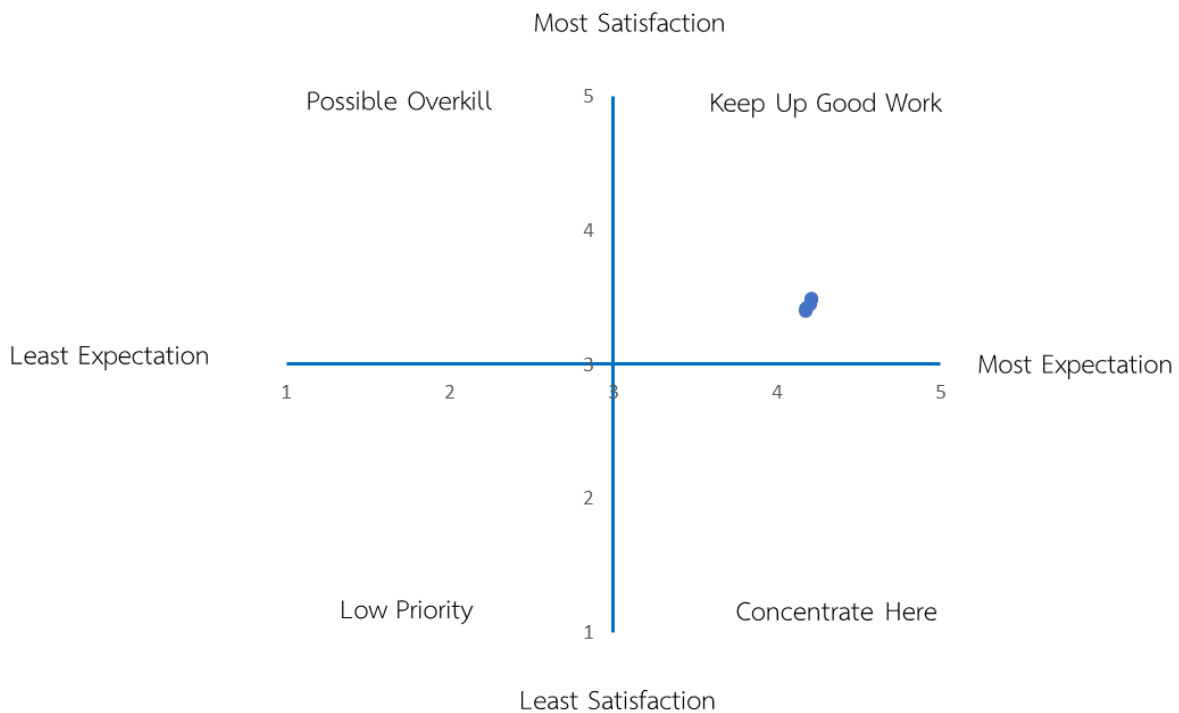
- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's CAAT's service in department/group and innovation in department/group, all the indicators 1) Time Frame of Service, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. The overall satisfaction with CAAT's services in Flight Operations Standards Department (OPS) was found at 3.43 out of 5, or 68.5% meaning that the people in general were moderately satisfactory.

Services of CAAT Department / Group



- The results of analysing respondents’ overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 5.99 out of 10.

## Overall CAAT Image



- The comparison of research findings on CAAT’s service between 2018 and 2019 in the following four dimensions:

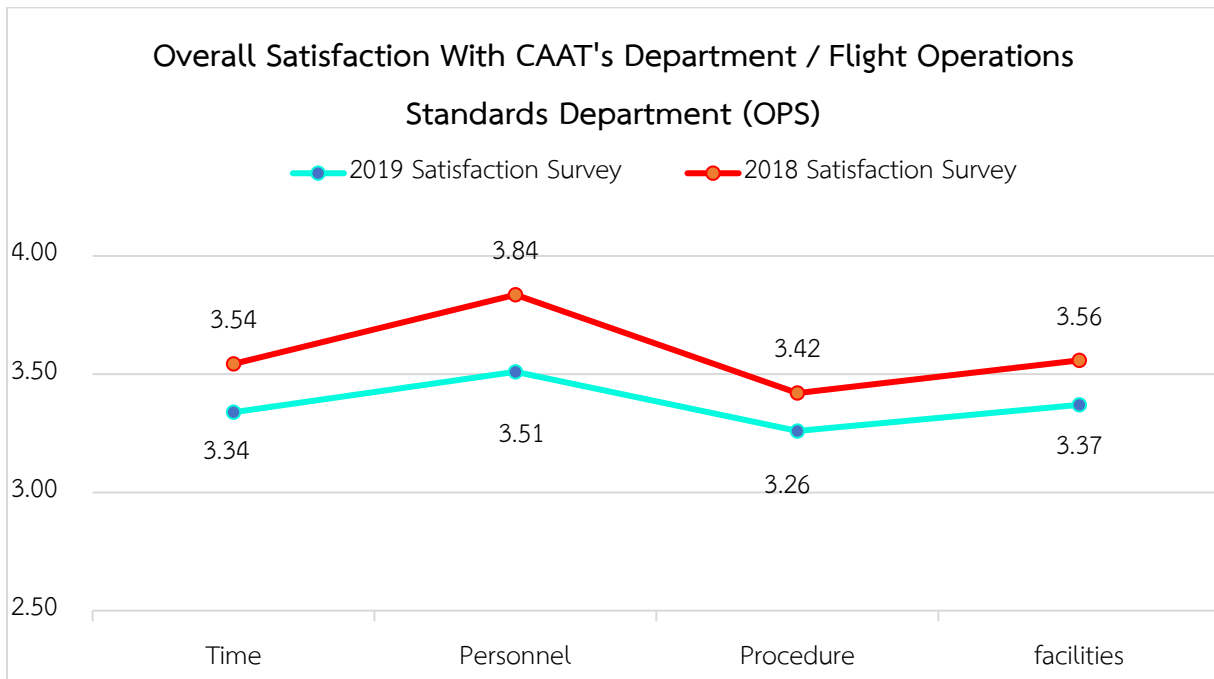
1) Time Frame including hospitality (greeting, friendliness) prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.54 out of 5, or 70.8% and that was higher than the average of overall satisfaction in 2019 that was found at 3.34 out of 5, or 66.8%.

2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , Fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and transparency and honesty. The results showed that the average of respondents’ satisfaction in 2018 was 3.84 out of 5, or 76.8% and that was higher than the average of respondents’ satisfaction in 2019 that was 3.51 out of 5, or 70.3%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 3.42 out of 4, or 68.4% and that was higher than the average of respondents' satisfaction in 2019 that was 3.26 out of 4, or 65.3%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisement, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.56 out of 5, or 71.2% and that was higher than the average of respondents' satisfaction in 2019 that was 3.37 out of 5, or 67.4%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group was found to have an average satisfaction in 2018 at 3.59 out of 5, or 71.8% and that was higher than the satisfaction in 2019 at 3.43 out of 5, or 68.5



### 3. Airworthiness and Aircraft Engineering Department (AIR)

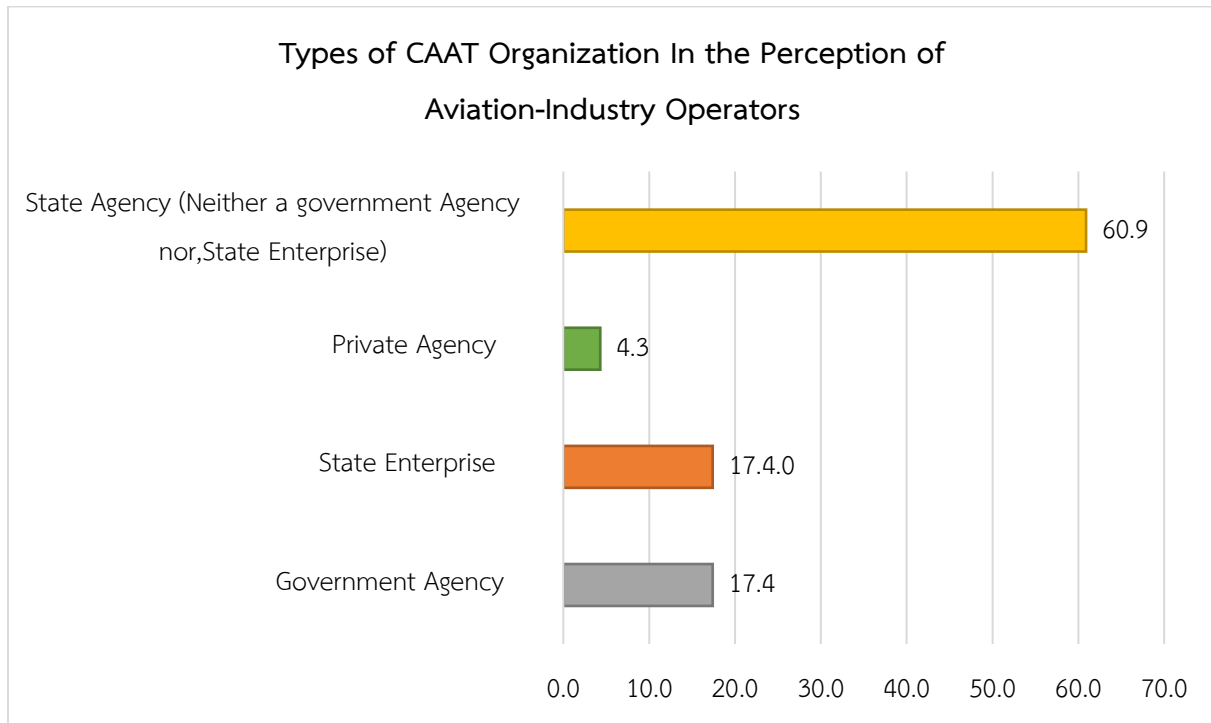
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- General Data of Respondents

The results of 23 respondents showed that a lot of them, or 47.8%, were 30–39 years old. The vast majority of the respondents or (95.7%) had graduated with a Bachelor’s degree. While 21.7% worked as Technical engineers.

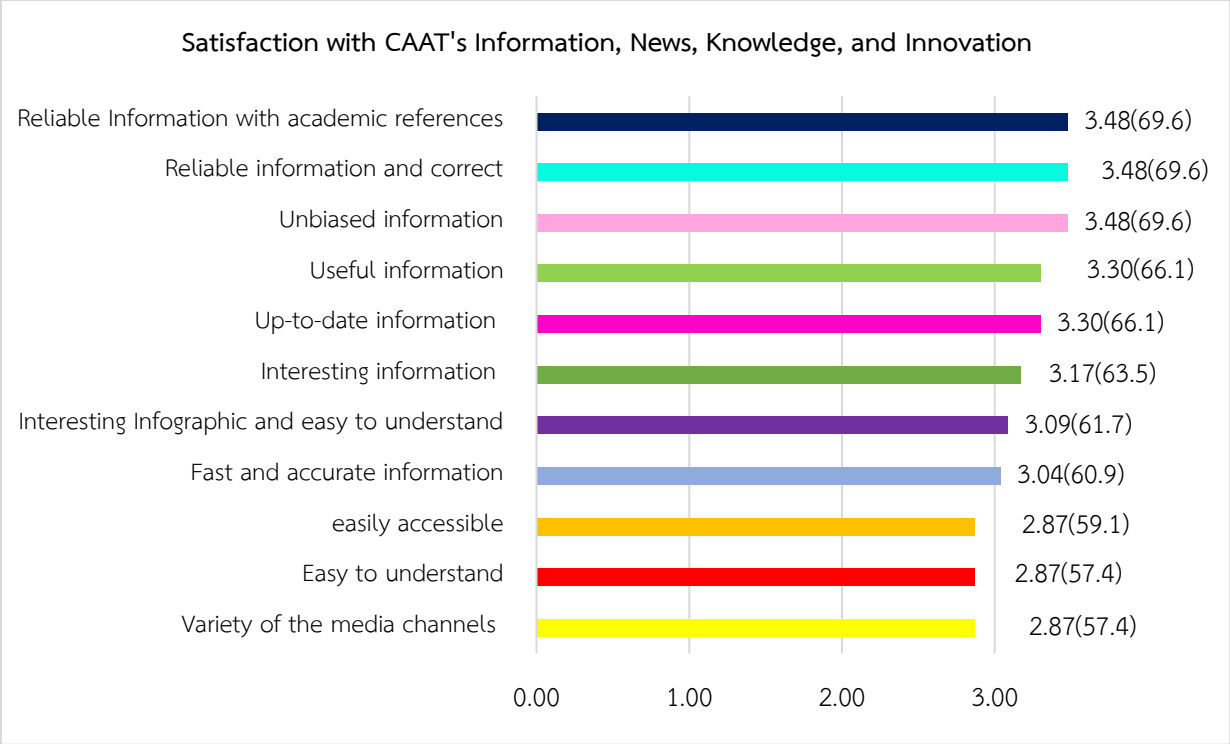
- Respondents’ Perception of CAAT’s Information, Knowledge, and Innovation. The findings showed that the majority of respondents or 65.2% used CAAT’s official website ([www.caat.or.th](http://www.caat.or.th)) and 56.5% accessed through online social network, while 34.8% access through CAAT’s staff.

- The majority of respondents thought that CAAT was a state agency of the Thai government (Neither the government nor State Enterprise). State enterprise and government sector were equal and above private agency.



- Overall satisfaction of sampled aviation- industry entrepreneurs for CAAT’s information, news, knowledge and innovation; rating on a 5-point scale.

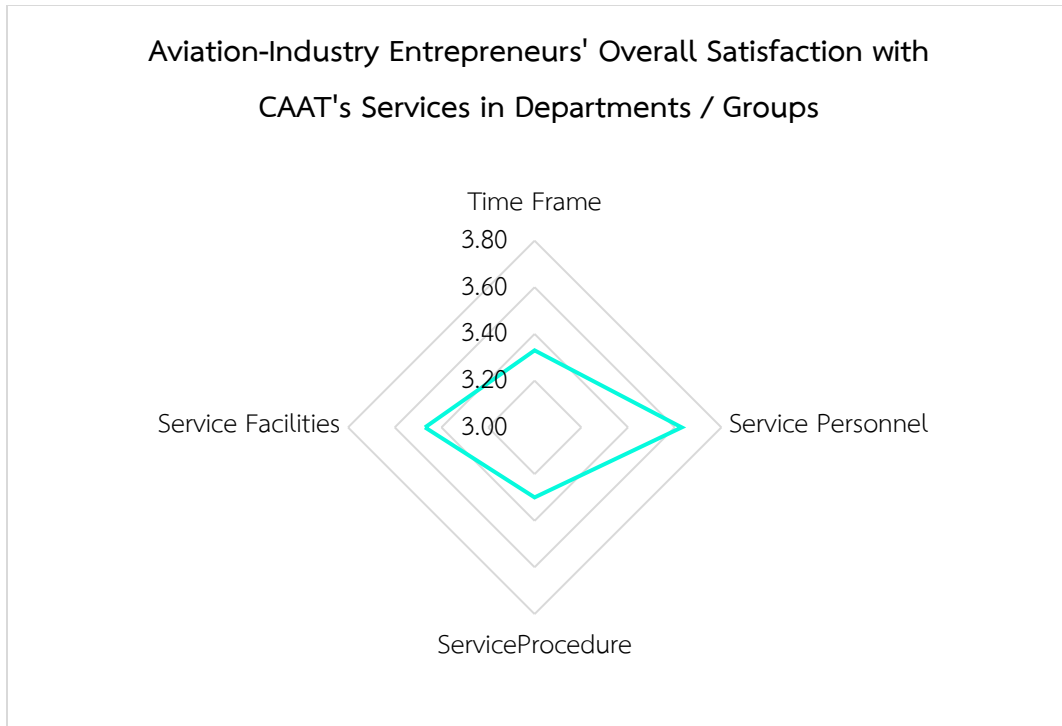




- When considered of the overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation the score was 5.26 out of 10. This indicated that it was very satisfactory.

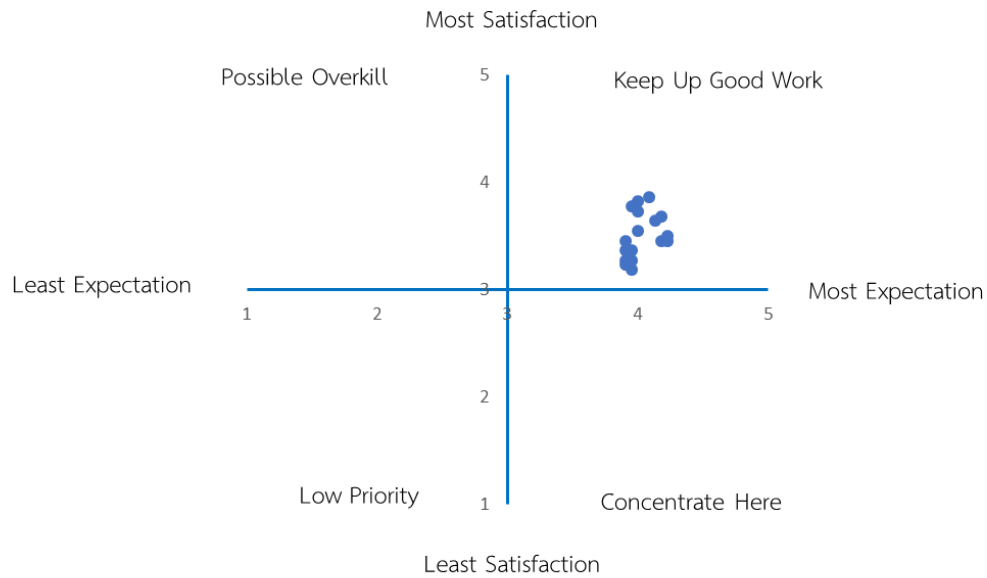
- Overall satisfaction of aviation- industry entrepreneurs with CAAT’ s service in Airworthiness and Aircraft Engineering Department (AIR) was 3.51 out of 5, or 70.2%, meaning it was very satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Time Frame         | 3.33        | 66.7        | Moderately Satisfied  |
| Service Personnel  | 3.63        | 72.6        | Very Satisfied        |
| Service Procedure  | 3.30        | 65.9        | Moderately Satisfied  |
| Service Facilities | 3.47        | 69.3        | Very Satisfied        |
| <b>Overall</b>     | <b>3.51</b> | <b>70.2</b> | <b>Very Satisfied</b> |

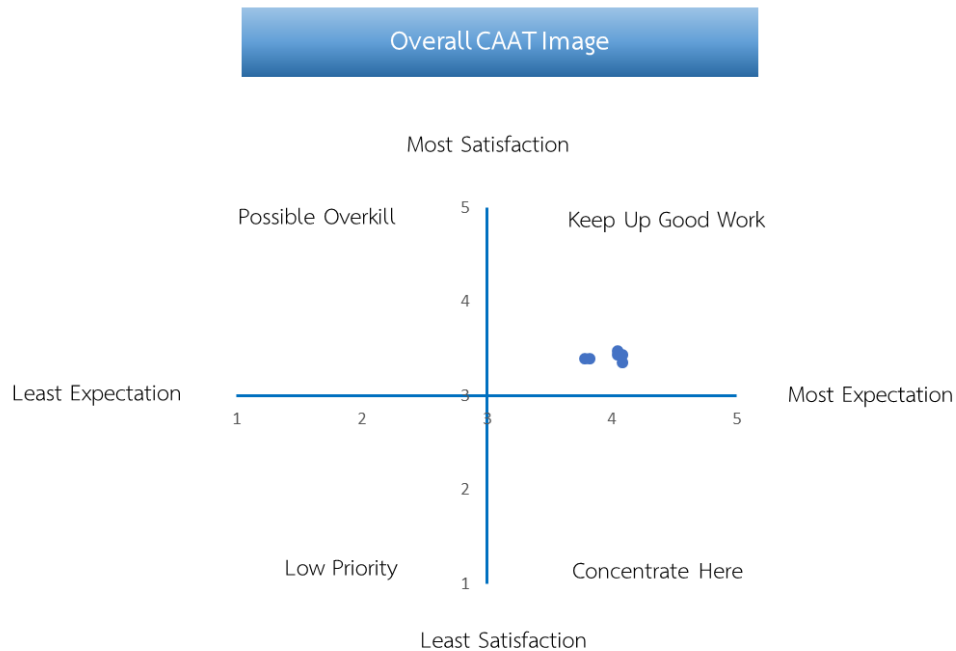


- After using the Quadrant Analysis or SERVQUAL of respondents' expectation and satisfaction with CAAT's service in department/group, all indicators of the four Domains 1) Time Frame, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT's service in Airworthiness and Aircraft Engineering Department (AIR) was found at 3.51 out of 5, or 70.2%.

## Services of CAAT Department / Group



- The analysis respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 5.91 out of 10.



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

1) Time Frame including prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.54 out of 5, or 70.8% and that was higher than the average of overall satisfaction in 2019 that was found at 3.33 out of 5, or 66.7%.

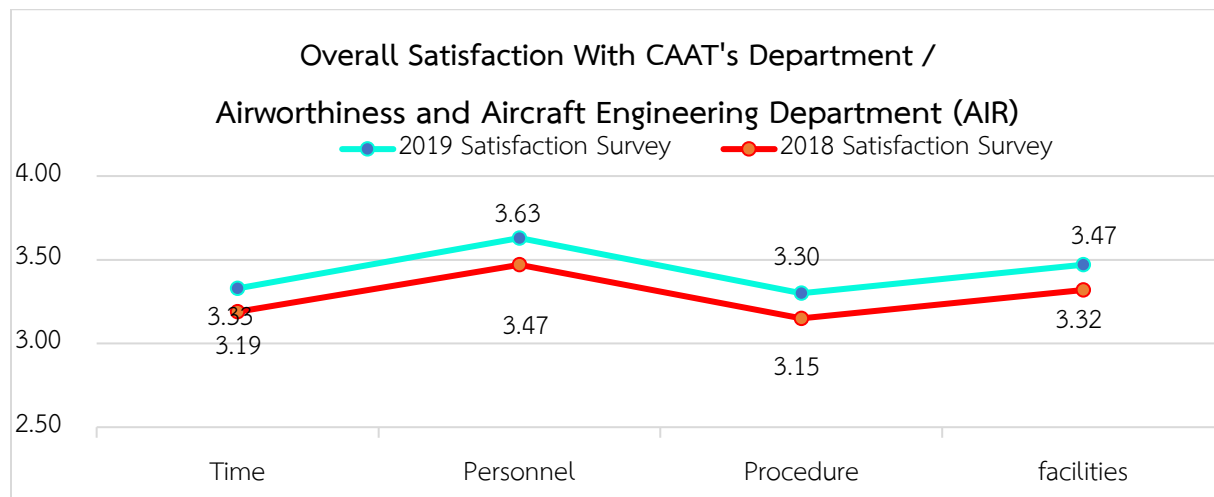
2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance (dress, grooming, cleanliness), Fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 3.68 out of 5, or 73.6% and that was higher than the average of respondents' satisfaction in 2019 that was 3.63 out of 5, or 72.6%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 3.29 out of 5, or 65.8% and that was lower than the average of respondents' satisfaction in 2019 that was 3.30 out of 5, or 65.9%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the

average of respondents' satisfaction in 2018 was 3.65 out of 5, or 72.0% and that was higher than the average of respondents' satisfaction in 2019 that was 3.47 out of 5, or 69.3%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group the results showed that the average of respondents' satisfaction in 2018 was 3.54 out of 5, or 70.8% and that was higher than their satisfaction in 2019 at 3.51 out of 5, or 70.2%.



#### 4. Quality Assurance Department (QAD)

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- General Data of Respondents

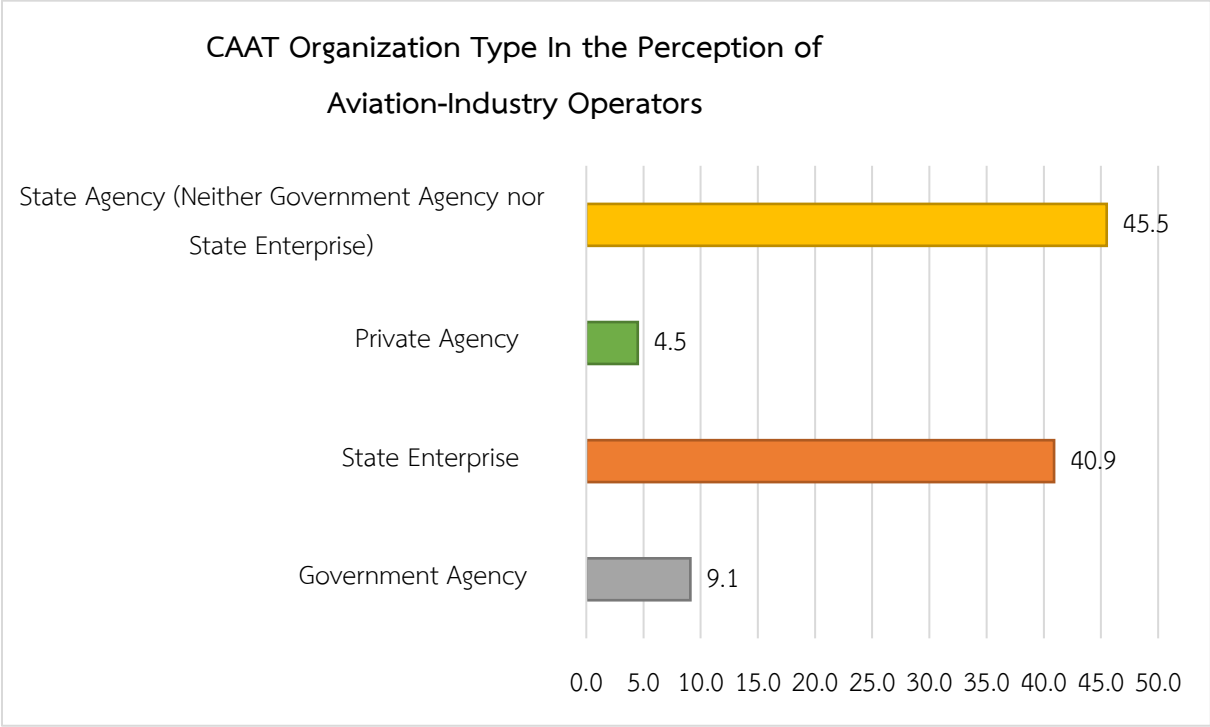
The results of 22 respondents showed that more than one-third or 36.4% was 20-29 years old. The majority of the respondents (90.9%) had graduated with a Bachelor's degree, while 47.6% worked as Airport Operations Crew/Groundcrew/Customer Service Provider.

- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

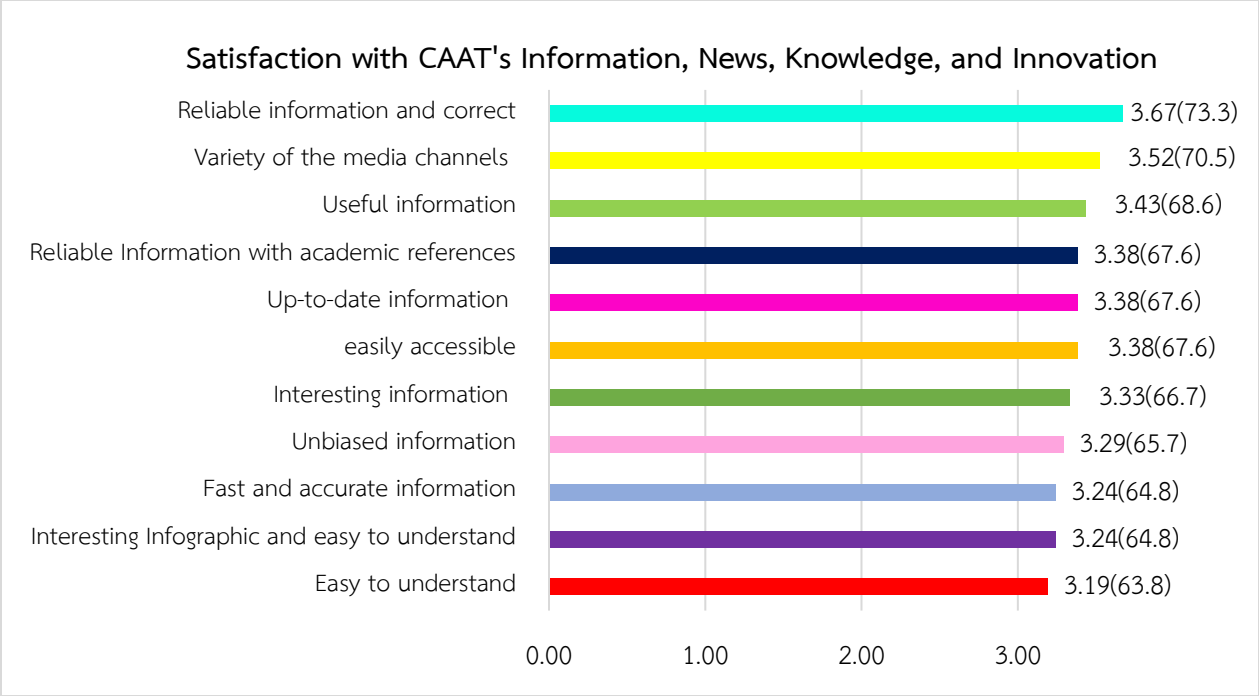
The findings showed that more than half of respondents or 54.5% used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), this was followed by 45.5% facebook (CAAT Thailand), 27.3% accessed through Line Group (CAAT in group).

- The majority of respondents thought that CAAT was a state agency of the Thai government

(Neither the government nor State Enterprise), Followed by state enterprising, government agency and private agency.



- Overall satisfaction of sampled aviation- industry entrepreneurs for CAAT' s information, news, knowledge and innovation; rating on a 5-point scale.

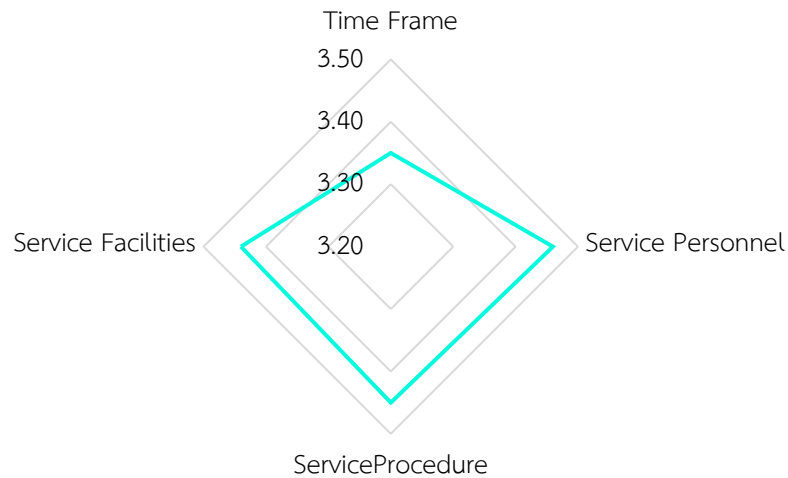


- When considered of sampled aviation-industry entrepreneurs for CAAT's information, news, knowledge and innovation point. The result was indicatedsd that moderately satisfactory or 5.65 out of 10.

- Overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's service in the Quality Assurance Department (QAD) was 3.43 out of 5, or 68.7%, meaning it was very satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Time Frame         | 3.35        | 67.1        | Moderately Satisfied  |
| Service Personnel  | 3.46        | 69.1        | Very Satisfied        |
| Service Procedure  | 3.45        | 68.9        | Very Satisfied        |
| Service Facilities | 3.44        | 68.8        | Very Satisfied        |
| <b>Overall</b>     | <b>3.43</b> | <b>68.7</b> | <b>Very Satisfied</b> |

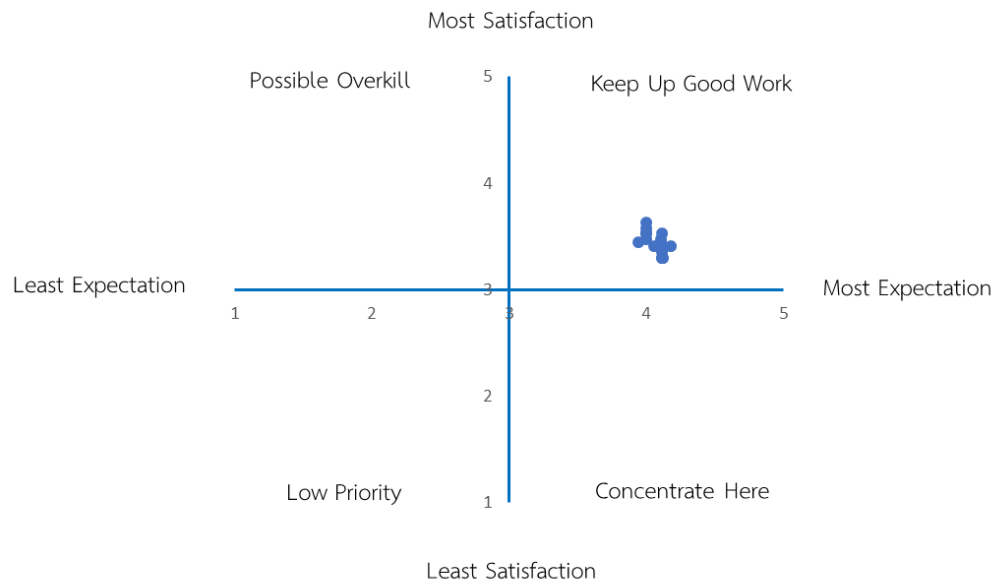
### Aviation-Industry Entrepreneurs' Overall Satisfaction with CAAT's Services in Departments / Groups



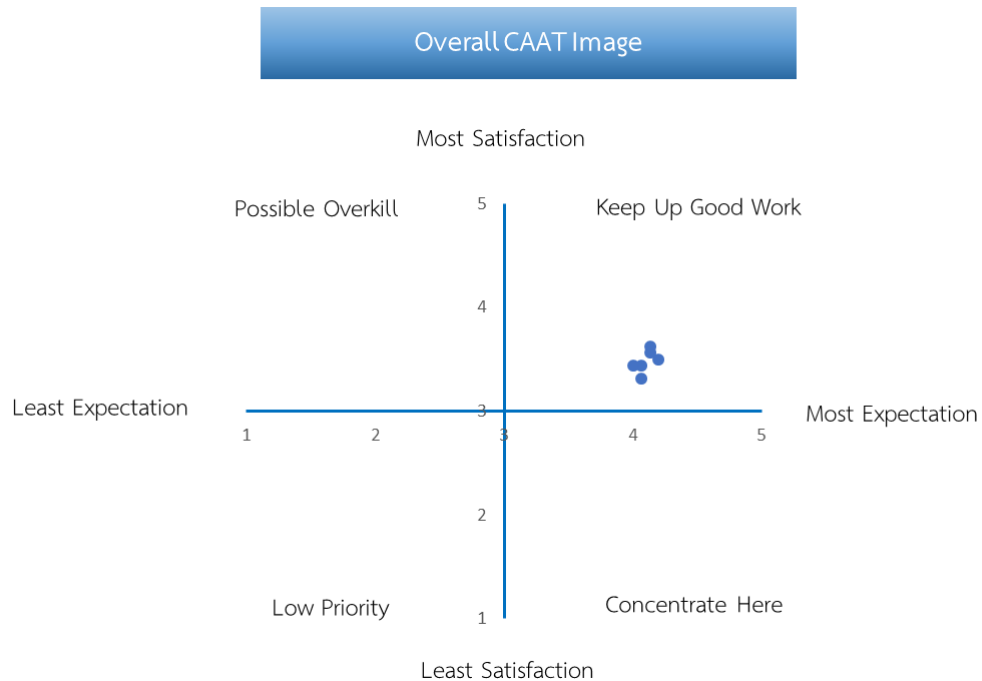
- After using the Quadrant Analysis or SERVQUAL of respondents' expectation and satisfaction with CAAT's service in department/group, all indicators of four Domains 1) Time Frame, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with with CAAT's services in the Quality Assurance Department (QAD) was found at 3.43 out of 5, or 68.7%, meaning that it was very satisfactory.



### Services of CAAT Department / Group



- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 5.94 out of 10.



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

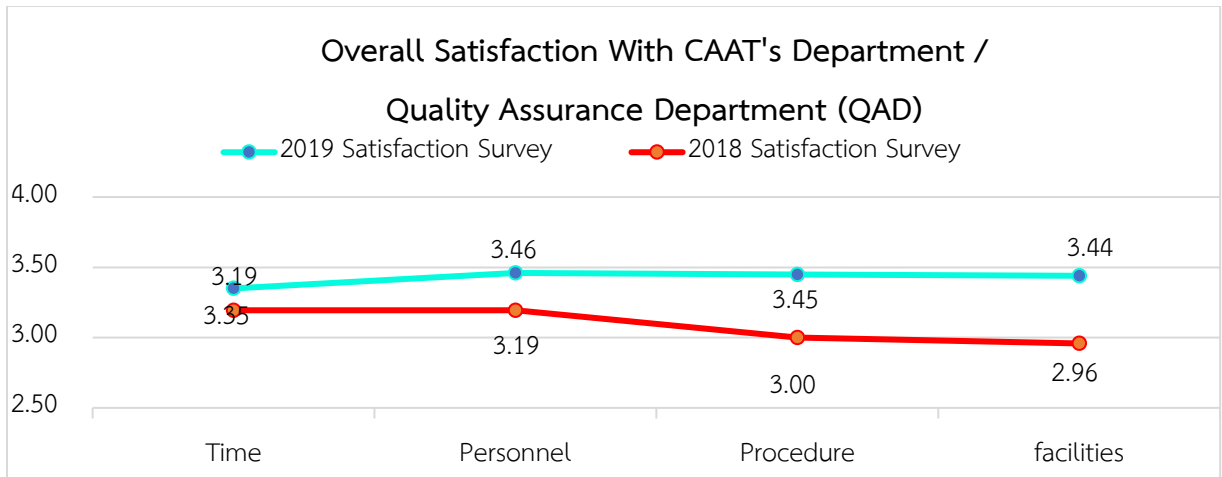
- 1) Time Frame including hospitality (greeting, friendliness) prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.19 out of 5, or 63.8% and that was lower than the average of overall satisfaction in 2019 that was found at 3.35 out of 5, or 67.1%.

- 2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , Fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and transparency and honesty. The results showed that the average of respondents’ satisfaction in 2018 was 3.19 out of 5, or 63.8% and that was lower than the average of respondents’ satisfaction in 2019 that was 3.46 out of 5, or 69.1%.

- 3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents’ satisfaction in 2018 was 3.00 out of 5, or 60.0% and that was lower than the average of respondents’ satisfaction in 2019 that was 3.45 out of 5, or 68.9%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 2.96 out of 5, or 59.2% and that was lower than the average of respondents' satisfaction in 2019 that was 3.44 out of 5, or 68.8%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group showed that the average of respondents' satisfaction in 2018 was 3.09 out of 5.00, or 61.8% and that was lower than their satisfaction in 2019 at 3.43 out of 5, or 68.7%.



## 5. Aviation Safety Management Department (SMD)

- General Data of Respondents

The results of 50 respondents showed that a lot of them (40%) were 30–39 years old. The majority of the respondents (74.0%) had graduated with a Bachelor's degree, while 14.9% worked as Airline Ground Support equipment operators.

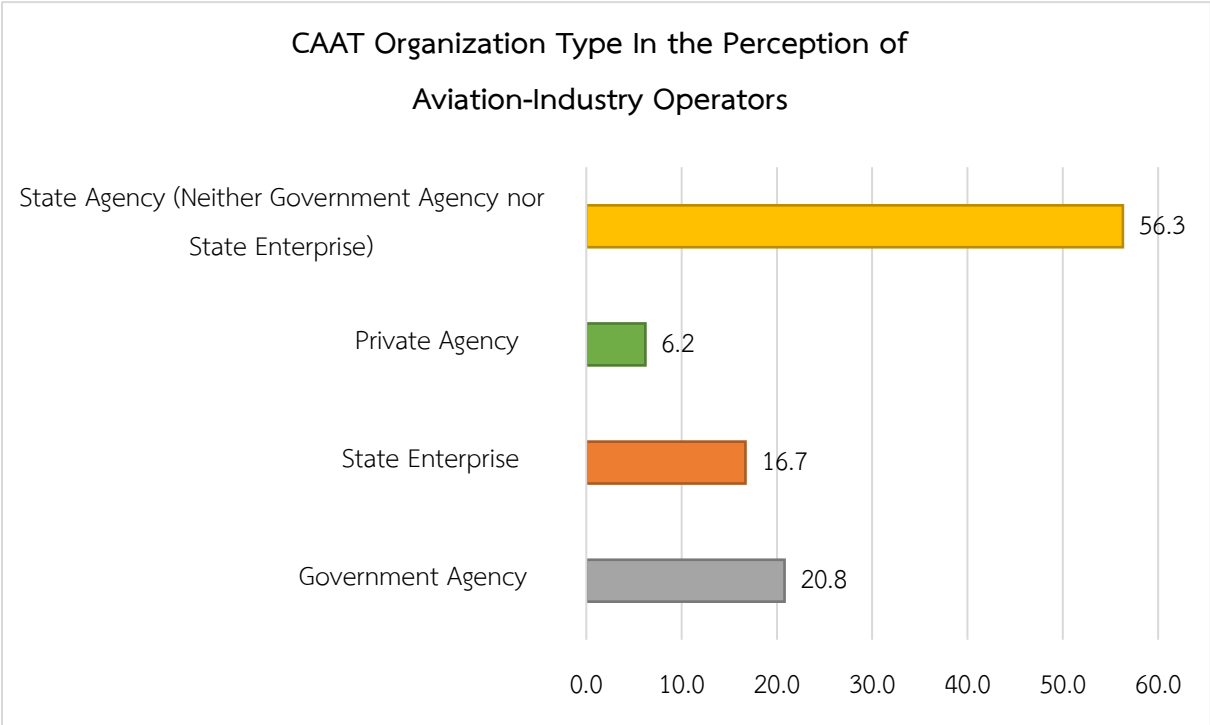
- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

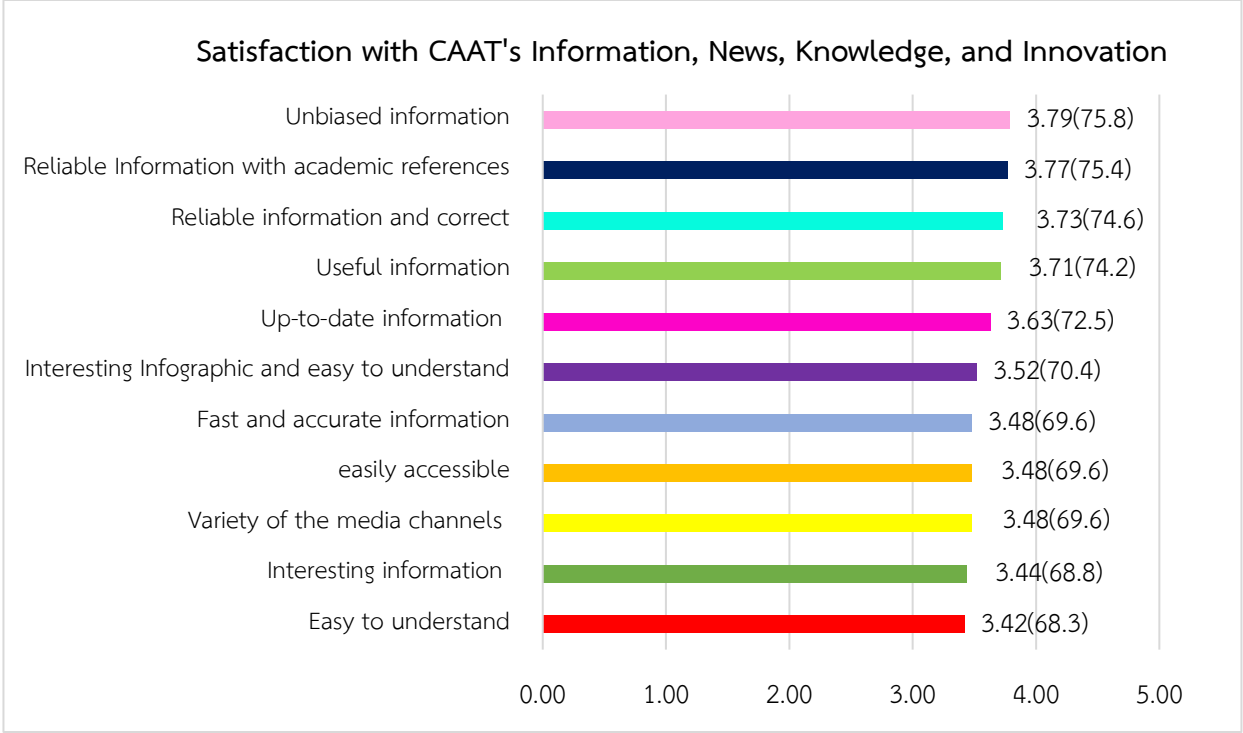
The findings showed that more than half or 58% of respondents used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), followed by 54.0 used online social network (Facebook, Line, Twitter, Instagram, YouTube) and 38.0% used CAAT's Facebook (CAAT.Thailand).

- The majority of respondents thought that CAAT was a state agency of the Thai

government (Neither the government nor a State Enterprise), followed by government agency, state enterprising and private agency.

- Overall satisfaction of sampled aviation-industry entrepreneurs for CAAT’s information, news, knowledge and innovation rating by a 5-point scale.

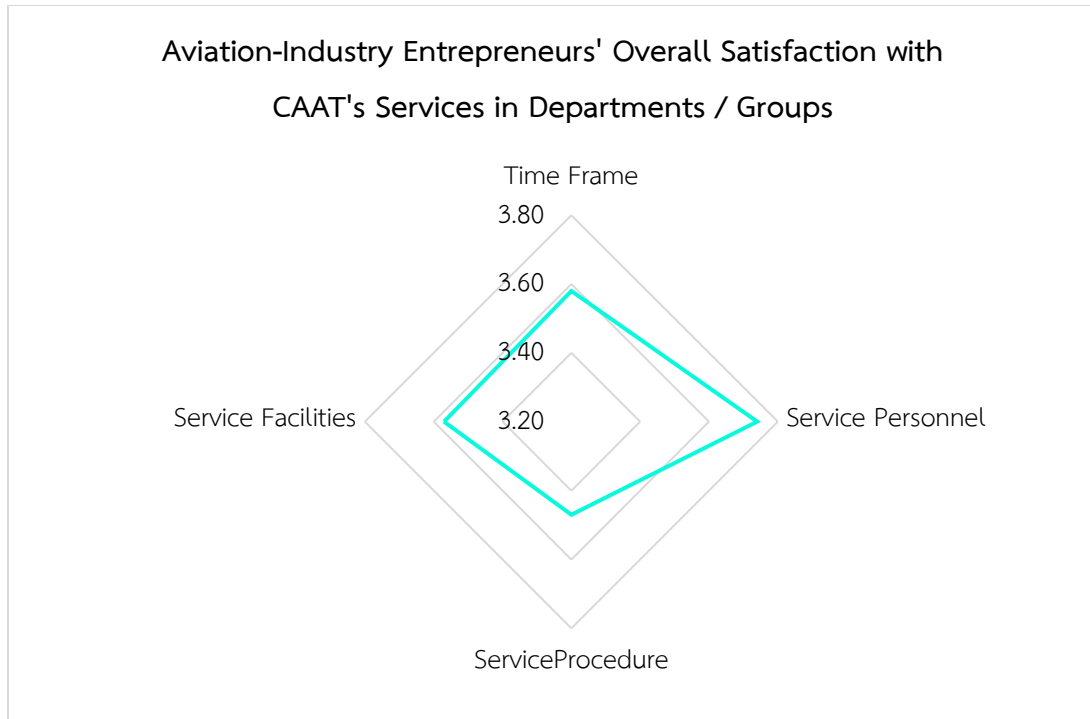




- When considering the overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation, satisfaction was found at 6.75 out of 10. This indicated that it was very satisfactory

- Overall satisfaction of sampled aviation-industry entrepreneurs CAAT’s service in Aviation Safety Management Department (SMD) was found at 3.65 out of 5, or 73.0%, meaning that it was very satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Service Time Frame | 3.58        | 71.7        | Very Satisfied        |
| Service Personnel  | 3.74        | 74.8        | Very Satisfied        |
| Service Procedure  | 3.47        | 69.4        | Very Satisfied        |
| Service Facilities | 3.57        | 71.5        | Very Satisfied        |
| <b>Overall</b>     | <b>3.65</b> | <b>73.0</b> | <b>Very Satisfied</b> |

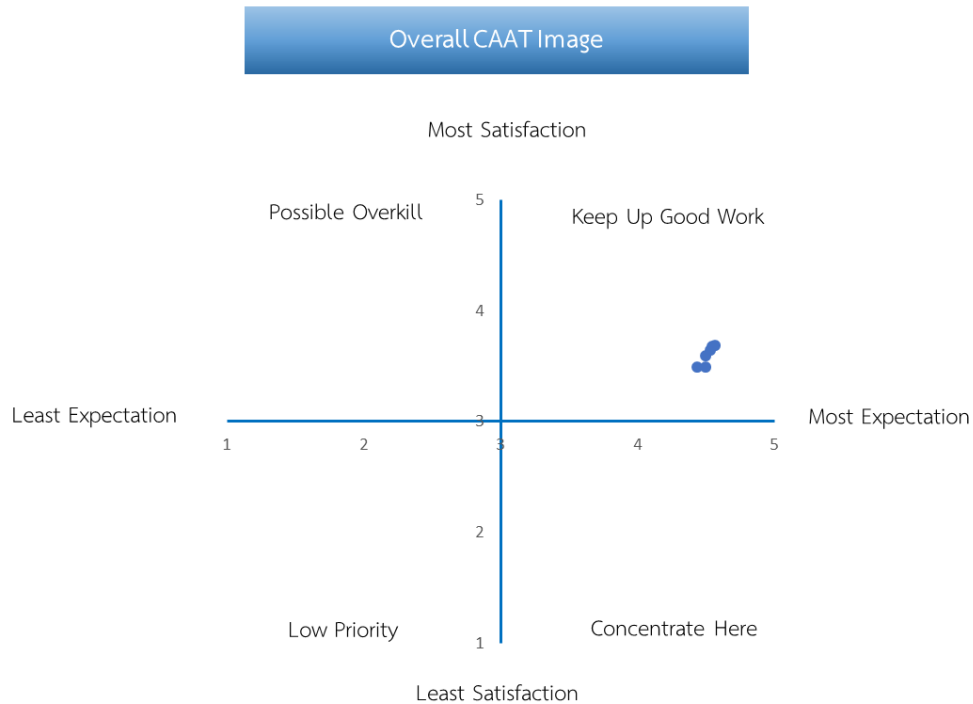


- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's service in department/group, all the indicators 1) Time Frame of Service, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. The overall satisfaction with CAAT's service in Aviation Safety Management Department (SMD) was found at 3.65 out of 5, or 73.0%.

## Services of CAAT Department / Group



- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 6.47 out of 10.



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

- 1) Time Frame including prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.83 out of 5, or 76.6% and that was higher than the average of overall satisfaction in 2019 that was found at 3.58 out of 5, or 71.7%.

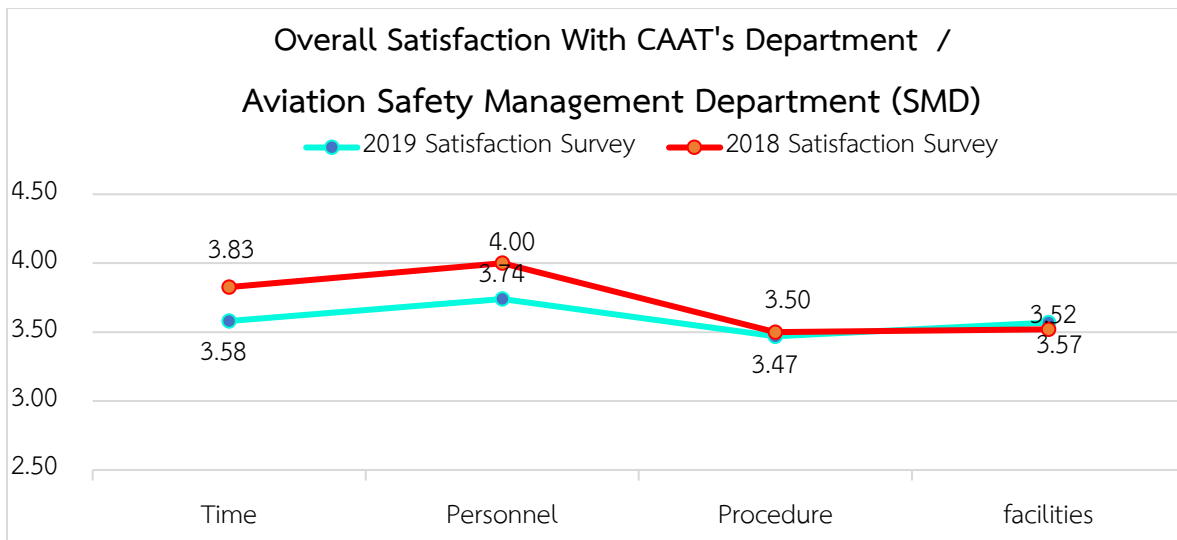
- 2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , Fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and transparency and honesty. The results showed that the average of respondents’ satisfaction in 2018 was 4.00 out of 5, or 80.0% and that was higher than the average of respondents’ satisfaction in 2019 that was 3.74 out of 5, or 74.8%.

- 3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents’ satisfaction in 2018 was 3.50 out of 5, or 70.0% and that was lower than the average of respondents’ satisfaction in 2019 that was 3.74 out of 5, or 74.8%.



4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.52 out of 5, or 70.4% and that was higher than the average of respondents' satisfaction in 2019 that was 3.57 out of 5, or 71.5%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group it averaged 3.71 out of 5, or 74.2% and that was higher than their satisfaction in 2019 at 3.65 out of 5, or 73.0%.



## 6. Aerodrome Standards Department (AGA)

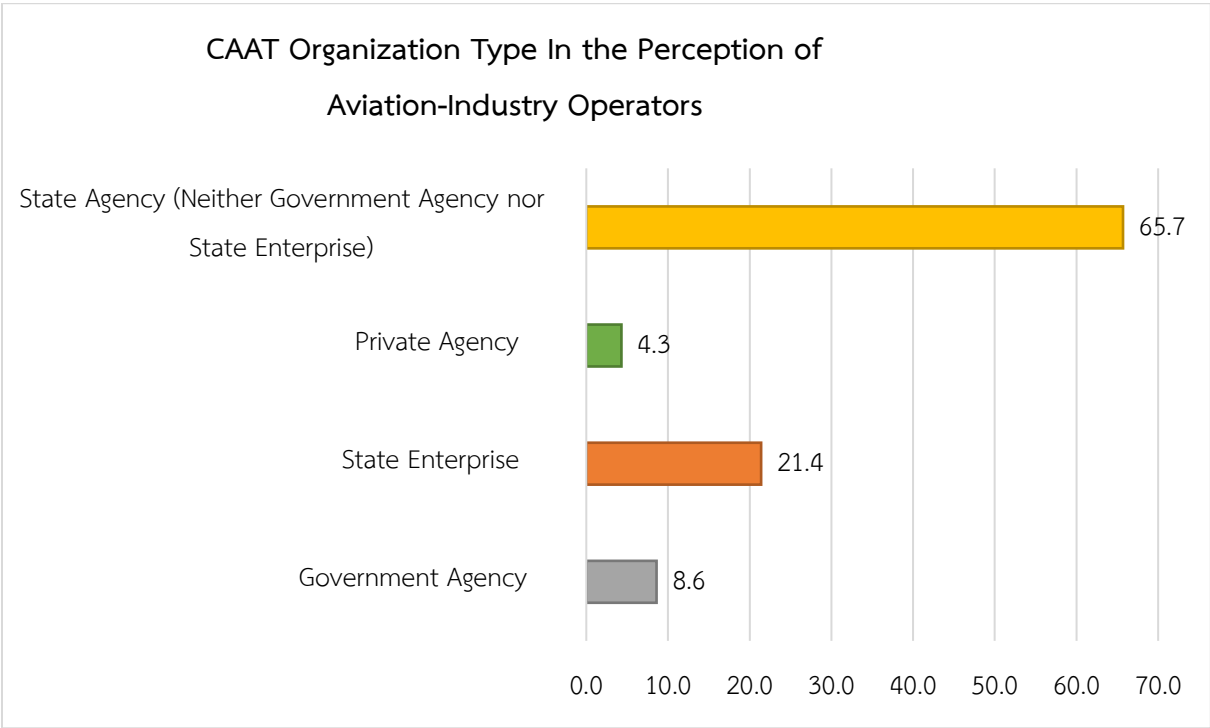
- General Data of Respondents

The results of 70 respondents showed that a lot of respondents or 41.4% were 20–29 years old. The majority of the respondents (84.8%) were graduates with a Bachelor's degree while, 23.2% worked as Airport Operations Crew/Groundcrew/Customer Service Provider.

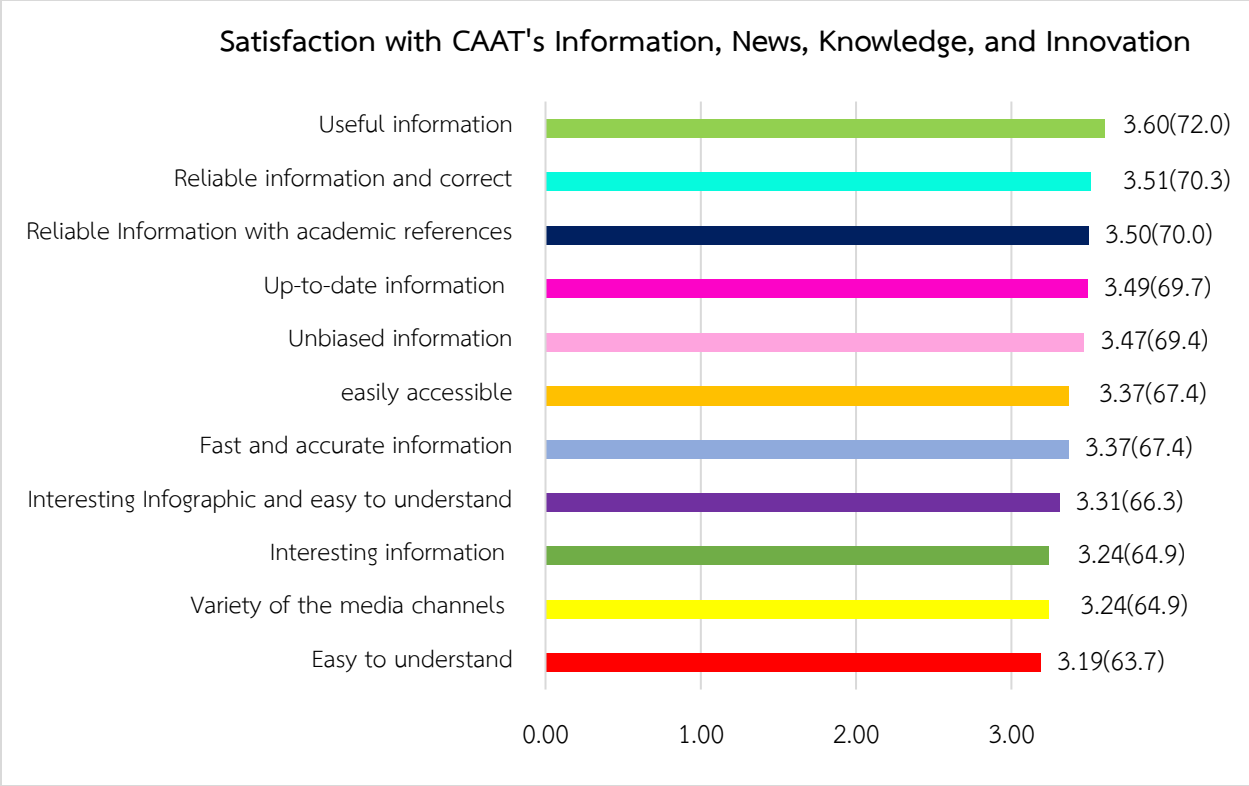
- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

The findings showed that a lot of respondents or 47.1% used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), followed by 41.4% accessed through CAAT Facebook, while 45.7% accessed through CAAT's staff.

- The majority of respondents (51.1%) thought that CAAT was state agency of the Thai government (Neither the government nor state enterprise), followed by state enterprise, government agency and private agency respectively.



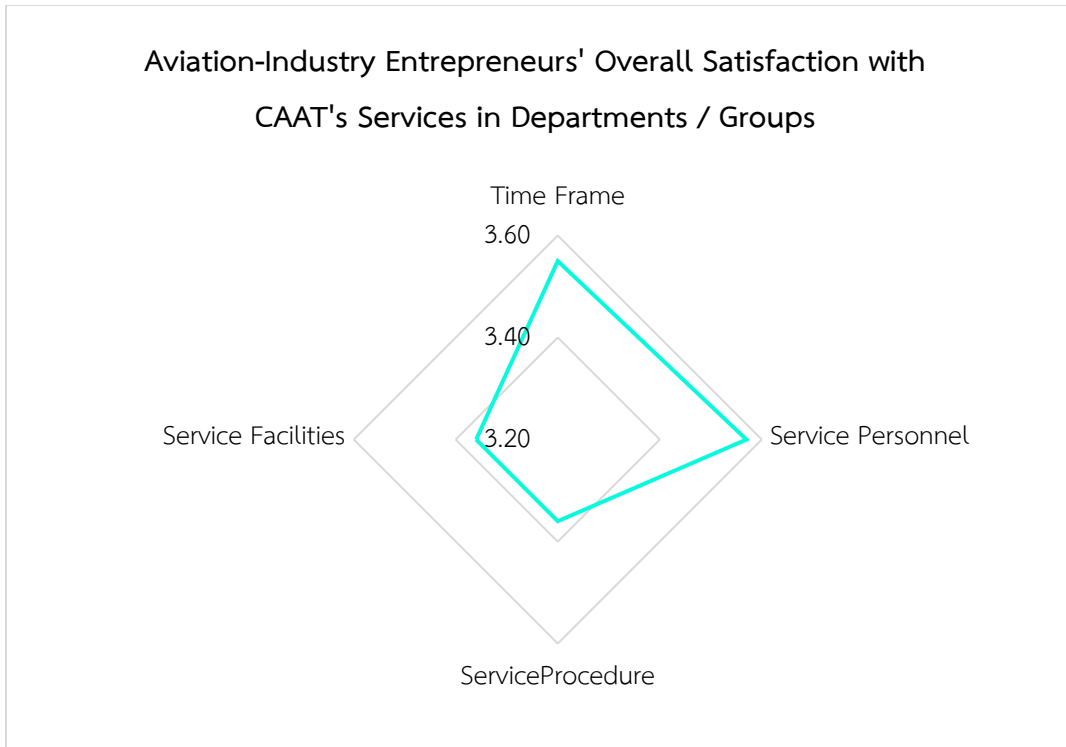
- Overall satisfaction of sampled aviation-industry entrepreneurs for CAAT's information, news, knowledge and innovation; rating on a 5-point scale



- When considered of the overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation was found 6.28 out of 10. This indicated that it was moderately satisfactory.

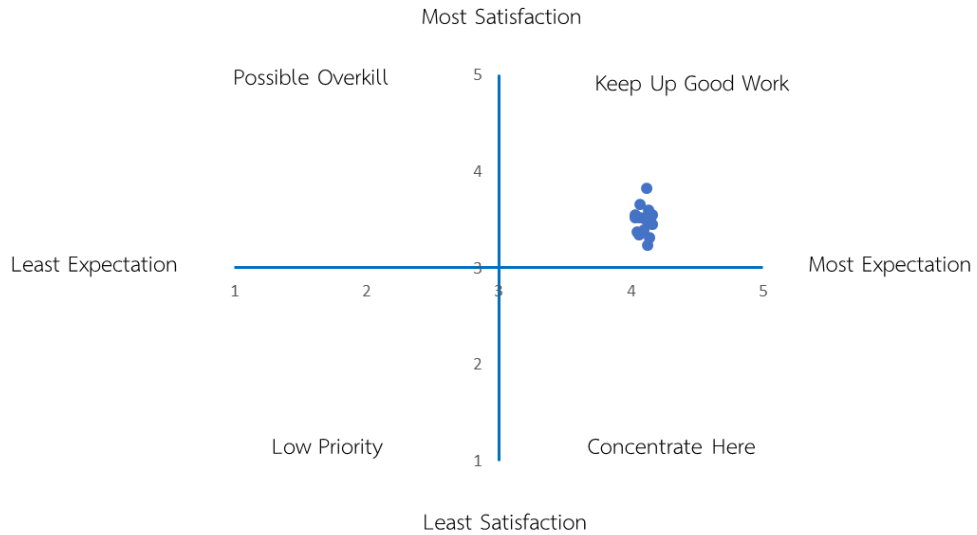
- Overall satisfaction of aviation- industry entrepreneurs with CAAT’ s services in Aerodrome Standards Department (AGA) was found at 3.50 points out of 5, or 70.0%, meaning that was very satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Time Frame         | 3.55        | 71.0        | Very Satisfied        |
| Service Personnel  | 3.57        | 71.3        | Very Satisfied        |
| Service Procedure  | 3.36        | 67.1        | Moderately Satisfied  |
| Service Facilities | 3.36        | 67.1        | Moderately Satisfied  |
| <b>Overall</b>     | <b>3.50</b> | <b>70.0</b> | <b>Very Satisfied</b> |

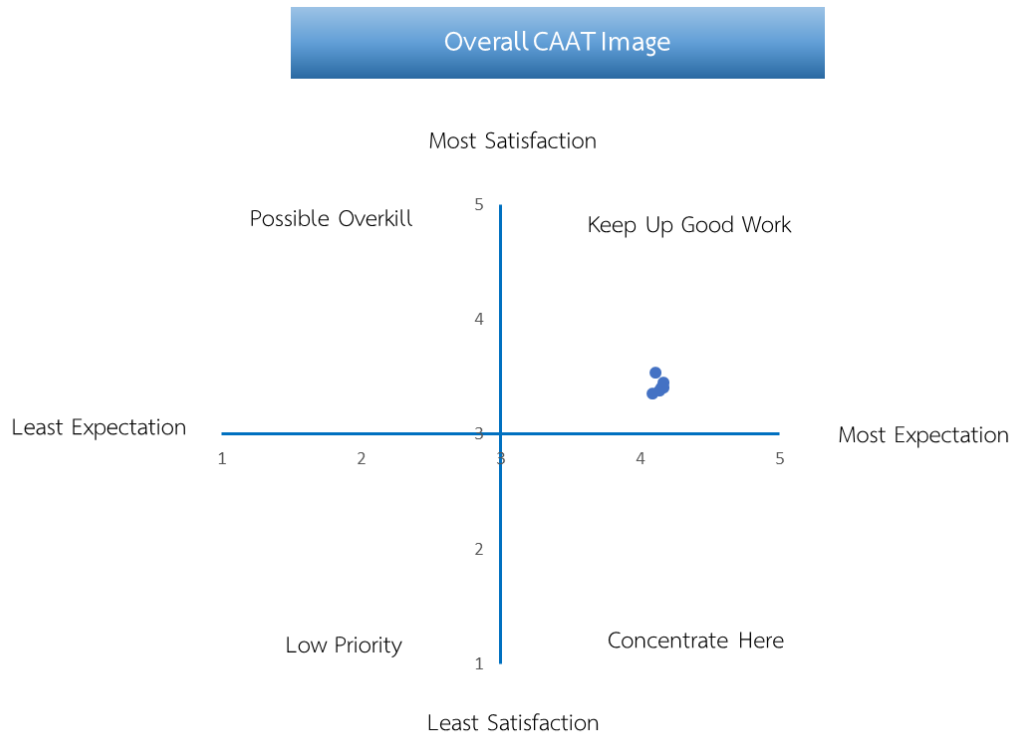


- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's service in department/group, all the indicators including 1) Time Frame of Service, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 2.50, or more than 50% for all indicators as presented in the Figure. The overall satisfaction with CAAT's service in Aerodrome Standards Department (AGA) was found at 3.50 out of 5, or 70%.

### Services of CAAT Department / Group



- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 6.05 out of 10.



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

- 1) Time Frame including hospitality (greeting, friendliness) prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.97 out of 5, or 79.4% and that was higher than the average of overall satisfaction in 2019 that was found at 3.55 out of 5, or 71.0%.

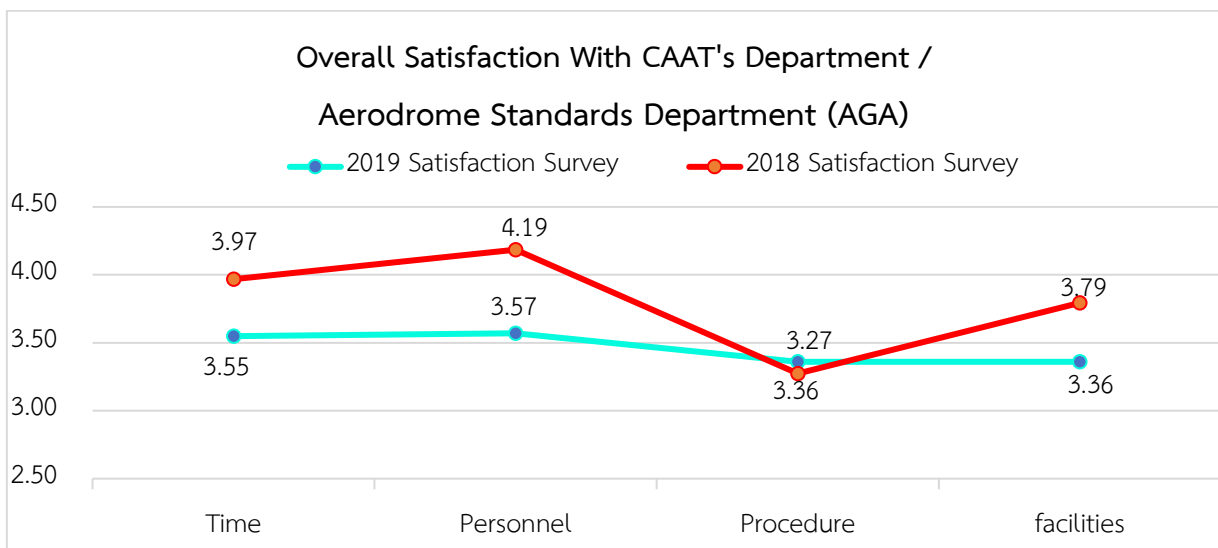
- 2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance (dress, grooming, cleanliness), Fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and Transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 4.19 out of 5, or 83.8% and that was higher than the average of respondents' satisfaction in 2019 that was 3.57 out of 5, or 71.3%.

- 3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 3.27 out of 5, or 65.4%

and that was lower than the average of respondents' satisfaction in 2019 that was 3.36 out of 4, or 67.1%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.79 out of 5, or 75.8% and that was higher than the average of respondents' satisfaction in 2019 that was 3.61 out of 5, or 67.1%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 3.81 out of 5.00, or 76.2% and that was higher than their satisfaction in 2019 at 3.50 out of 5, or 70.0%.



## 7. Aviation Security and Facilitation Standards Department (SFD)

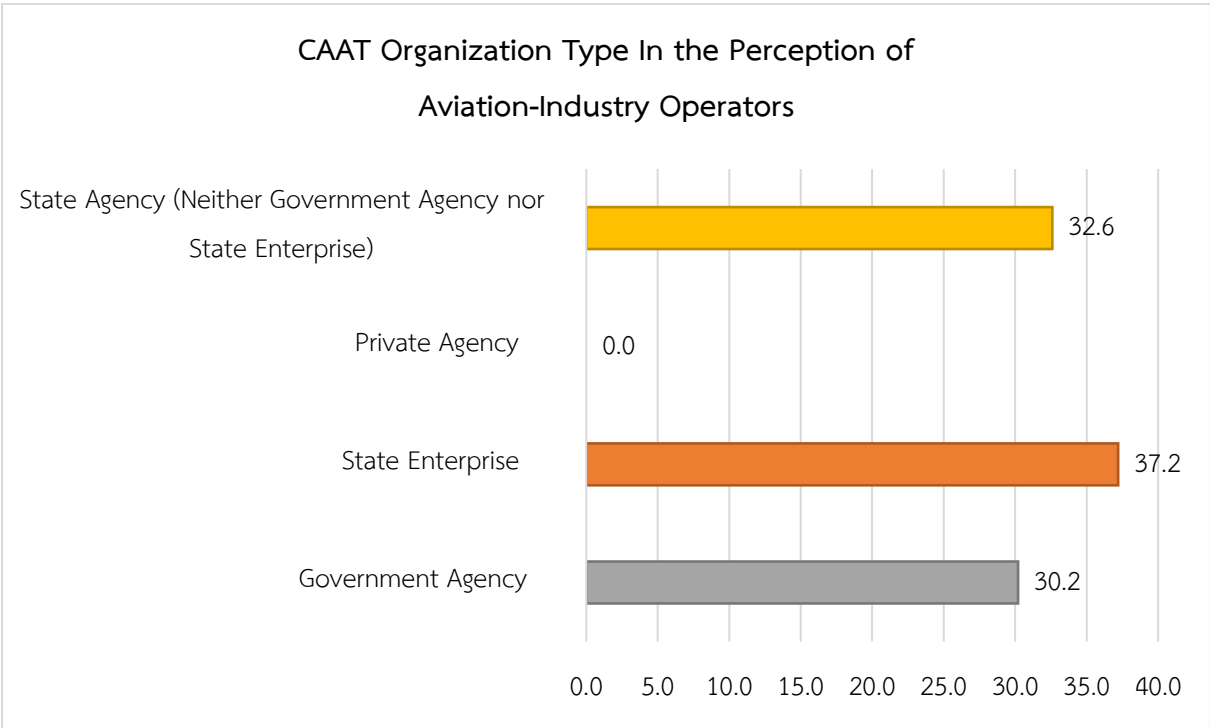
- General Data of Respondents

The results of 43 respondents showed that more than lot of respondents or 46.5% was 30–39 years old. The majority of the respondents (80.0%) had a Bachelor's degree. While, 34.4% worked as Airport Operations Crew/Groundcrew/Customer Service Provider.

- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

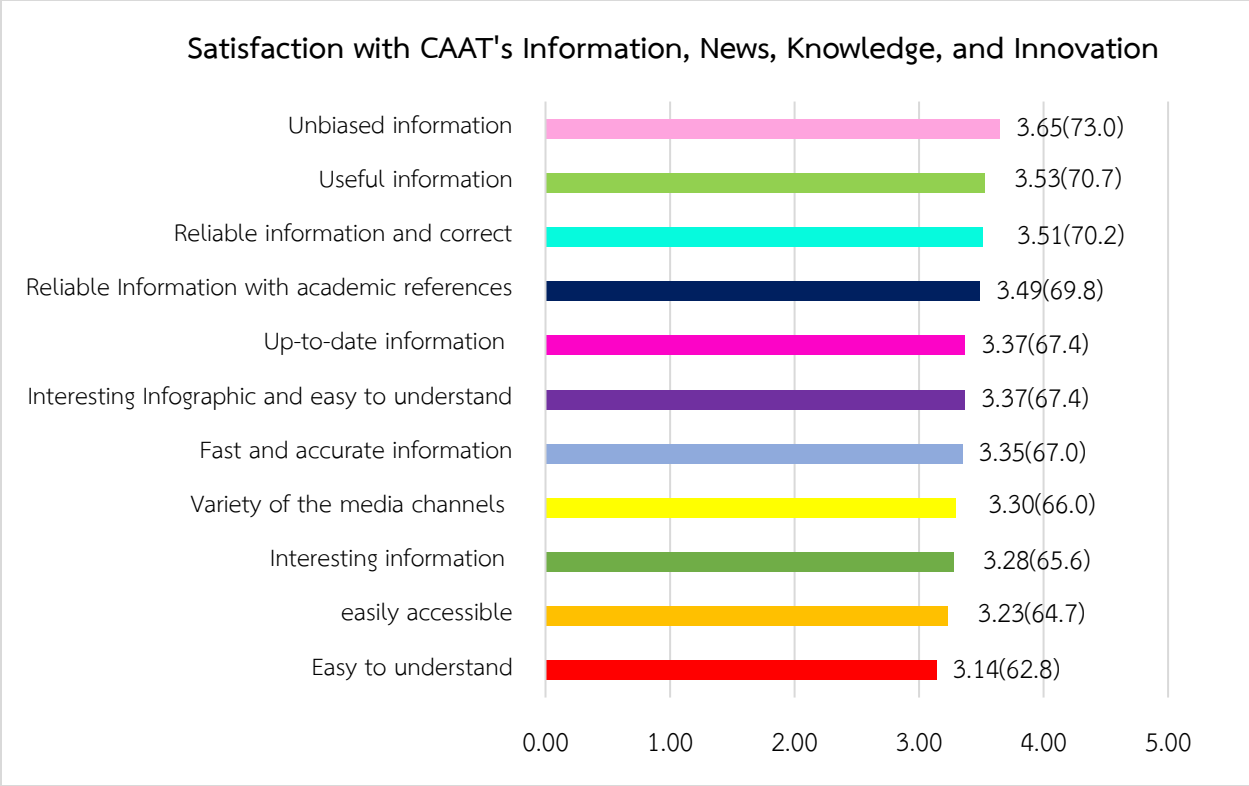
The findings showed that lot of respondents or 44.2% used CAAT Facebook CAAT’s official website ([www.caat.or.th](http://www.caat.or.th)), followed by 44.2% used Facebook CAAT’s and 34.9% access through CAAT staff.

- The majority of respondents thought that CAAT was state enterprising, followed by state agency of the Thai government ( Neither the government nor State Enterprise). and government agency respectively.



- Overall satisfaction of sampled aviation- industry entrepreneurs with CAAT’s information, news, knowledge and innovation; rating on a 5-point scale.

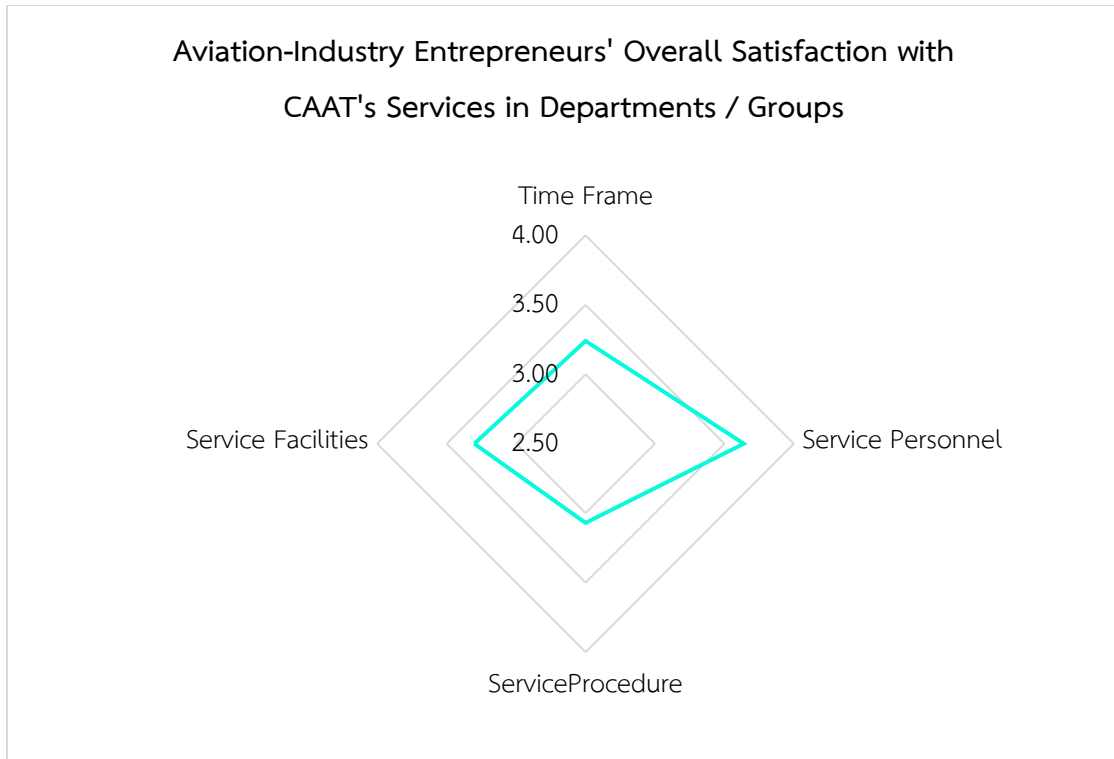




- The overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation was found to be 6.29 out of 10. This indicated that it was very satisfactory.

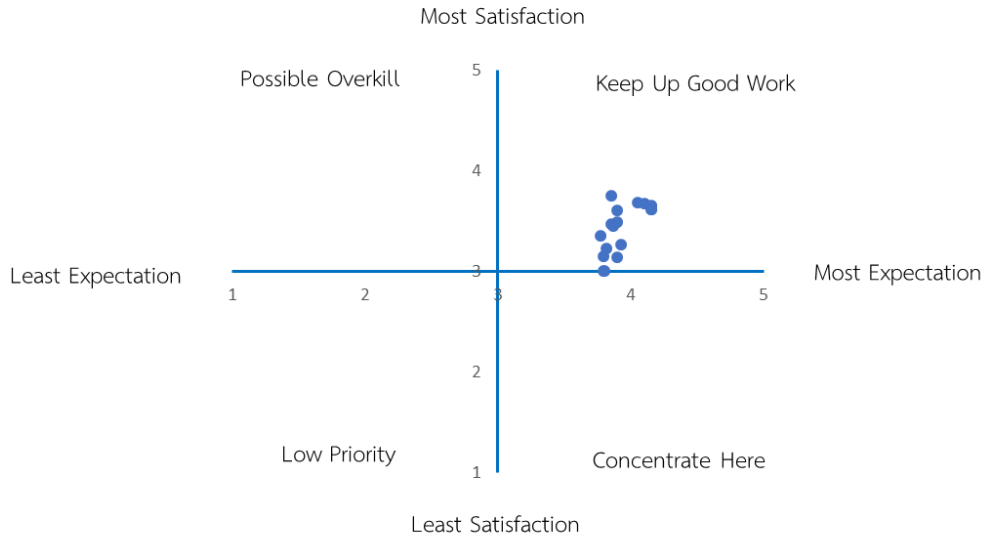
- Overall satisfaction of aviation- industry entrepreneurs with CAAT’ s service in Aviation Security and Facilitation Standards Department (SFD) was found at 3.43 out of 5, or 68.7% meaning it was moderately satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Time Frame         | 3.24        | 64.7        | Moderately Satisfied  |
| Service Personnel  | 3.64        | 72.7        | Very Satisfied        |
| Service Procedure  | 3.07        | 61.4        | Moderately Satisfied  |
| Service Facilities | 3.30        | 66.0        | Moderately Satisfied  |
| <b>Overall</b>     | <b>3.43</b> | <b>68.7</b> | <b>Very Satisfied</b> |



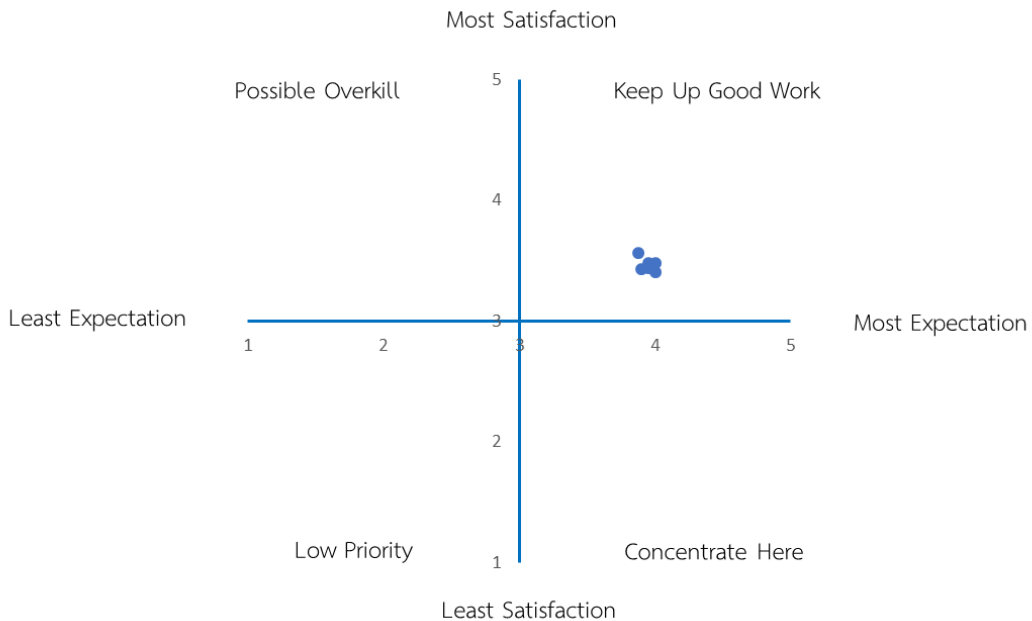
- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's service in department/group, all the four indicators 1) Time Frame of Service, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. The overall satisfaction with CAAT's service in Aviation Security and Facilitation Standards Department (SFD) was found at 3.43 out of 5, or 68.7%.

### Services of CAAT Department / Group



- The results of analysing respondents’ overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work” . The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 6.20 out of 10.

### Overall CAAT Image



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

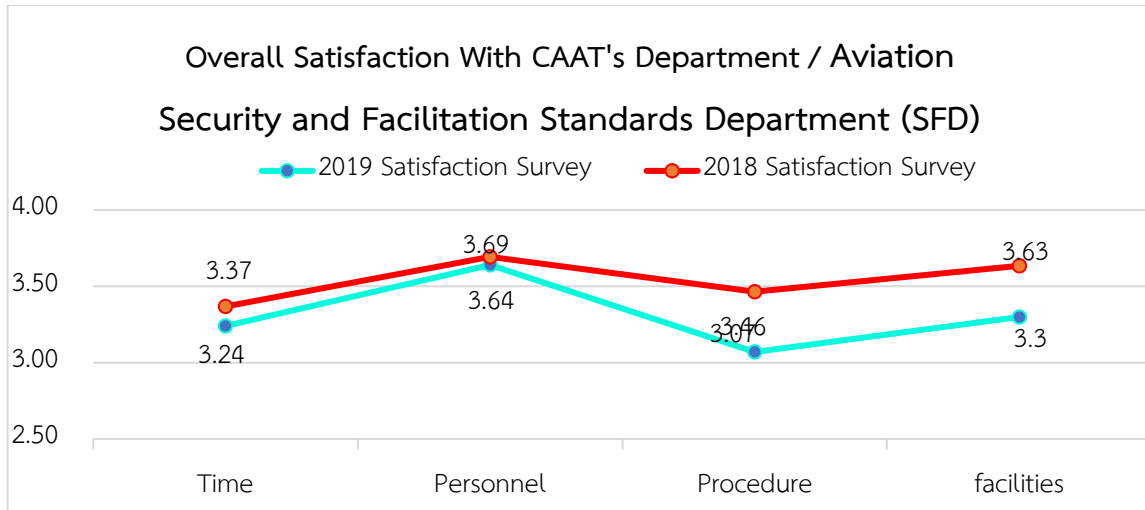
1) Time Frame including hospitality (greeting, friendliness) prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.37 out of 5, or 67.4% and that was higher than the average of overall satisfaction in 2019 that was found at 3.24 out of 5, or 64.7%.

2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance (dress, grooming, cleanliness), Fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and Transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 3.69 out of 5, or 73.8% and that was higher than the average of respondents' satisfaction in 2019 that was 3.64 out of 5, or 72.7%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 3.46 out of 5, or 69.2% and that was higher than the average of respondents' satisfaction in 2019 that was 3.07 out of 5, or 61.4%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.63 out of 5, or 72.6% and that was higher than the average of respondents' satisfaction in 2019 that was 3.30 out of 5, or 66.0%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 3.54 out of 5.00, or 70.8% and that was higher than their satisfaction in 2019 at 3.43 out of 5, or 68.7%.



## 8. Air Navigation Services Standards Department (ANS)

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- General Data of Respondents

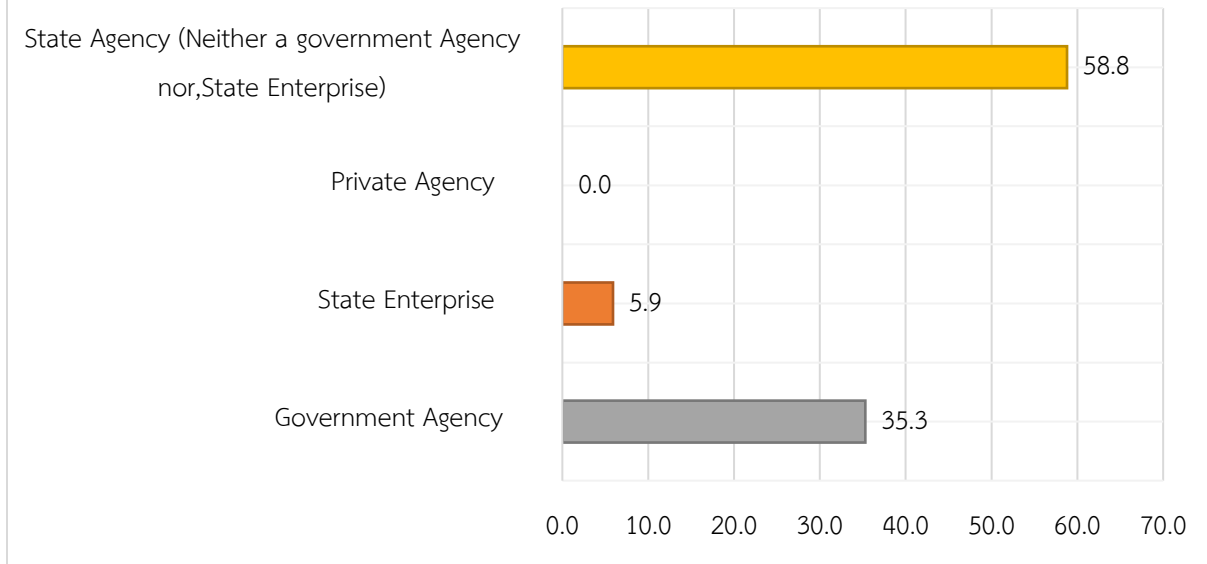
The results of 17 respondents showed that a lot of them or 47.1% were aged years old. The majority of the respondents (75.0%) had a Bachelor's degree while 13.3% worked as Airline Ground Support equipment operators.

- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

The findings showed that the majority of respondents or 70.6% used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), followed by 52.9% accessed through CAAT staff and 47.1% used Facebook (CAAT.Thailand).

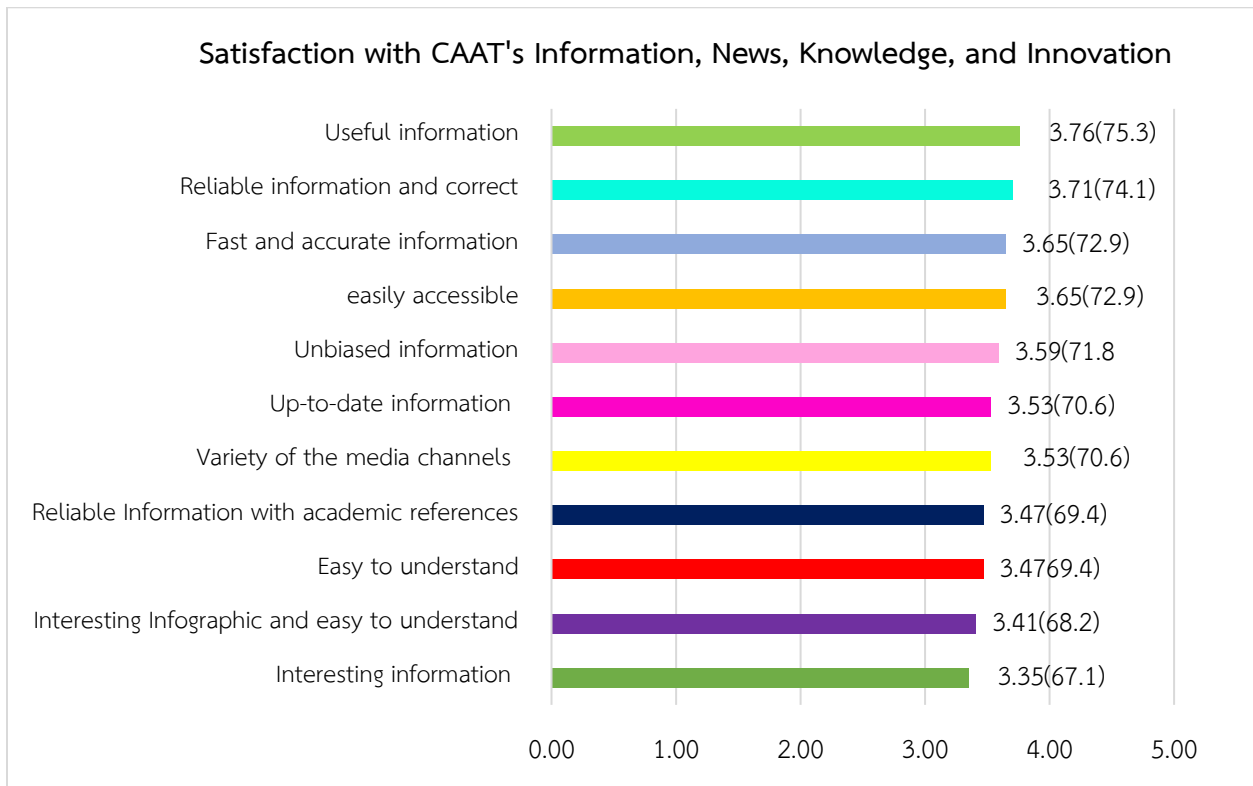
- The majority of respondents thought that CAAT was a statet agency of the Thai government (Neither the government nor State Enterprise), Followed by government agency and state enterprising respectively.

### CAAT Organization Type In the Perception of Aviation-Industry Operators



- Overall satisfaction of sampled aviation- industry entrepreneurs for CAAT' s information, news, knowledge and innovation; rating on a 5-point scale.

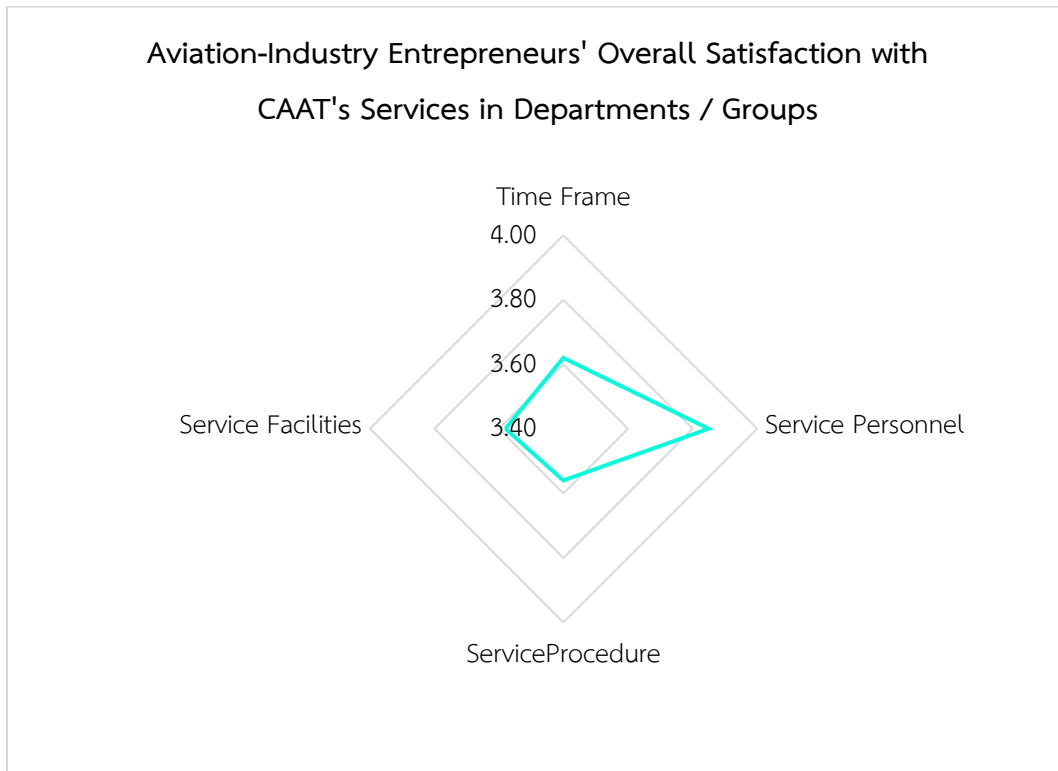
### Satisfaction with CAAT's Information, News, Knowledge, and Innovation



- The overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation was found at 6.41 out of 10. This indicated that it was moderately satisfactory.

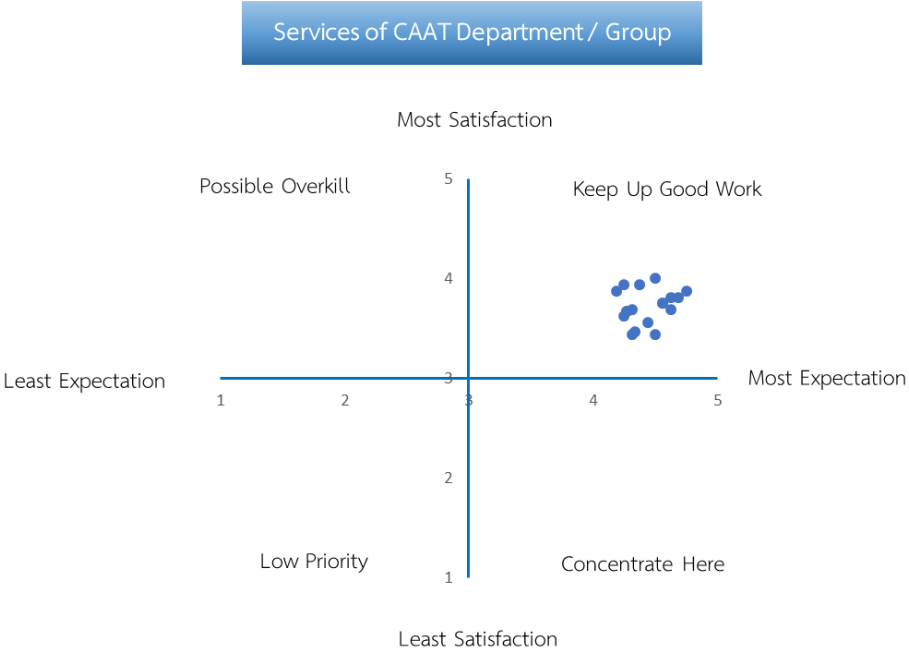
- Overall satisfaction of aviation-industry entrepreneurs with CAAT’s service in Air Navigation Services Standards Department (ANS) was found at 3.72 out of 5, or 74.4% meaning it was very satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Service Time Frame | 3.62        | 72.4        | Very Satisfied        |
| Service Personnel  | 3.85        | 77.1        | Very Satisfied        |
| Service Procedure  | 3.56        | 71.3        | Very Satisfied        |
| Service Facilities | 3.58        | 71.6        | Very Satisfied        |
| <b>Overall</b>     | <b>3.72</b> | <b>74.4</b> | <b>Very Satisfied</b> |



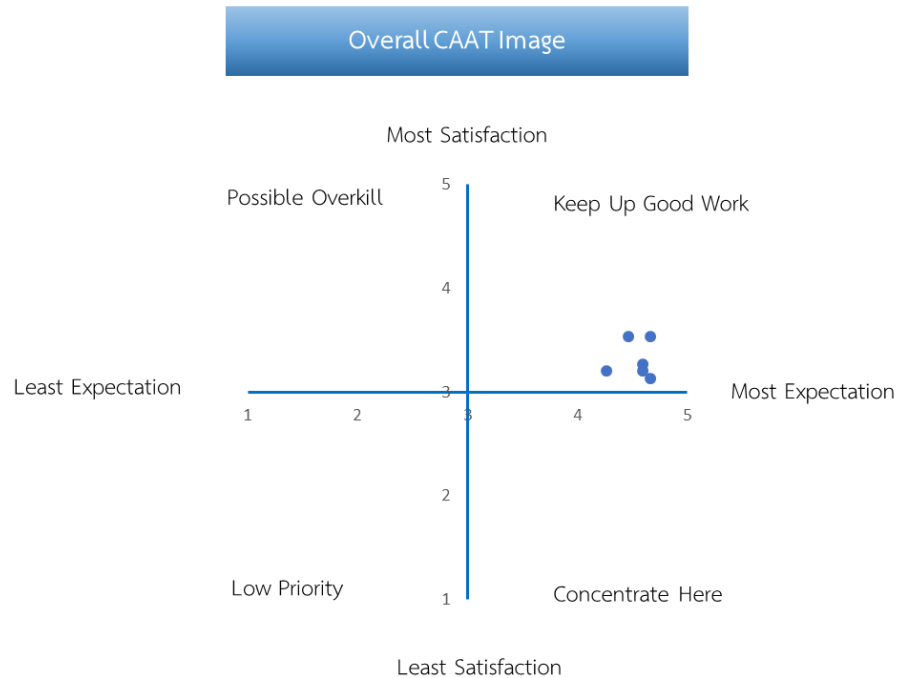
- After using the Quadrant Analysis or SERVQUAL of respondents’ expectation and satisfaction with CAAT’s service in department/group, all indicators of 4 Domains including 1) Time

Frame, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT’s service in Air Navigation Services Standards Department (ANS) was found at 3.72 out of 5, or 74.4%.



- The results of analysing respondents’ overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 6.88 out of 10 meaning that it was very satisfactory.





- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

1) Time Frame including hospitality (greeting, friendliness) prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 4.00 out of 5, or 80.0% and that was higher than the average of overall satisfaction in 2019 that was found at 3.62 out of 5, or 72.4%.

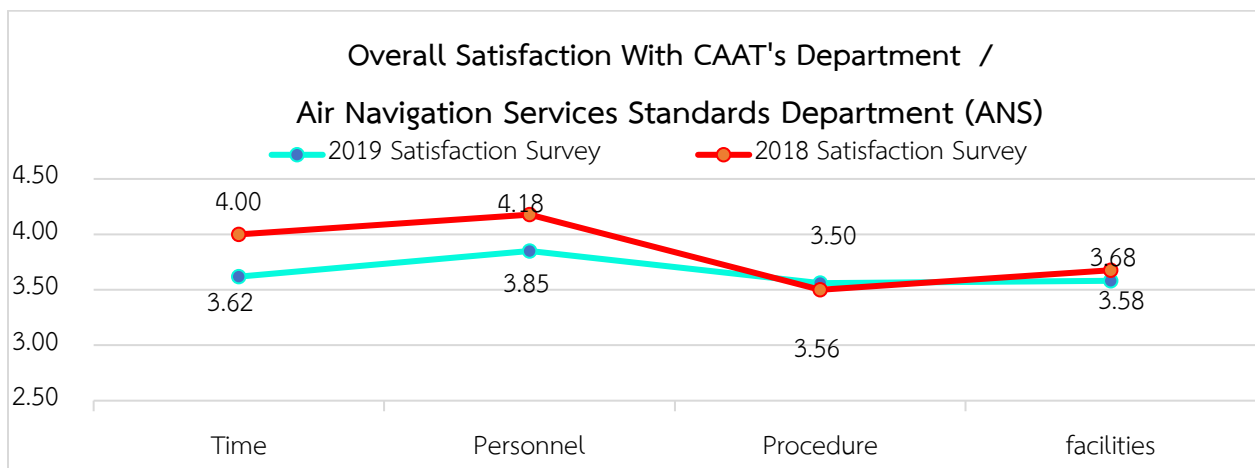
2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance (dress, grooming, cleanliness), fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and Transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 4.18 out of 5, or 83.6% and that was higher than the average of respondents' satisfaction in 2019 that was 3.85 out of 5, or 77.1%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 3.50 out of 5, or 70.0%

and that was lower than the average of respondents' satisfaction in 2019 that was 3.56 out of 5, or 71.2%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.68 out of 5, or 73.6% and that was higher than the average of respondents' satisfaction in 2019 that was 3.58 out of 5, or 71.6%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 3.84 out of 5, or 76.8% and that was higher than their satisfaction in 2019 at 3.72 out of 5, or 74.4%.



## 9. Aeronautical Information Services Department (AIS)

- General Data of Respondents

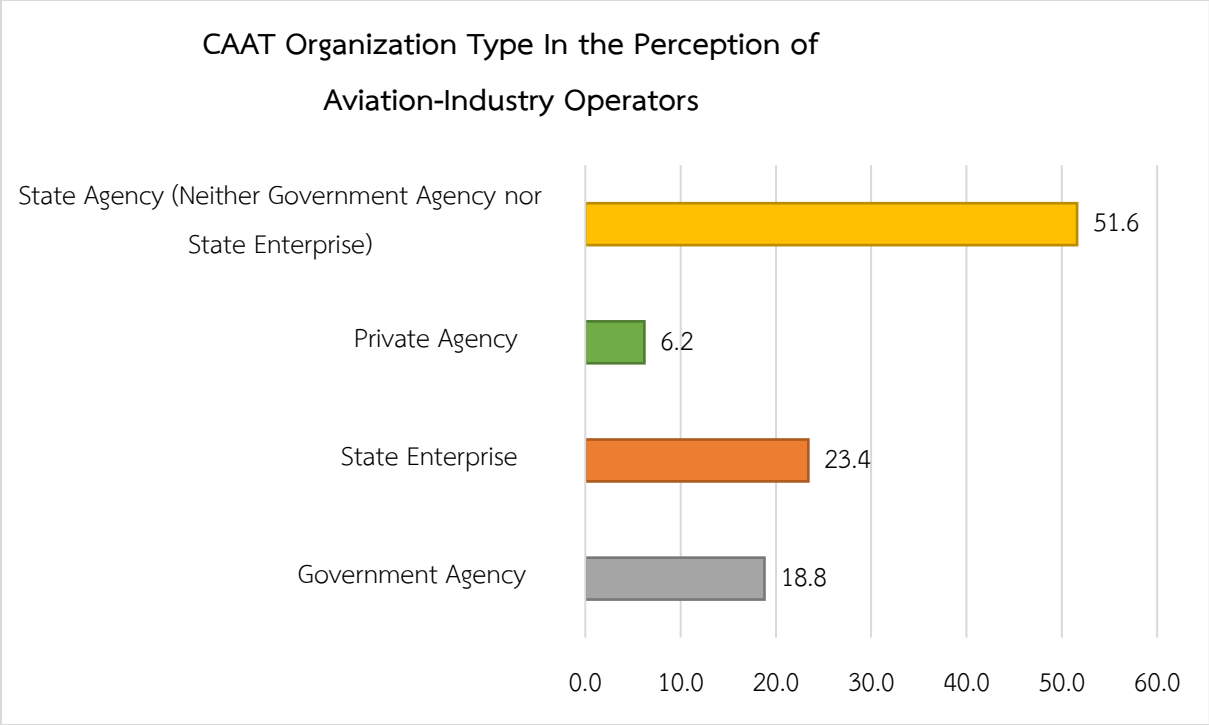
The results of 68 respondents showed that lot of them or 45.6% was 30–39 years old. The majority of the respondents (84.8%) had a Bachelor's degree while 22.7% worked as Airport Operations Crew/Groundcrew/Customer Service Provider.

- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

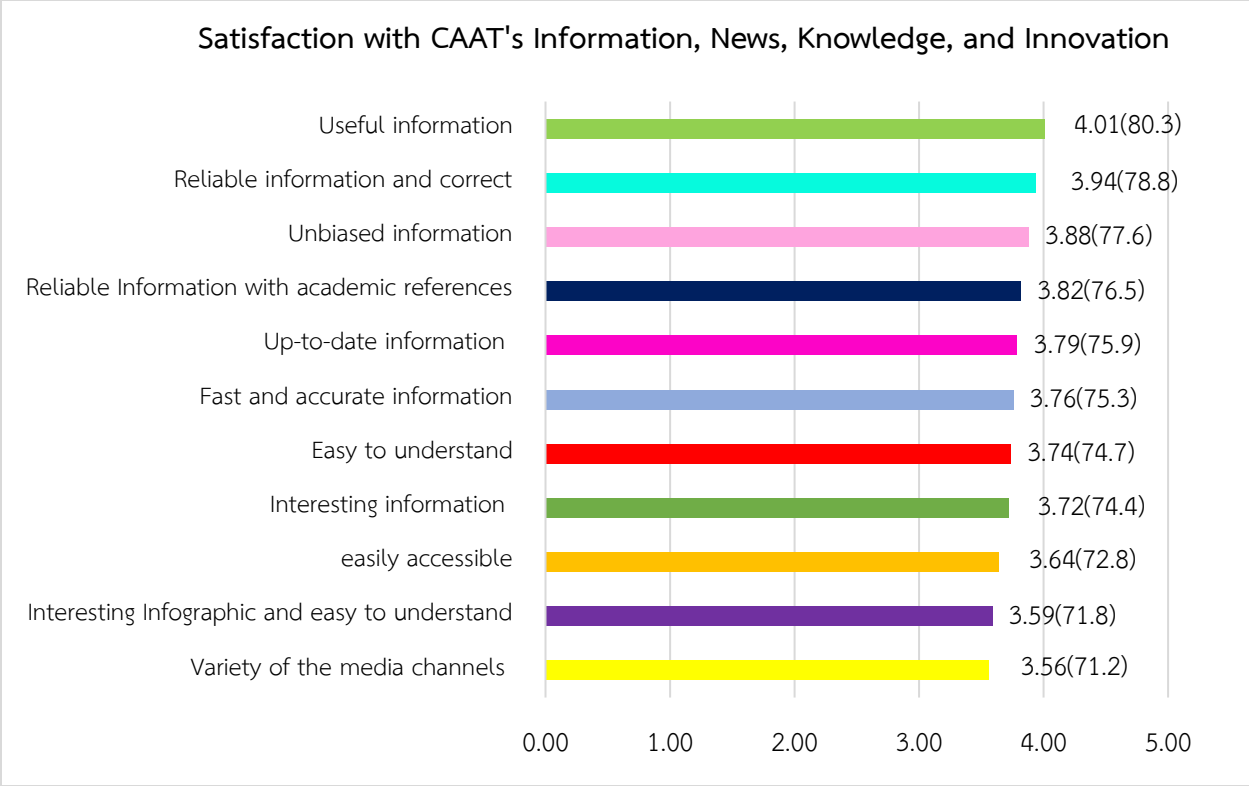
The findings showed that more than half of respondents or 55.9% used accessed CAAT Facebook (CAAT.Thailand), followed by 54.4 used social media tools in general such as

Facebook, Line, Twitter, Instagram, and YouTube and 38.2% used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)).

- The majority of respondents thought that CAAT was a state agency of the Thai government (Neither the government nor state enterprise), followed by state enterprise and private agency respectively.



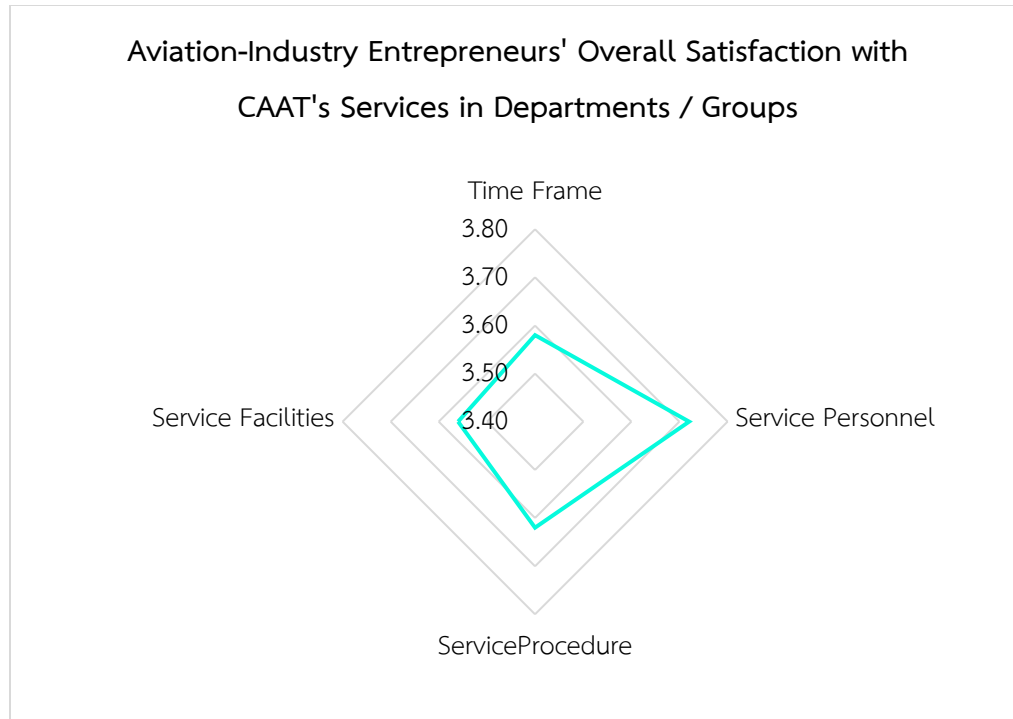
- Overall satisfaction of sampled aviation- industry entrepreneurs with CAAT's information, news, knowledge and innovation; rating on a 5-point scale.



- When considered of the overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation was found 7.03 out of 10 . This indicates that it was very satisfactory.

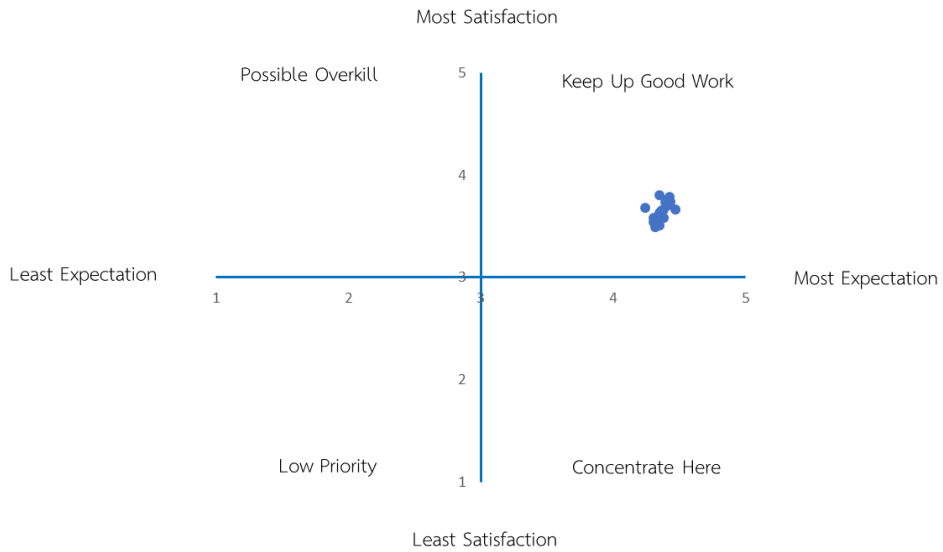
- Overall satisfaction of aviation- industry entrepreneurs with CAAT’s service in Aeronautical Information Services Department (AIS) was found at 3.65 points out of 5, or 73.0% meaning it was very satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Time Frame         | 3.58        | 71.6        | Very Satisfied        |
| Service Personnel  | 3.72        | 74.5        | Very Satisfied        |
| Service Procedure  | 3.62        | 72.3        | Very Satisfied        |
| Service Facilities | 3.56        | 71.2        | Very Satisfied        |
| <b>Overall</b>     | <b>3.65</b> | <b>73.0</b> | <b>Very Satisfied</b> |



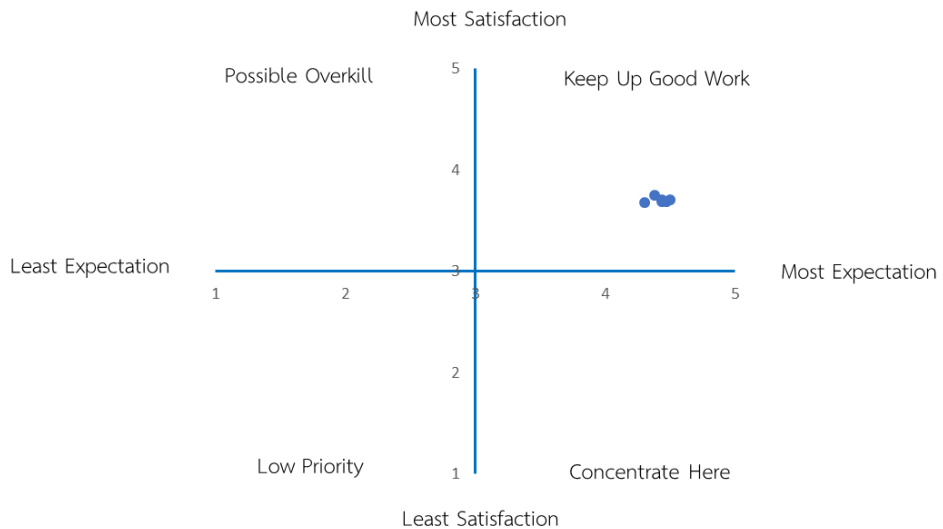
- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's CAAT's service in department/group, all the indicators including 1) Time Frame of Service, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. The overall satisfaction with CAAT's CAAT's service in Aeronautical Information Services Department (AIS) was found at 3.65 out of 5, or 73.0%.

Services of CAAT Department / Group



- The results of analysing respondents’ overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 6.94 out of 10.

Overall CAAT Image



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

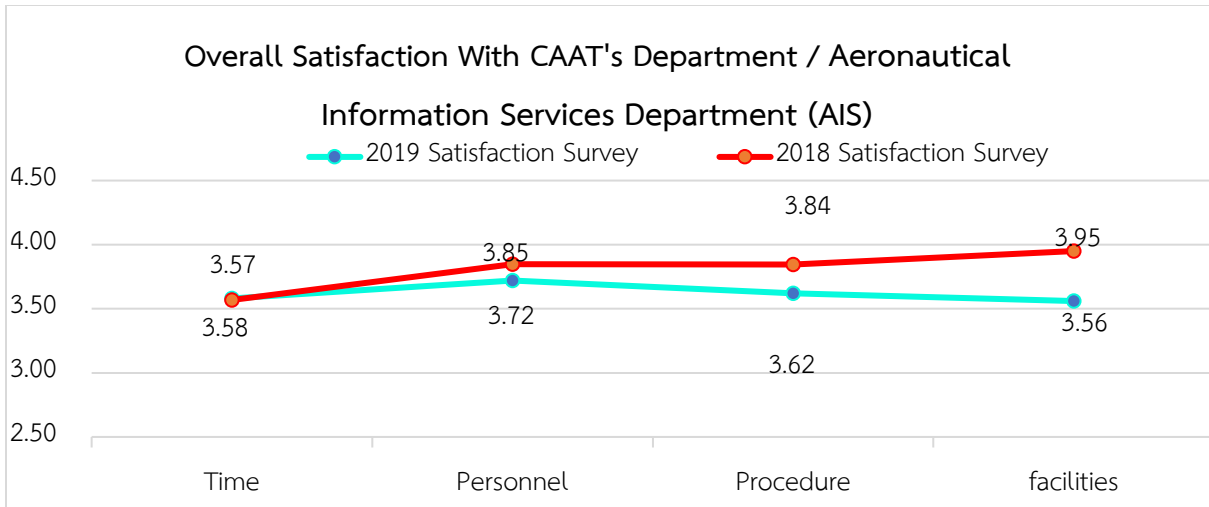
1) Time Frame including prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.57, or 71.4% and that was lower than the average of overall satisfaction in 2019 that was found at 3.58 out of 5, or 71.6%.

2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , Fairness and lack of bias, Knowledgeability and skillfulness ( explanation, clarification, advise) , and Transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 3.85, or 77.0% and that was higher than the average of respondents' satisfaction in 2019 that was 3.72 out of 5, or 74.5%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 3.84, or 76.8% and that was higher than the average of respondents' satisfaction in 2019 that was 3.62 out of 5, or 72.3%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.85, or 79.0% and that was higher than the average of respondents' satisfaction in 2019 that was 3.56 out of 5, or 71.2%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 3.80 out of 5.00, or 76.0% and that was higher than their satisfaction in 2019 at 3.65 out of 5, or 73.0%.



## 10. Aeromedical Department (AMD)

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- General Data of Respondents

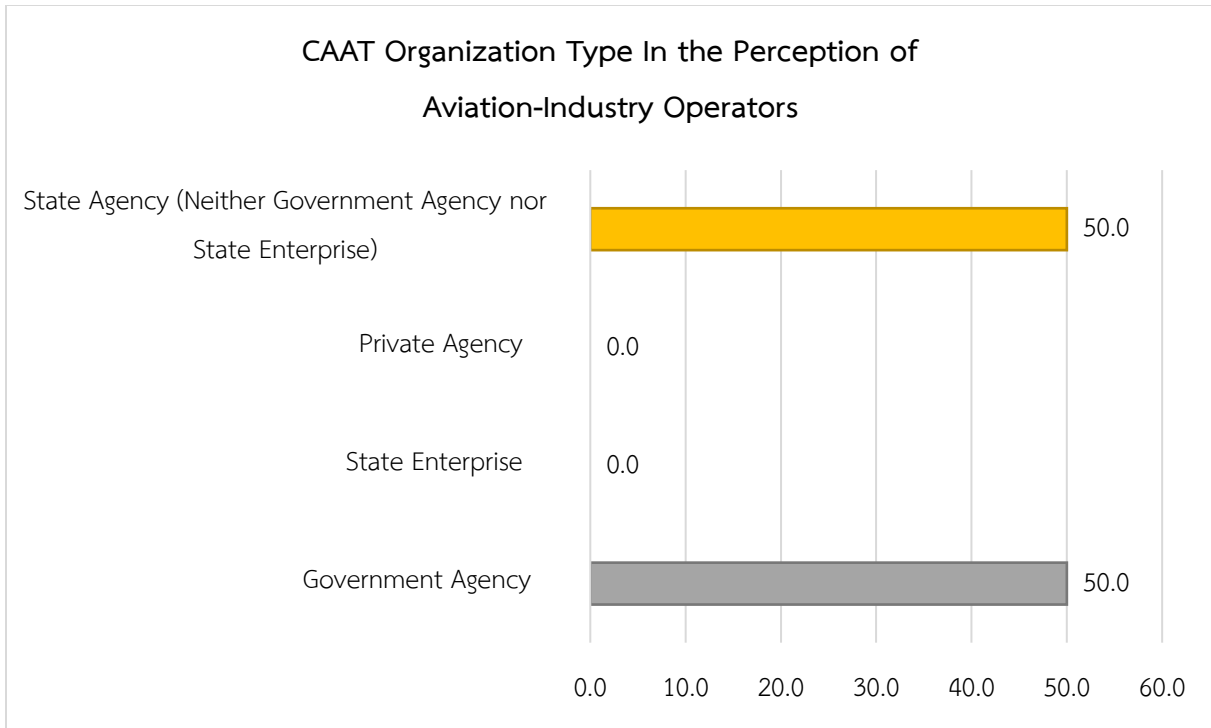
The results of 8 respondents showed that more than one-third proportion or 37.5% was 30–39 years old. The majority of the respondents (87.5%) had a Bachelor’s degree While, 28.6% worked as Airline ground support Equipment Operators.

- Respondents’ Perception of CAAT’s Information, Knowledge, and Innovation

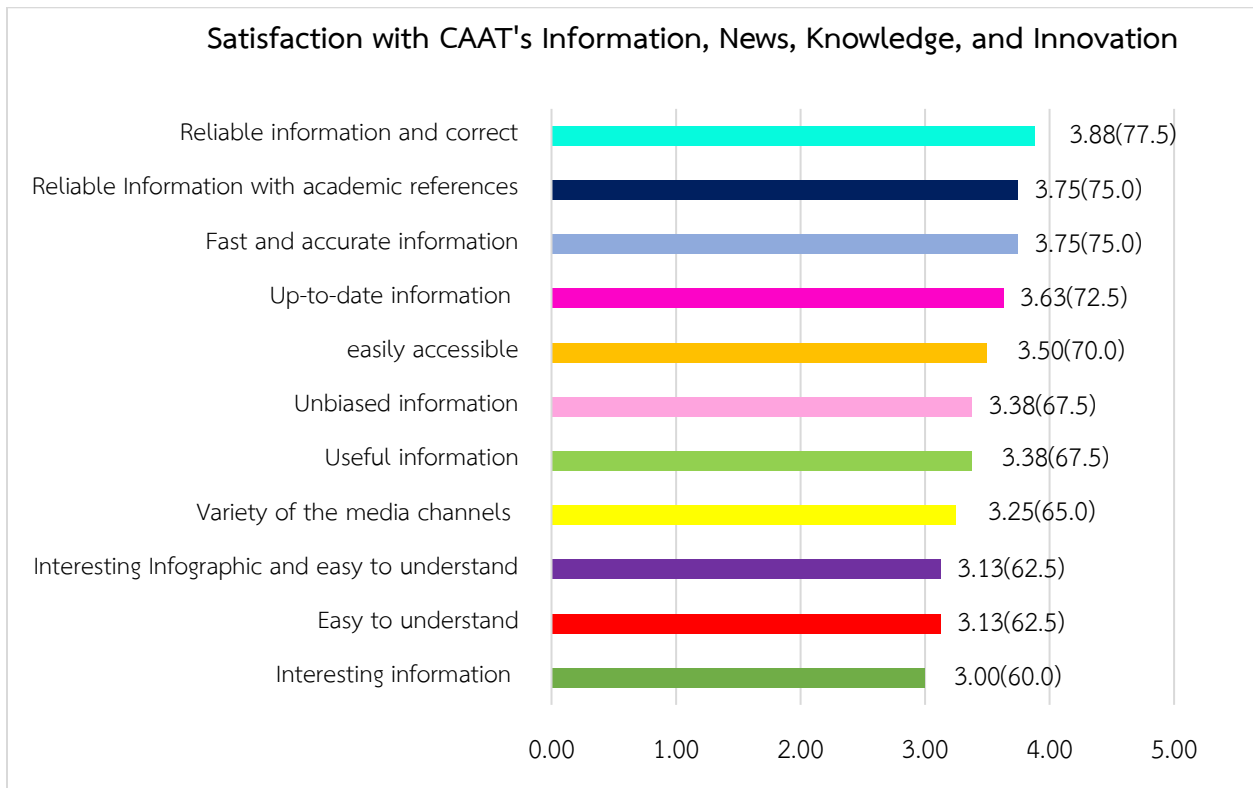
The findings showed that the majority of respondents or 75.0% used social media tools in general such as Facebook, Line, Twitter, Instagram, and YouTube, followed by 50% access through CAAT staff and 37.5% used CAAT’s facebook (CAAT.Thailand).

- The majority of respondents thought that CAAT was state agency of the Thai government (Neither the government nor state enterprise) and state enterprise in the same amount.





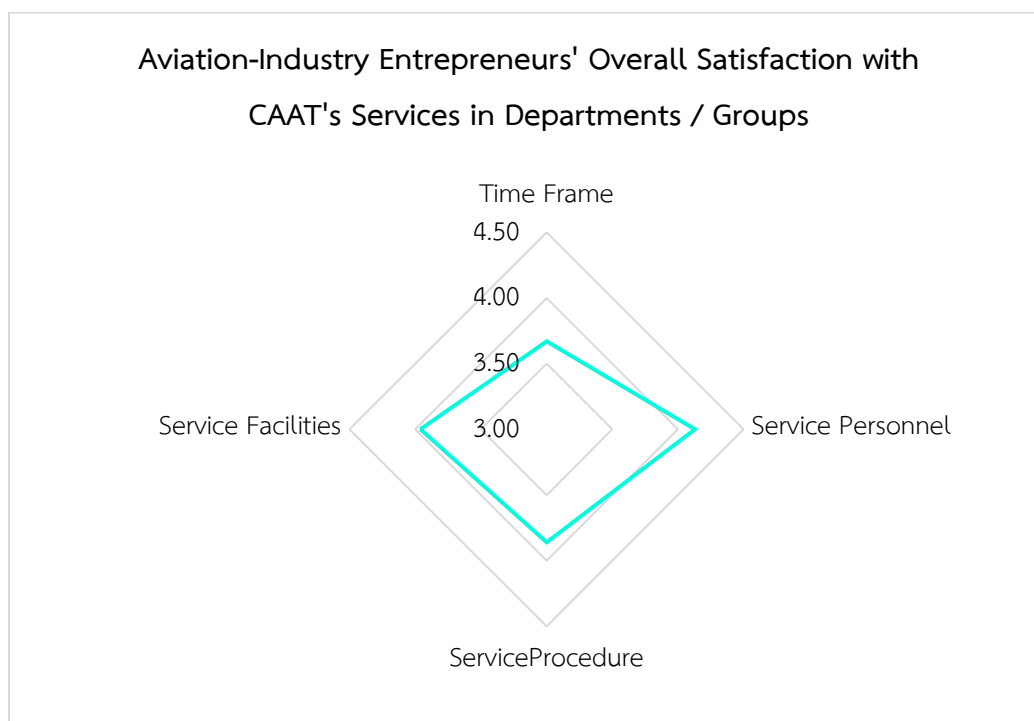
- Overall satisfaction of sampled aviation- industry entrepreneurs for CAAT' s information, news, knowledge and innovation; rating on a 5-point scale



- When considered of the overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation was found 6.38 out of 10 . This indicates that it was moderately satisfactory.

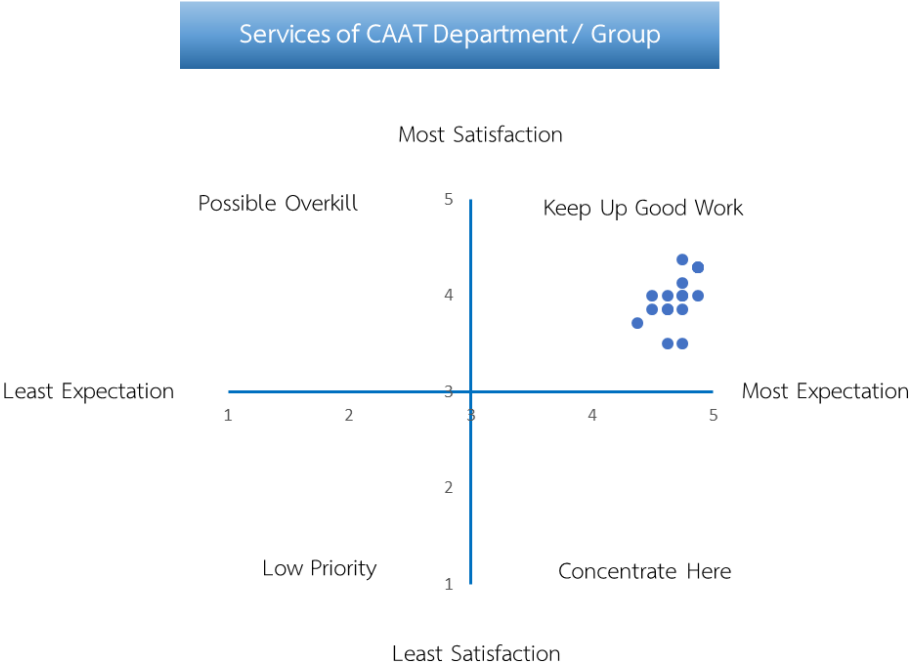
- Overall satisfaction of aviation- industry entrepreneurs with CAAT’ s sevicees in Aeromedical Department (AMD) was found at 3.99 points out of 5, or 79.8% meaning it was very satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Time Frame         | 3.67        | 73.3        | Very Satisfied        |
| Service Personnel  | 4.13        | 82.7        | Very Satisfied        |
| Service Procedure  | 3.86        | 77.1        | Very Satisfied        |
| Service Facilities | 3.96        | 79.3        | Very Satisfied n      |
| <b>Overall</b>     | <b>3.99</b> | <b>79.8</b> | <b>Very Satisfied</b> |



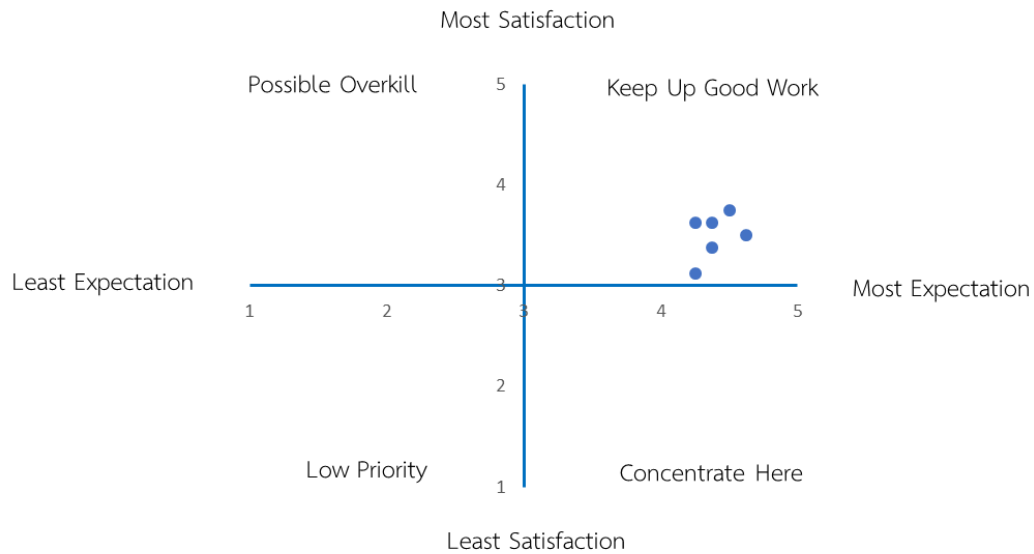
- After using the Quadrant Analysis or SERVQUAL of respondents’ expectation and satisfaction with CAAT’s service in department/group, all indicators of 4 Domains including 1) Time

Frame, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT’s service in Aeromedical Department (AMD) was found at 3.99 out of 5, or 79.8%.



- The results of analysing respondents’ overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 7.13 out of 10.

## Overall CAAT Image



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

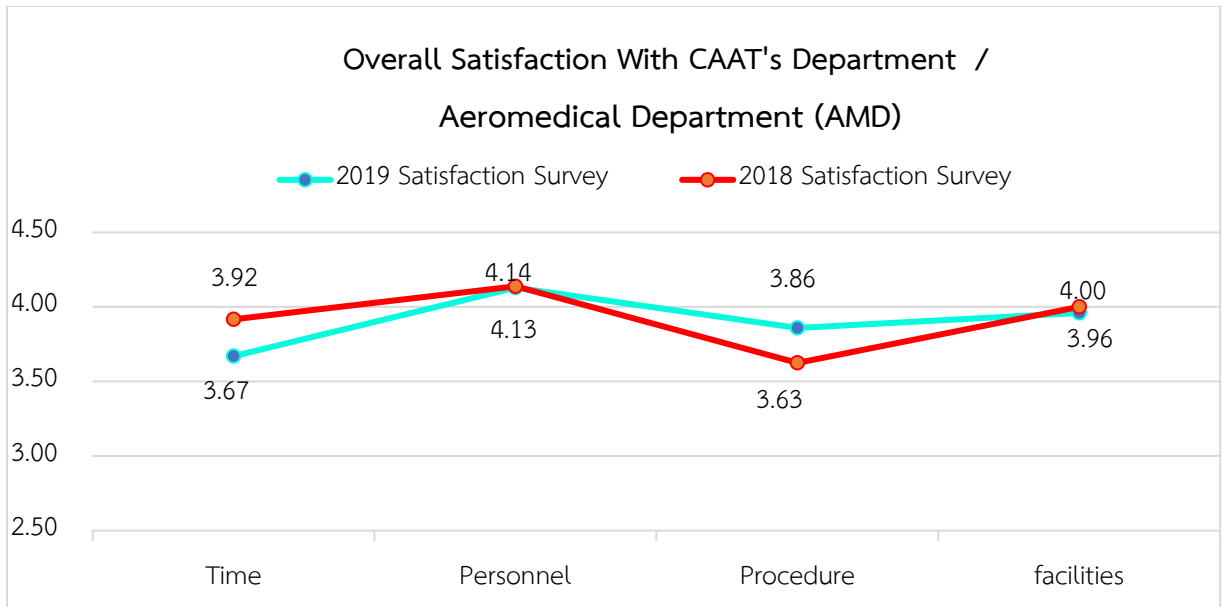
1) Time Frame including hospitality (greeting, friendliness) prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.92 out of 5, or 78.4% and that was higher than the average of overall satisfaction in 2019 that was found at 3.67 out of 5, or 73.3%.

2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance (dress, grooming, cleanliness), fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and Transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 4.14 out of 5, or 82.8% and that was higher than the average of respondents' satisfaction in 2019 that was 4.13 out of 5, or 82.7%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 3.63 out of 5, or 72.6% and that was lowel than the average of respondents' satisfaction in 2019 that was 3.86 out of 5, or 77.1%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 4.00 out of 5, or 80.0% and that was higher than the average of respondents' satisfaction in 2019 that was 3.96 out of 5, or 79.3%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 3.80 out of 5.0, or 76.0% and that was higher than their satisfaction in 2019 at 3.99 out of 5, or 79.8%.



## 11. Aviation Industry Promotion Department (APD)

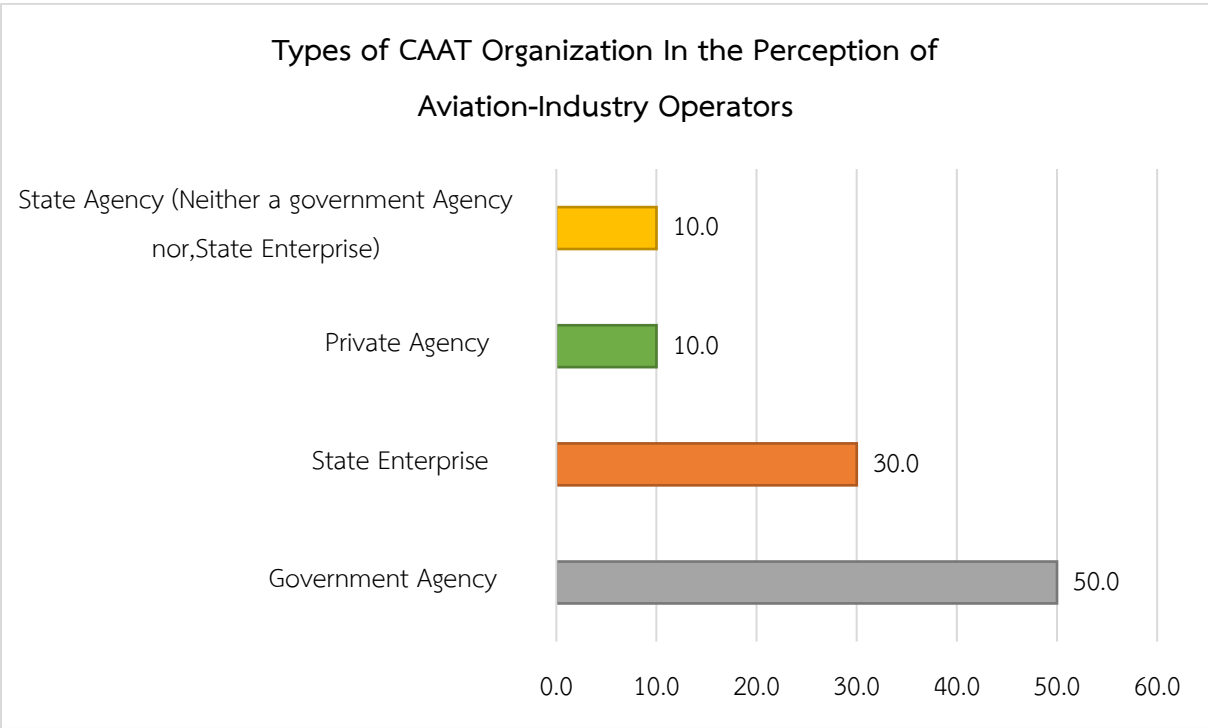
- General Data of Respondents

The results of 10 respondents showed that lot of them or 40.0% was 20 – 29 years old. The majority of the respondents (90.0%) had a Bachelor's degree. While 33.0% worked as Airport Operations Crew/Groundcrew/Customer Service Provider.

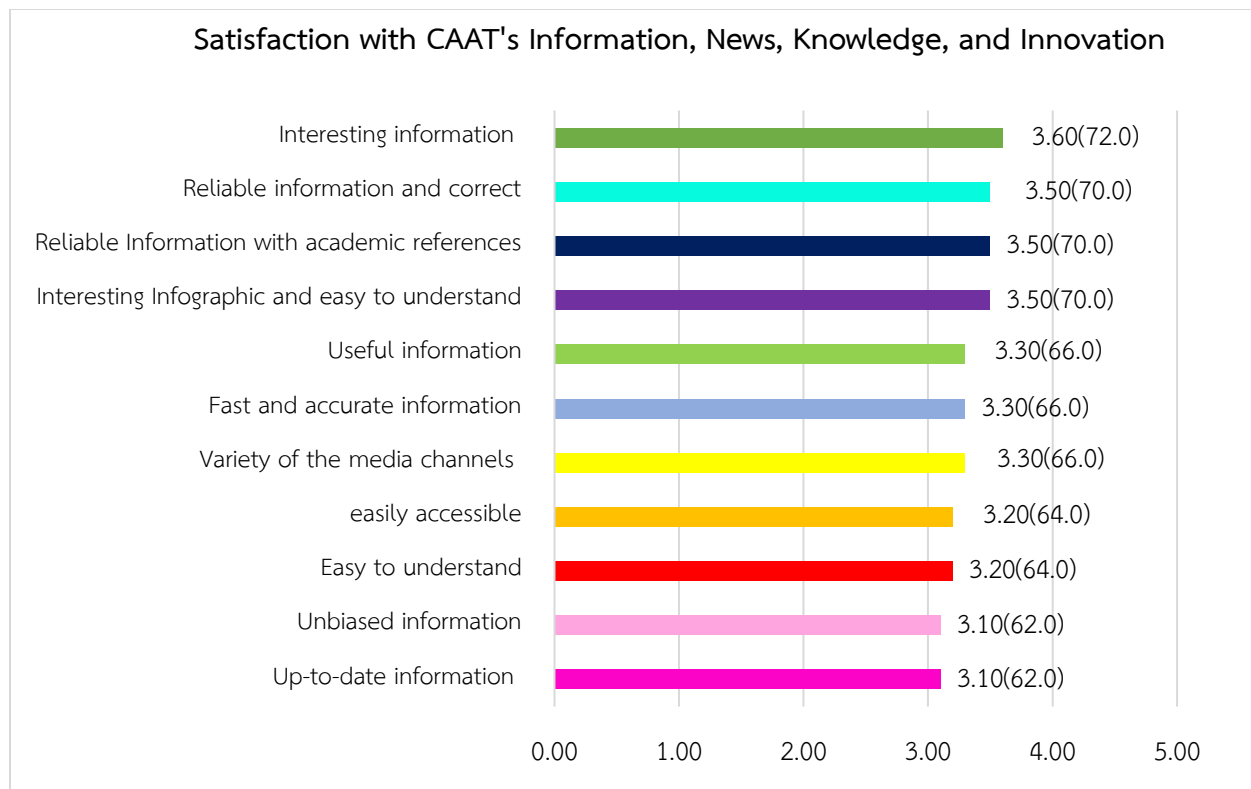
- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

The findings showed that the half of respondents or 50.0% used CAAT's Thailand Facebook (CAAT.Thailand), followed by 30.0% used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)) and 30.0% used social media tools in general such as Facebook, Line, Twitter, Instagram, and YouTube.

- The majority of respondents thought that CAAT was government agency, followed by state agency of the Thai government (Neither the government nor State Enterprise) and state enterprisely are equal respectively.



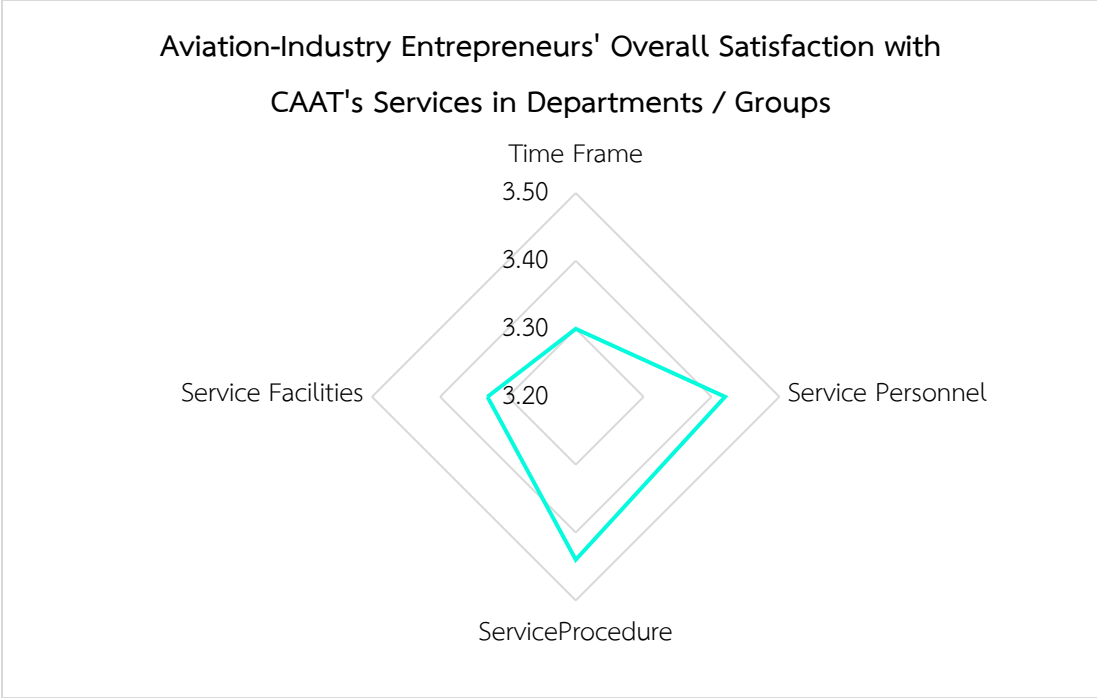
- Overall satisfaction of sampled aviation- industry entrepreneurs for CAAT's information, news, knowledge and innovation; rating on a 5-point scale.



- When considered of the overall satisfaction of aviation-industry entrepreneurs with CAAT's Information, News, Knowledge, and Innovation was found 7.40 out of 10. This indicated that it was very satisfactory.

- Overall satisfaction of aviation-industry entrepreneurs with CAAT's services in Aviation Industry Promotion Department (APD) was found at 3.38 points out of 5, or 67.7%, meaning it was moderately satisfactory.

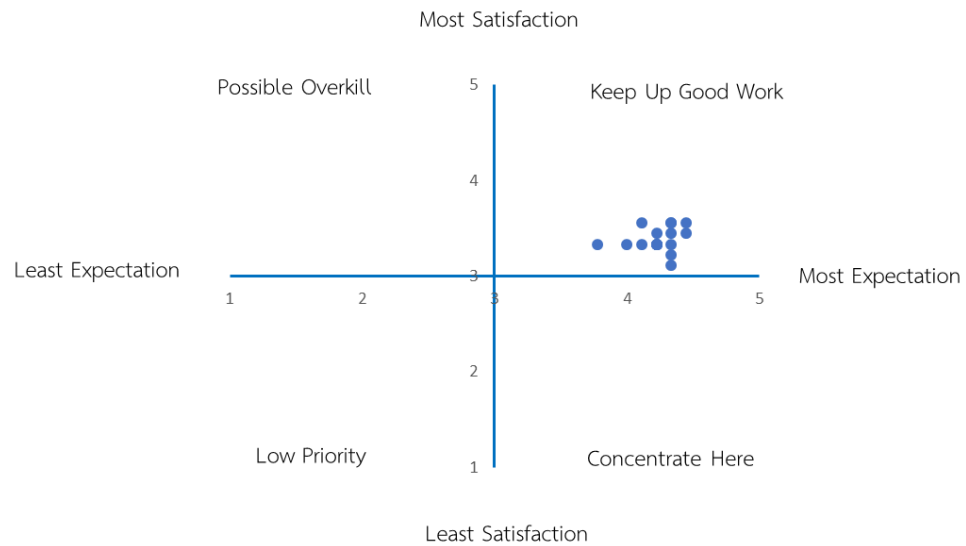
| Service Domain     | Mean        | %           | Meaning                     |
|--------------------|-------------|-------------|-----------------------------|
| Time Frame         | 3.30        | 65.9        | Moderately Satisfied        |
| Service Personnel  | 3.42        | 68.4        | Very Satisfied              |
| Service Procedure  | 3.44        | 68.9        | Very Satisfied              |
| Service Facilities | 3.33        | 66.7        | Moderately Satisfied        |
| <b>Overall</b>     | <b>3.38</b> | <b>67.7</b> | <b>Moderately Satisfied</b> |



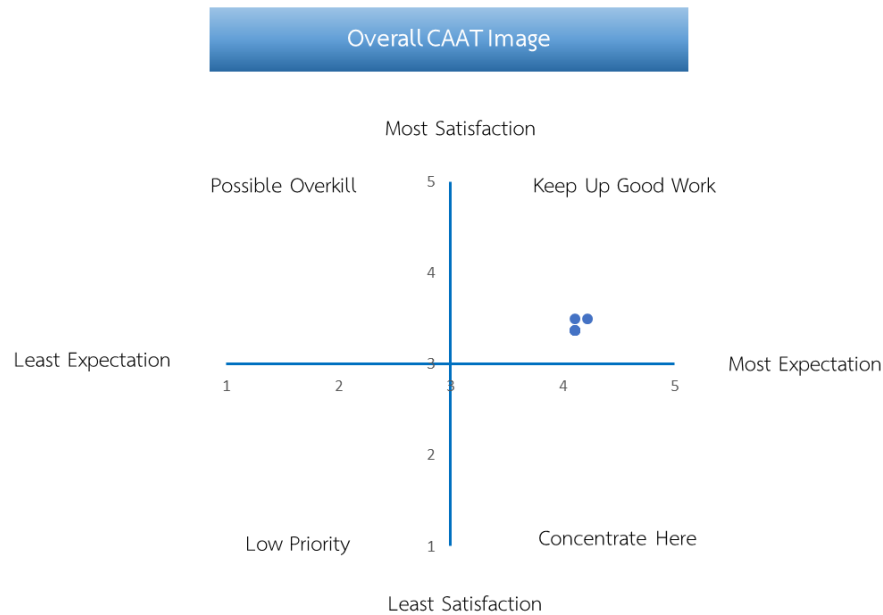
- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's CAAT's service in department/group, all the four indicators 1) Time Frame of Service, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. The overall satisfaction with CAAT's service in Aviation Industry Promotion Department (APD) was found at 3.38 out of 5, or 67.7%.



### Services of CAAT Department / Group



- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 5.90 out of 10.



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

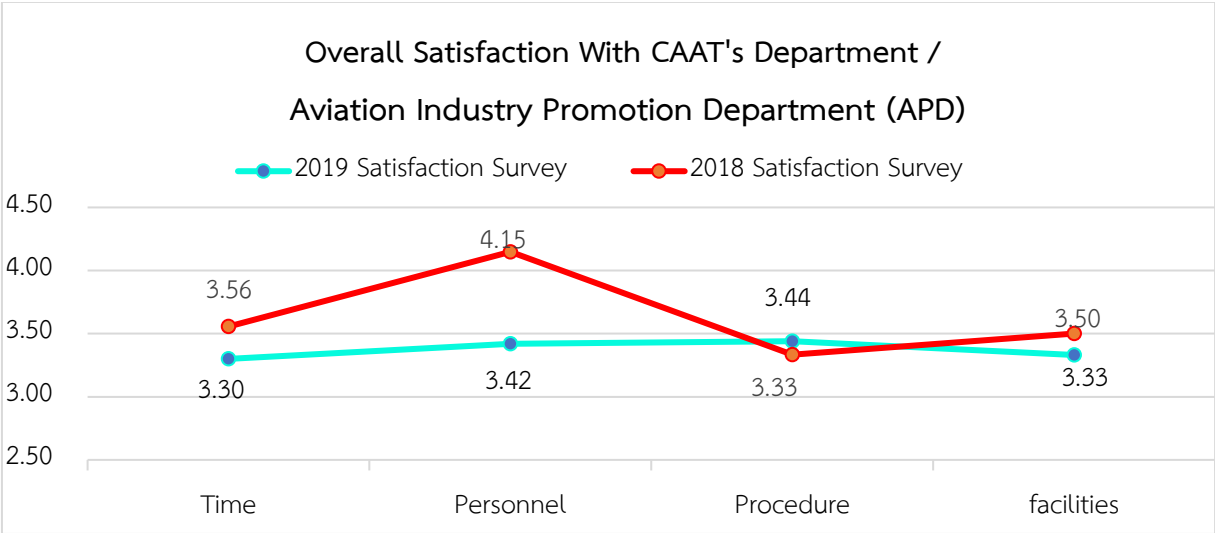
1) Time Frame including hospitality (greeting, friendliness) prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.56, or 71.2% and that was higher than the average of overall satisfaction in 2019 that was found at 3.30 out of 5, or 65.9%.

2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , fairness and lack of bias, Knowledgeability and skillfulness ( explanation, clarification, advise) , and Transparency and honesty. The results showed that the average of respondents’ satisfaction in 2018 was 4.15, or 83.0% and that was higher than the average of respondents’ satisfaction in 2019 that was 3.42 out of 5, or 68.4%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents’ satisfaction in 2018 was 3.33, or 66.6% and that was lower than the average of respondents’ satisfaction in 2019 that was 3.44 out of 5, or 68.9%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.50, or 70.0% and that was higher than the average of respondents' satisfaction in 2019 that was 3.33 out of 5, or 66.7%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 3.63 out of 5.00, or 72.6% and that was higher than their satisfaction in 2019 at 3.38, or 67.7%.



12. Economic Regulation Department (ERD)

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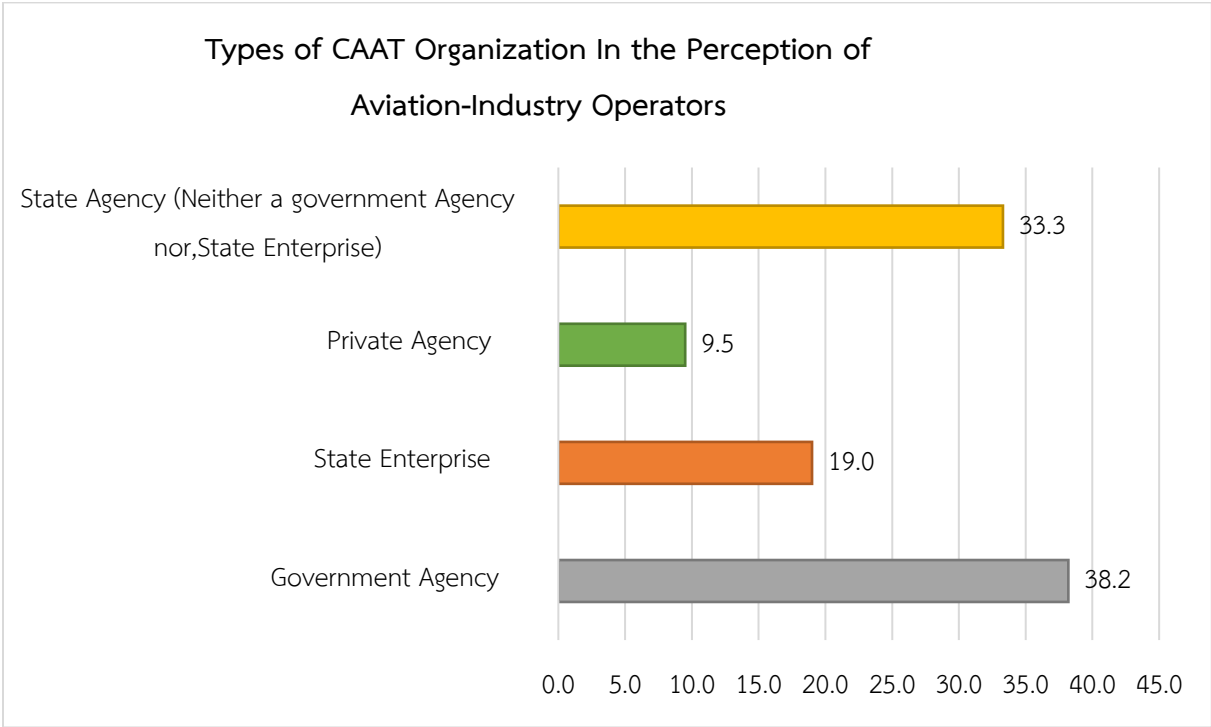
- General Data of Respondents

The results of 21 respondents showed that lot of them or 42.9% was 30–39 years old. The majority of the respondents (71.4) had a Bachelor’s degree. While 15.0% worked as cargo officer.

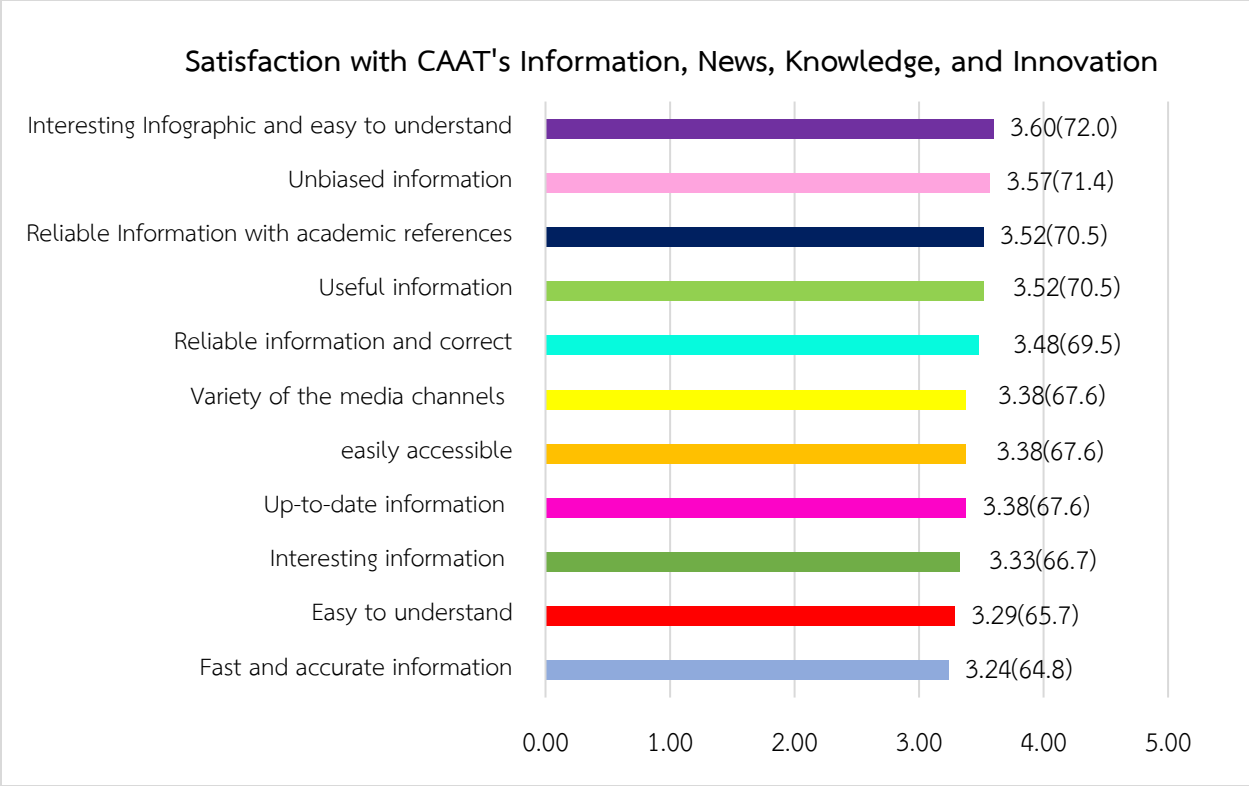
- Respondents’ Perception of CAAT’s Information, Knowledge, and Innovation

The findings showed that the majority of respondents or 81.0% used CAAT’s official website ([www.caat.or.th](http://www.caat.or.th)), followed by 47.6% used other social media tools in general such as Facebook, Line, Twitter, Instagram, and YouTube and 38.1% access through CAAT staff.

- The majority of respondents thought that CAAT was government agency, followed by state agency of the Thai government (Neither the government nor State Enterprise) and private agency respectively.



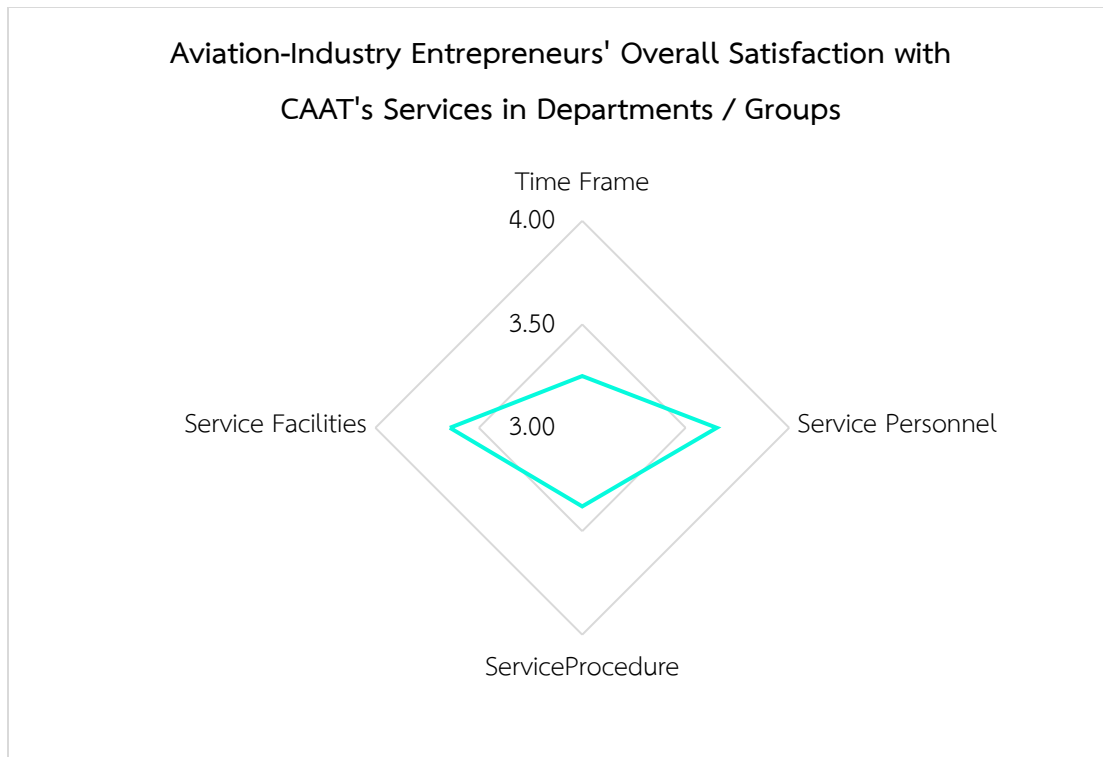
- Overall satisfaction of sampled aviation- industry entrepreneurs for CAAT’s information, news, knowledge and innovation; rating on a 5-point scale.



- When considered of the overall satisfaction of aviation-industry entrepreneurs with CAAT's Information, News, Knowledge, and Innovation was found 6.70 out of 10 . This indicates that it was moderately satisfactory.

- Overall satisfaction of aviation-industry entrepreneurs with CAAT's CAAT's service in Economic Regulation Department (ERD) was found at 3.55 points out of 5, or 71.1% meaning it was Very satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Service Time Frame | 3.25        | 65.0        | Moderately Satisfied  |
| Service Personnel  | 3.65        | 73.1        | Very Satisfied        |
| Service Procedure  | 3.38        | 67.5        | Moderately Satisfied  |
| Service Facilities | 3.64        | 72.8        | Very Satisfied        |
| <b>Overall</b>     | <b>3.55</b> | <b>71.1</b> | <b>Very Satisfied</b> |

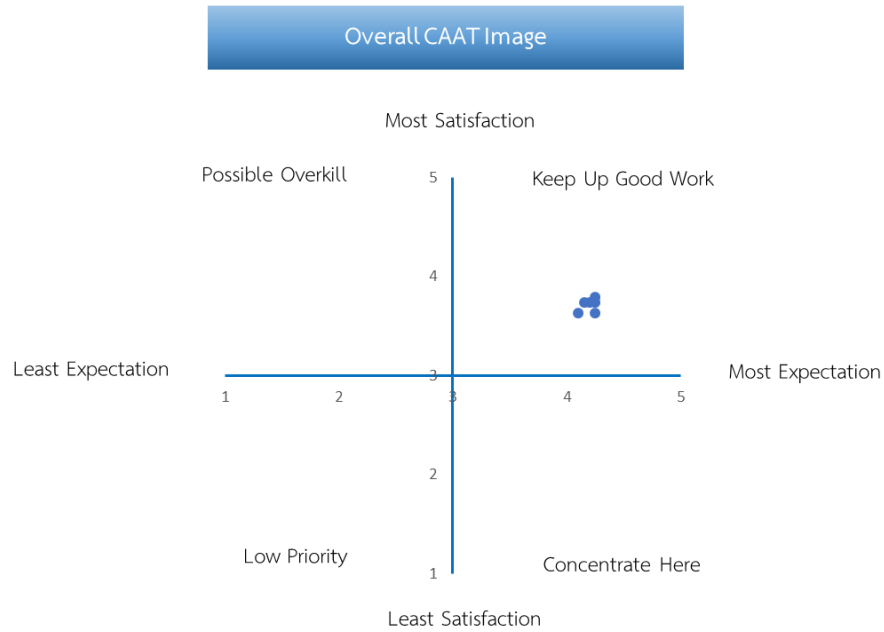


- After using the Quadrant Analysis or SERVQUAL of respondents' expectation and satisfaction with CAAT's service in department/group, all indicators of 4 Domains including 1) Time Frame, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities all indicators fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT's service in Economic Regulation Department (ERD) was found at 3.55 out of 5, or 71.1.

### Services of CAAT Department / Group



- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 6.67 out of 10 meaning that it was very satisfactory.



- The comparison of research findings on the public (ie., general people) satisfaction with CAAT’s Services between 2018 and 2019 in the following four dimensions:

1) Time Frame including hospitality (greeting, friendliness) prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.65 out of 5, or 73.0% and that was higher than the average of overall satisfaction in 2019 that was found at 3.25 out of 5, or 65.0%.

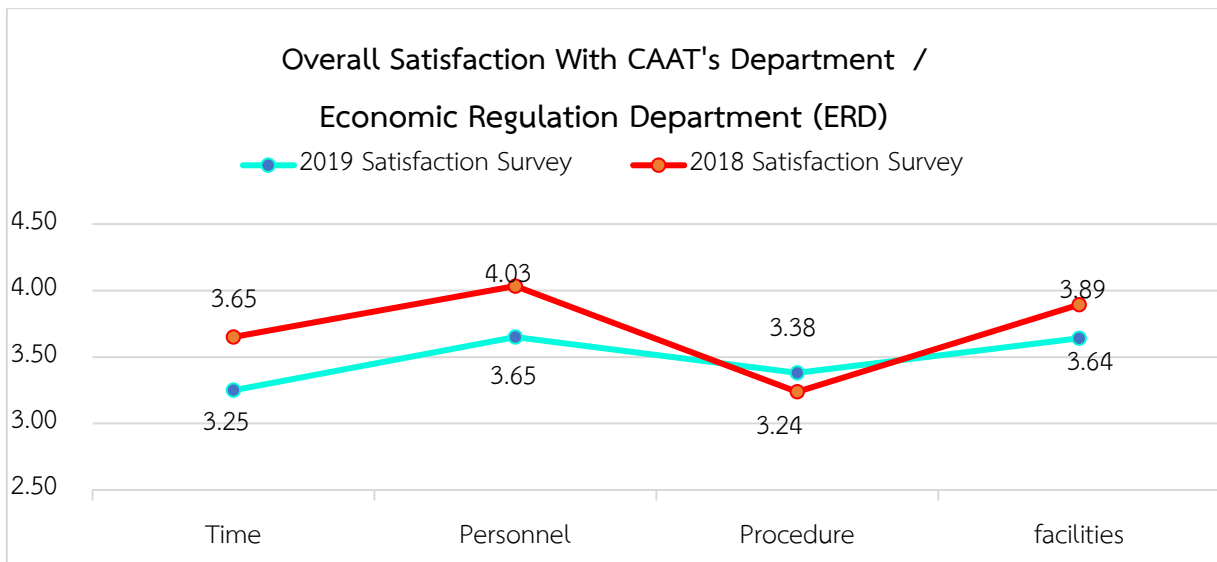
2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance (dress, grooming, cleanliness), fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and Transparency and honesty. The results showed that the average of respondents’ satisfaction in 2018 was 4.03 out of 5, or 80.6% and that was higher than the average of respondents’ satisfaction in 2019 that was 3.65 out of 5, or 73.1%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents’ satisfaction in 2018 was 3.24 out of 5, or 64.8% and that was higher than the average of respondents’ satisfaction in 2019 that was 3.38 out of 5, or 67.5%.



4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.89 out of 5, or 77.8% and that was higher than the average of respondents' satisfaction in 2019 that was 3.64 out of 5, or 62.8%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 3.70 out of 5.00, or 74.0% and that was higher than their satisfaction in 2019 at 3.55 out of 5, or 71.1%.



### 13. Airport Slot Allocation Group (SAG)

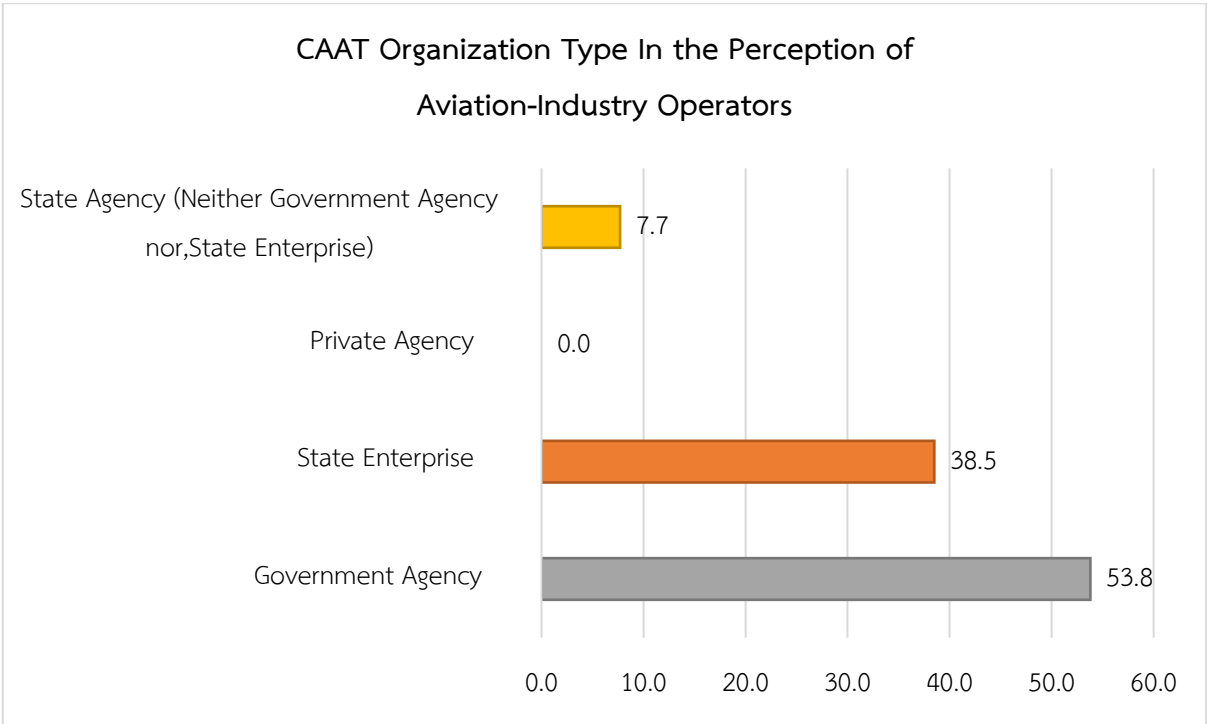
- General Data of Respondents

The results of 14 respondents showed that the majority of them or 64.3% was 20 – 29 years old. The vast majority of the respondents (92.9%) had a Bachelor's degree while 23.1% worked as Airport Operations Crew/Groundcrew/Customer Service Provider.

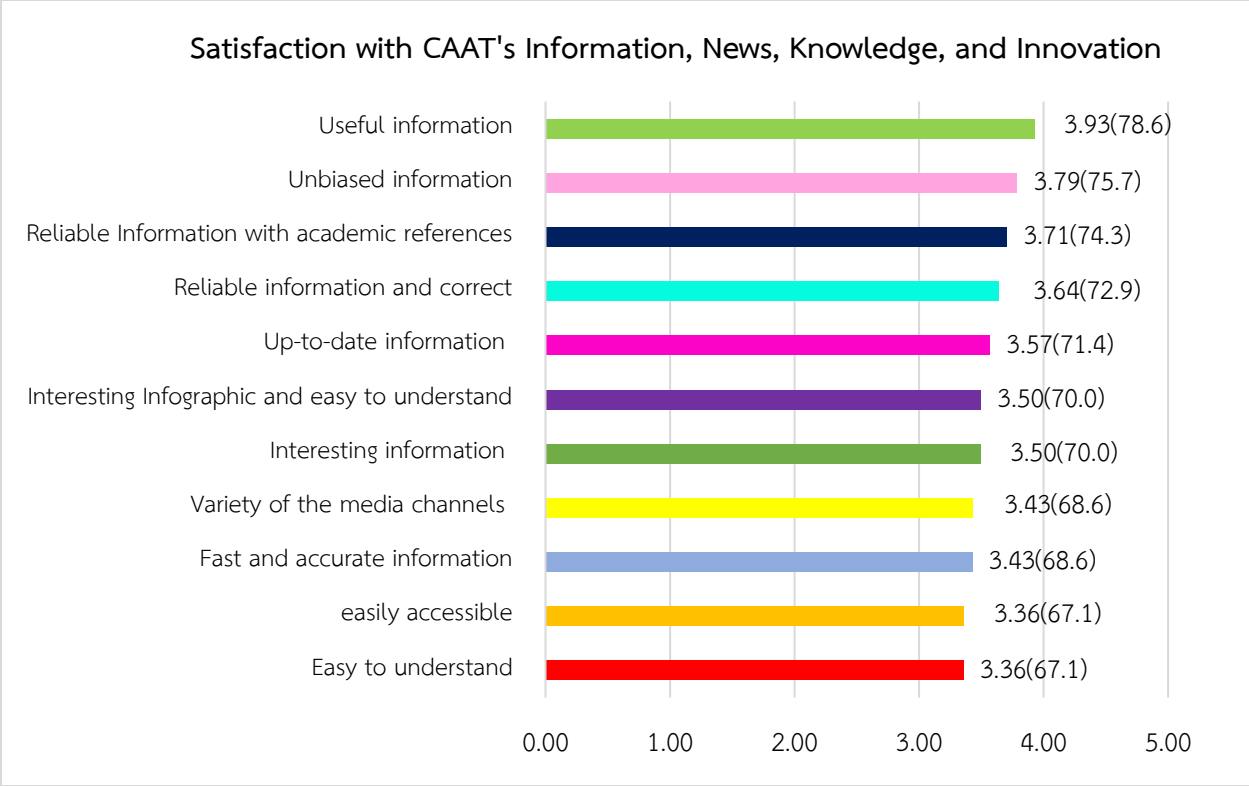
- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

The findings showed that the vast majority of respondents or 85.7% used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), followed by 57.1% access through CAAT staff and 42.9% used CAAT's facebook Thailand (CAAT.Thailand).

- The majority of respondents thought that CAAT was government agency, followed by state agency of the Thai government (Neither the government nor State Enterprise), followed by state enterprise and government agency respectively.



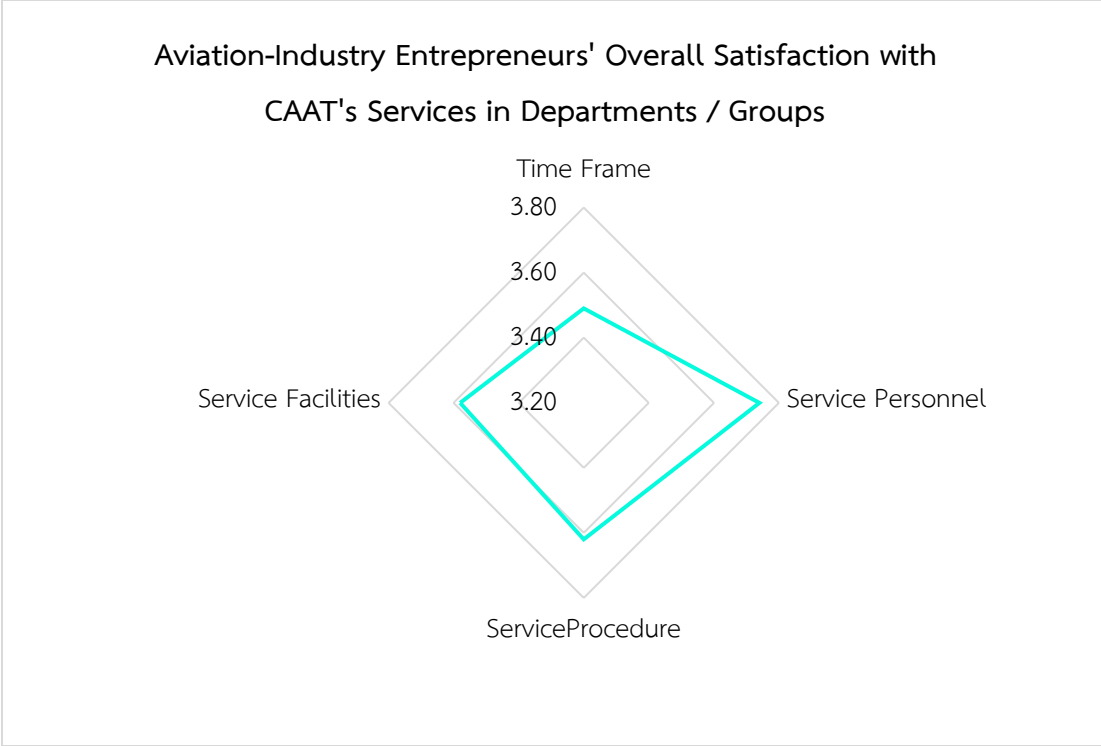
- Overall satisfaction of sampled aviation- industry entrepreneurs for CAAT' s information, news, knowledge and innovation; rating on a 5-point scale.



- When considered of the overall satisfaction of aviation-industry entrepreneurs with CAAT’s service in department/group was found 6.85 out of 10 . This indicates that it was moderately satisfactory.

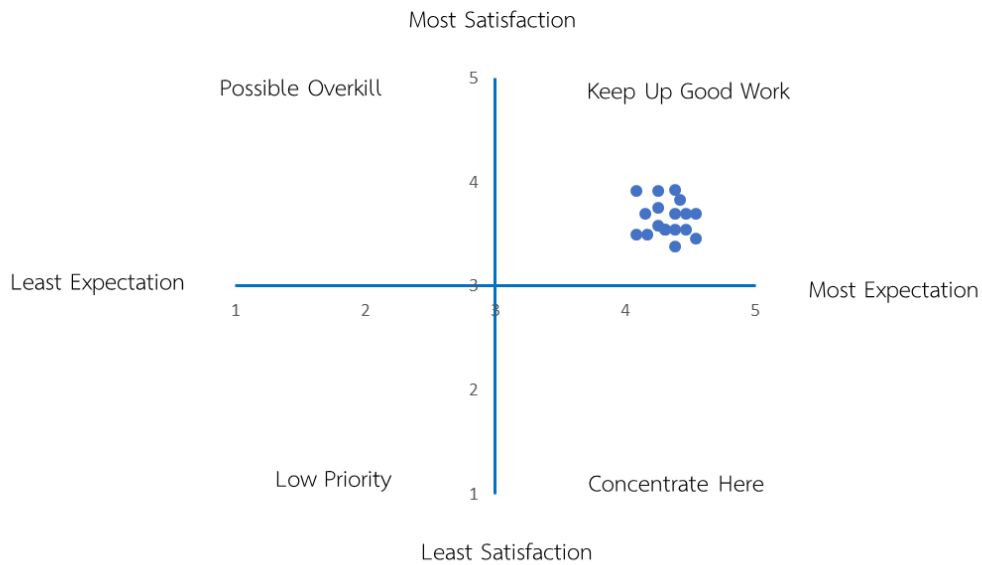
- the overall satisfaction of aviation-industry entrepreneurs with service Airport Slot Allocation Group (SAG) was found at 3.65 out of 5, or 73.0% meaning it was very satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Service Time Frame | 3.49        | 69.7        | Very Satisfied        |
| Service Personnel  | 3.74        | 74.8        | Very Satisfied        |
| Service Procedure  | 3.62        | 72.3        | Very Satisfied        |
| Service Facilities | 3.58        | 71.7        | Very Satisfied        |
| <b>Overall</b>     | <b>3.65</b> | <b>73.0</b> | <b>Very Satisfied</b> |

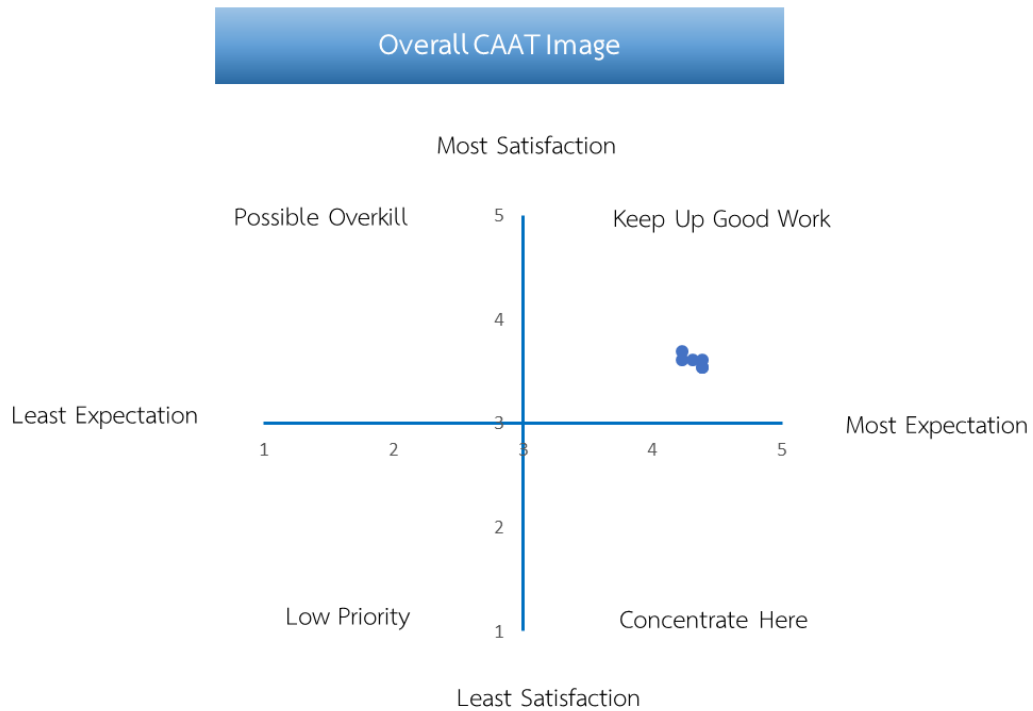


- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's service in department/group all the indicators including 1) Time Frame of Service, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. The overall satisfaction with CAAT's service in Airport Slot Allocation Group (SAG) was found at 3.65 out of 5, or 73.0%.

## Services of CAAT Department / Group



- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 6.79 out of 10



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

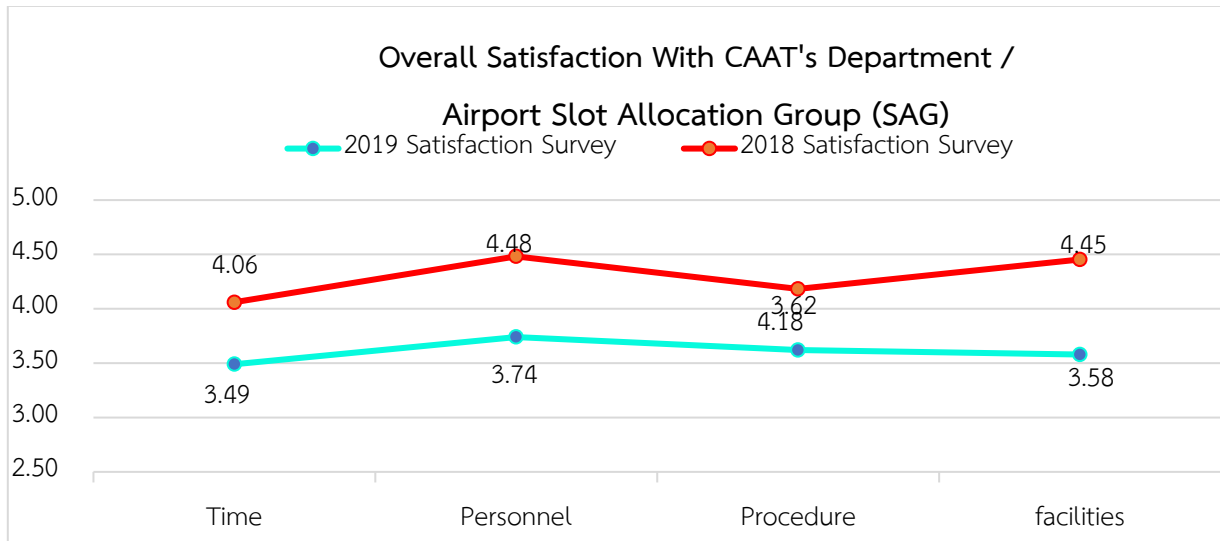
1) Time Frame including hospitality (greeting, friendliness) prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 4.06 out of 5, or 81.2% and that was higher than the average of overall satisfaction in 2019 that was found at 3.49 out of 5, or 69.7%.

2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance (dress, grooming, cleanliness), fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and Transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 4.48 out of 5, or 89.6% and that was higher than the average of respondents' satisfaction in 2019 that was 3.74 out of 5, or 74.8%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 4.18 out of 5, or 83.6% and that was higher than the average of respondents' satisfaction in 2019 that was 3.62 out of 5, or 72.3%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 4.45 out of 5, or 89.0% and that was higher than the average of respondents' satisfaction in 2019 that was 3.58 out of 5, or 71.7%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 4.29 out of 5, or 85.8% and that was higher than their satisfaction in 2019 at 3.65 out of 5, or 73.0%.



#### 14. Legal Department (LEG)

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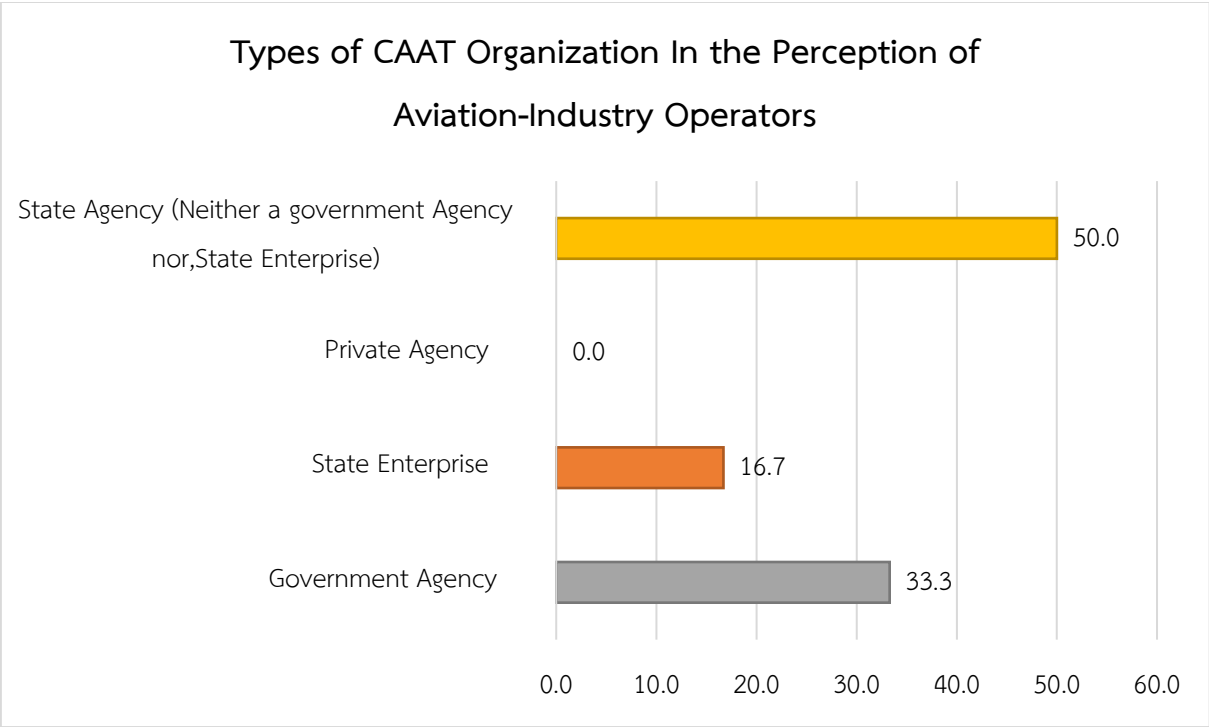
- General Data of Respondents

The results of 6 respondents showed that half of them or 50.0% were 30–39 years old. Half of them had a Bachelor's degree or Master's degree, while 25.0% worked as Airline Ground Support equipment operators.

- In the Public, General Respondents' Perception of CAAT's Information, Knowledge, and Innovation, the findings showed that all of the respondents got CAAT's information through

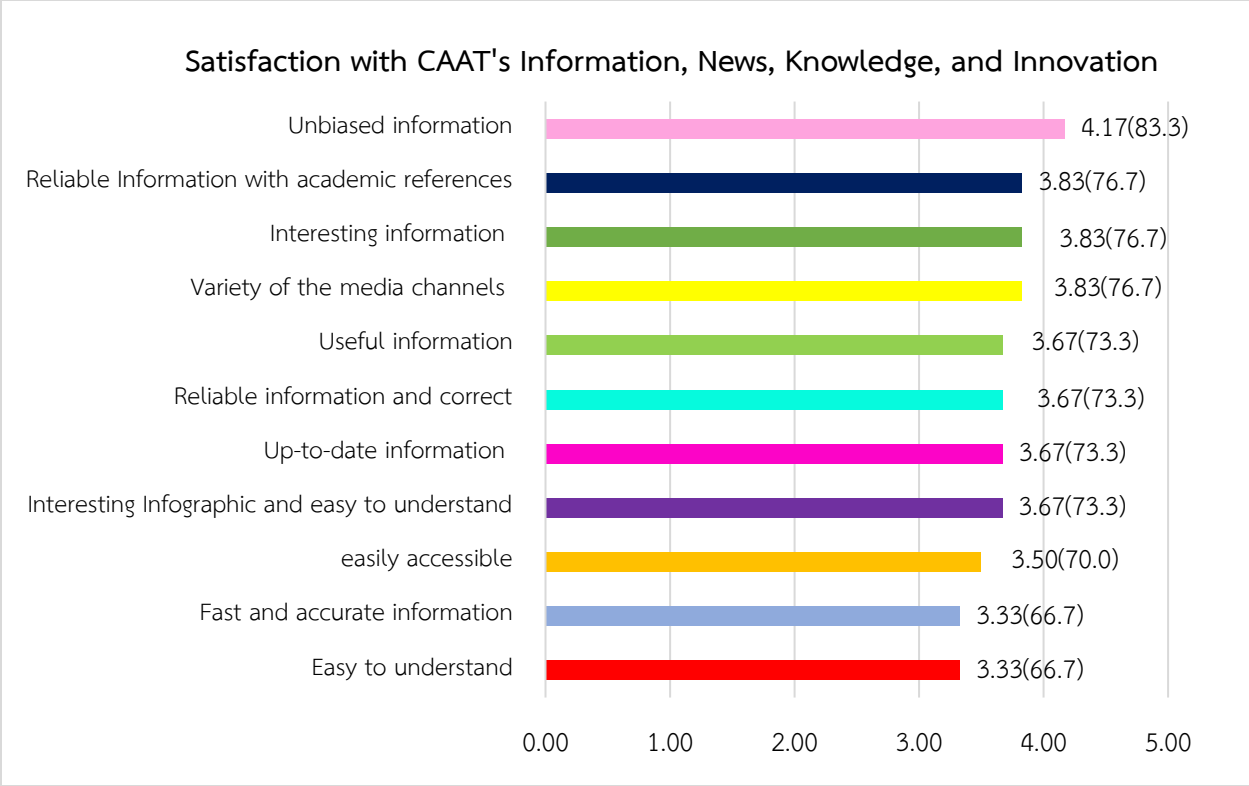
CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), followed by 50.0% accessed through CAAT's staff and 33.3% used CAAT's facebook Thailand (CAAT.Thailand).

- The majority of respondents thought that CAAT was a State agency of the Thai government (Neither the Government nor a State Enterprise), followed by a Government agency or a State enterprise.



- Overall satisfaction of sampled general people for CAAT's information, news, knowledge and innovation; rating on a 5-point scale

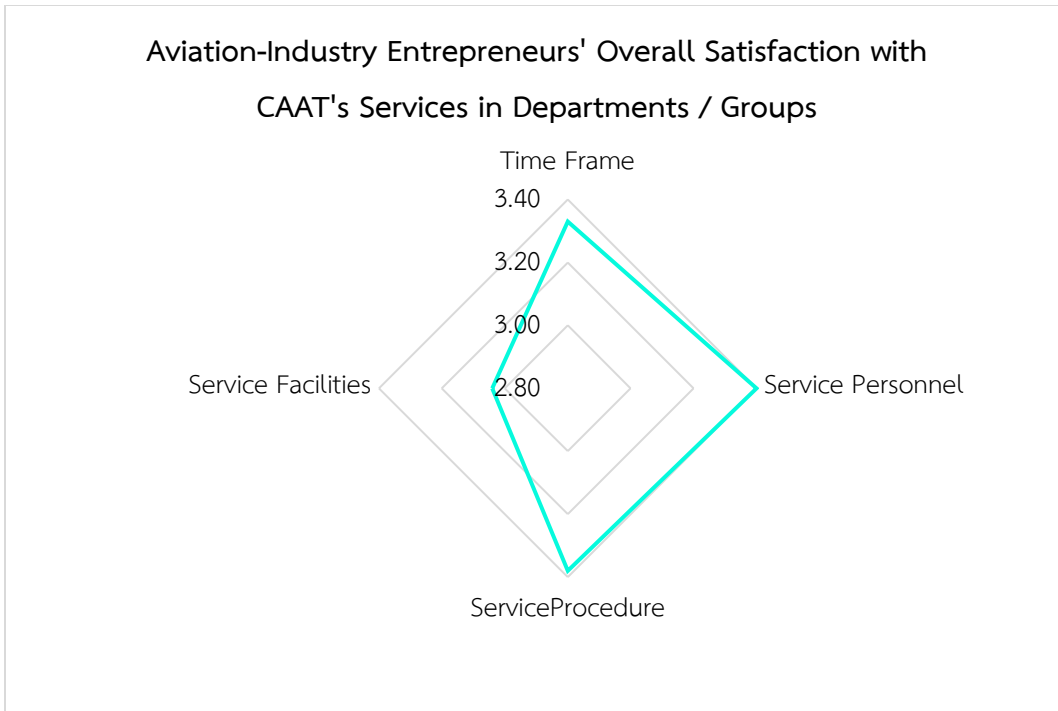




- the overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation was found at 7.17 out of 10. This indicated that it was moderately satisfactory.

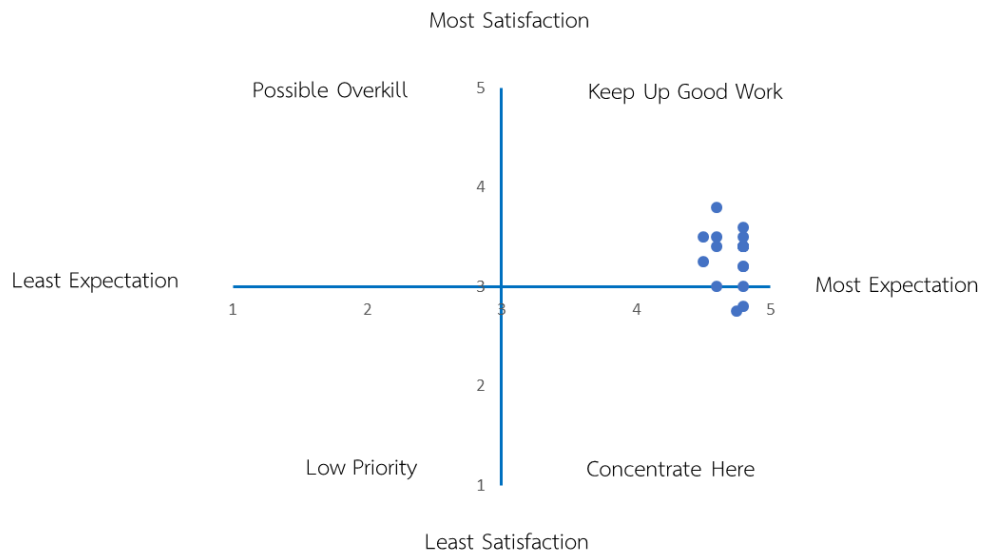
- Overall satisfaction of aviation-industry entrepreneurs with CAAT’s service in the Legal Department (LEG) was found at 3.31 points out of 5, or 66.1%, meaning Moderately Satisfactory.

| Service Domain     | Mean        | %           | Meaning                     |
|--------------------|-------------|-------------|-----------------------------|
| Service Time Frame | 3.33        | 66.7        | Moderately Satisfied        |
| Service Personnel  | 3.40        | 68.0        | Moderately Satisfied        |
| Service Procedure  | 3.38        | 67.5        | Moderately Satisfied        |
| Service Facilities | 3.04        | 60.8        | Moderately Satisfied        |
| <b>Overall</b>     | <b>3.31</b> | <b>66.1</b> | <b>Moderately Satisfied</b> |

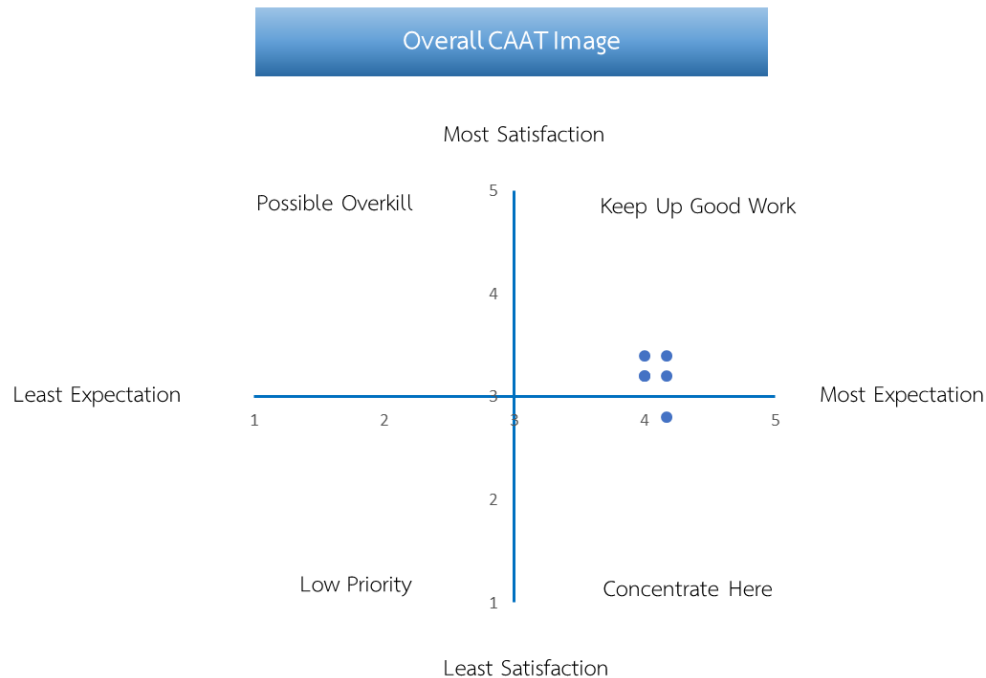


- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's information, news, knowledge, and innovation, with four indicators 1) Time Frame of Service, 2) Service Personnel and 3) Service Procedure and 4) Service Facilities results fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for some indicators as presented in the Figure, while some indicators including advertisements, clear posting, symbols, and service point were at 2.75, or 55% and sufficiency of facilities such as seating, waiting room, bathroom, etc. was 2.80, or 56%. Some Possible Overkill can be seen in the Figure. The overall satisfaction with CAAT's service in Legal Department (LEG) was found at 3.31 out of 5, or 66.1%.

## Services of CAAT Department / Group



- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that some indicators fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% as presented in the Figure, while some indicators fell in Possible Overkill quadrant. However, the overall satisfaction with CAAT was found at 6.67 out of 10.



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

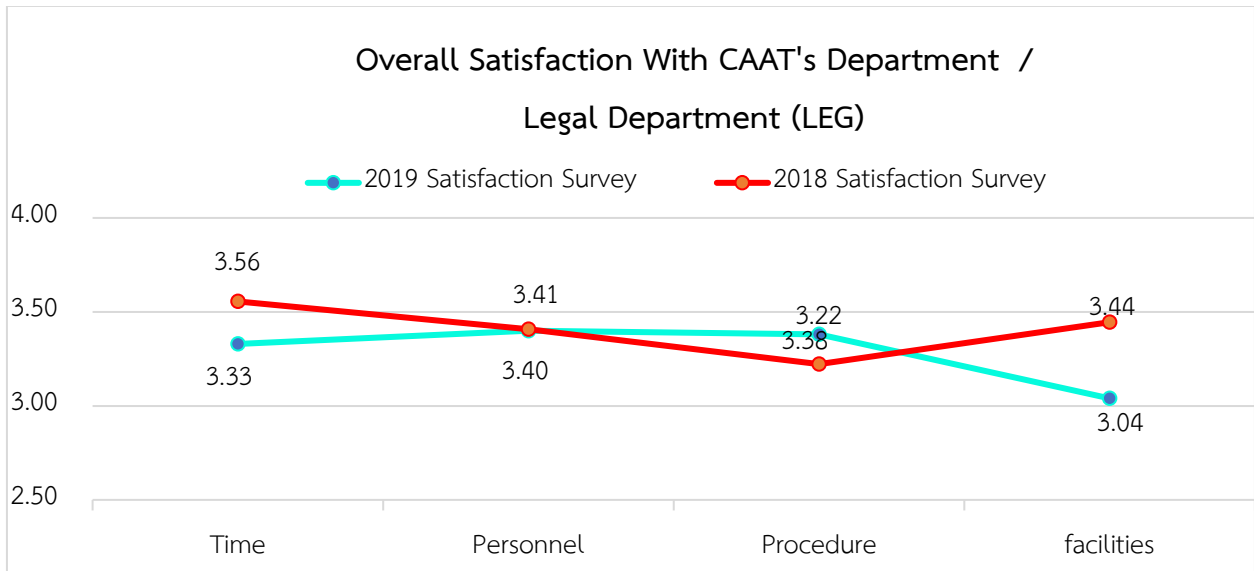
1) Time Frame including prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.56, or 71.2% and that was higher than the average of overall satisfaction in 2019 that was found at 3.33 out of 5, or 66.6%.

2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , fairness and lack of bias, Knowledgeability and skillfulness ( explanation, clarification, advise) , and Transparency and honesty. The results showed that the average of respondents’ satisfaction in 2018 was 3.41, or 68.2% and that was higher than the average of respondents’ satisfaction in 2019 that was 3.40 out of 5, or 68.0%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents’ satisfaction in 2018 was 3.22, or 64.4% and that was lower than the average of respondents’ satisfaction in 2019 that was 3.38 out of 5, or 67.5%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 4.44, or 88.8% and that was higher than the average of respondents' satisfaction in 2019 that was 3.04 out of 5, or 60.8%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 3.41 out of 5.00, or 68.2% and that was higher than their satisfaction in 2019 at 3.31 out of 5, or 66.1%.



## 15. Information and Communication Technology Department (ITD)

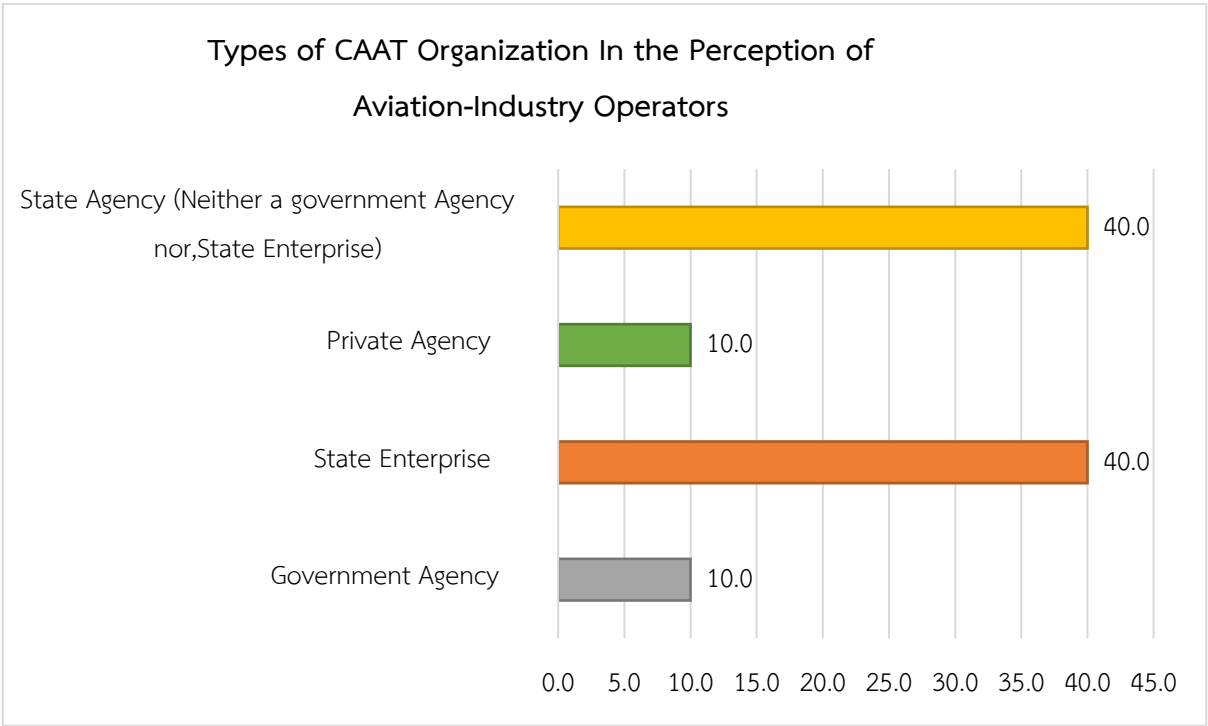
- General Data of Respondents

The results of 10 respondents showed that half of them or 50.0% were 30–39 years old. The majority of the respondents (60.0%) had a Bachelor's degree. while 20% worked as Airline Ground Support equipment operators.

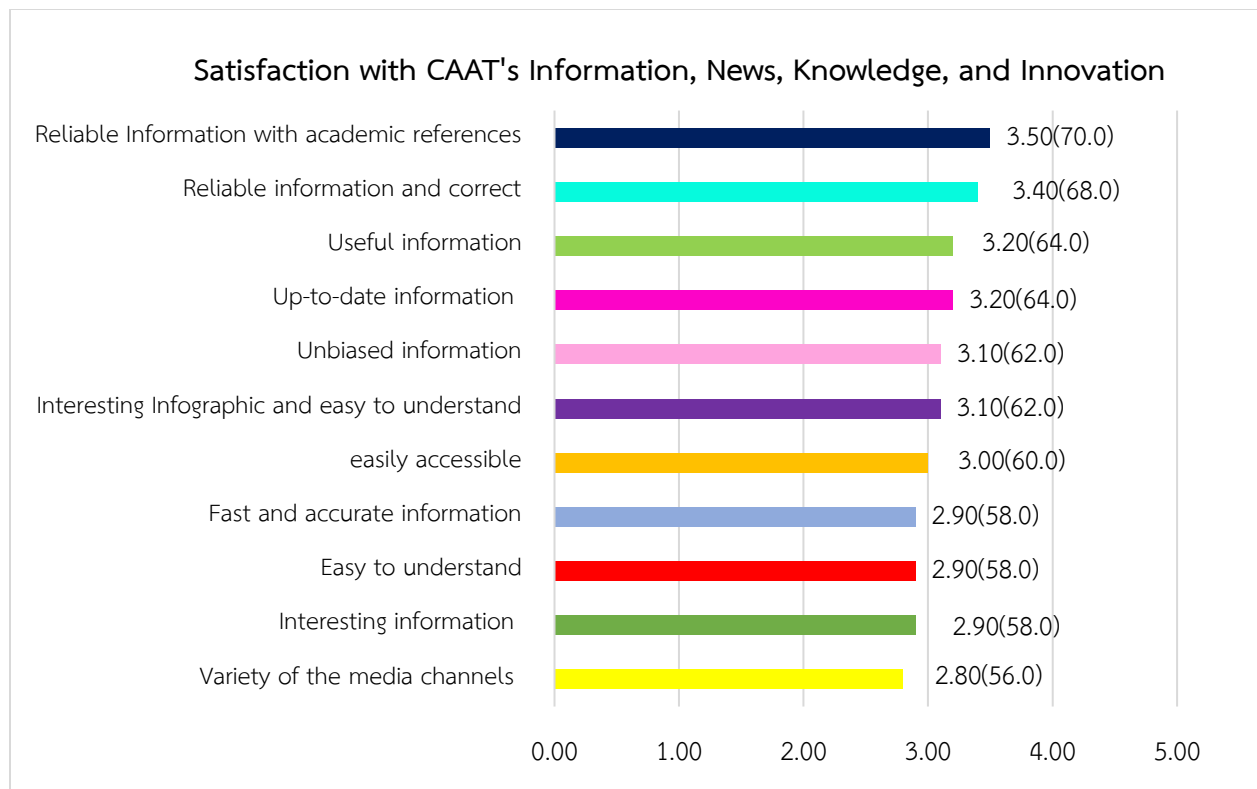
- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

The findings showed that the majority of respondents or 60.0% accessed through CAAT’s staff, followed by 40.0% accessing CAAT’s Facebook Thailand (CAAT.Thailand) and using other social media tools in general such as Facebook, Line, Twitter, Instagram, and YouTube equally.

- The majority of respondents thought that CAAT was a State agency of the Thai Government (Neither the Government nor a State Enterprise), followed by a Government agency or State enterprise.



- Overall satisfaction of sampled aviation- industry entrepreneurs for CAAT’ s information, news, knowledge and innovation; rating on a 5-point scale

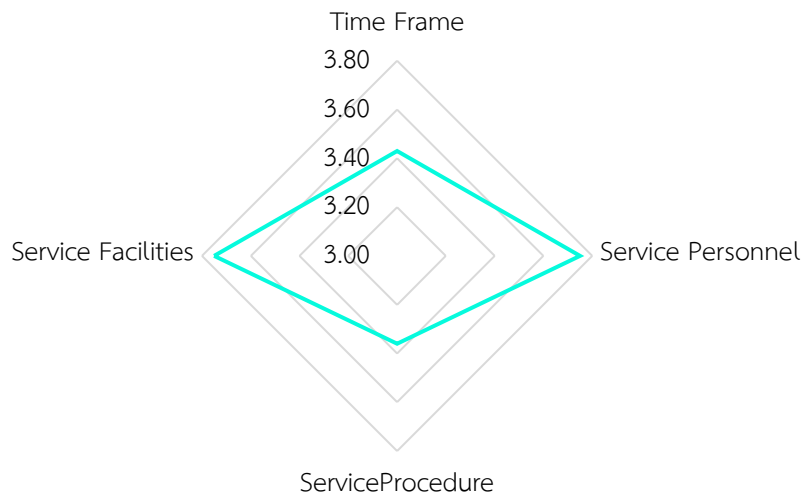


- The overall satisfaction of aviation-industry entrepreneurs with CAAT’s services was found at 6.20 out of 10. This indicated that it was moderately satisfactory.

- Overall satisfaction of aviation-industry entrepreneurs with CAAT’s services in Information and Communication Technology Department (ITD) was found at 3.65 out of 5, or 73.0%, meaning it was very satisfactory.

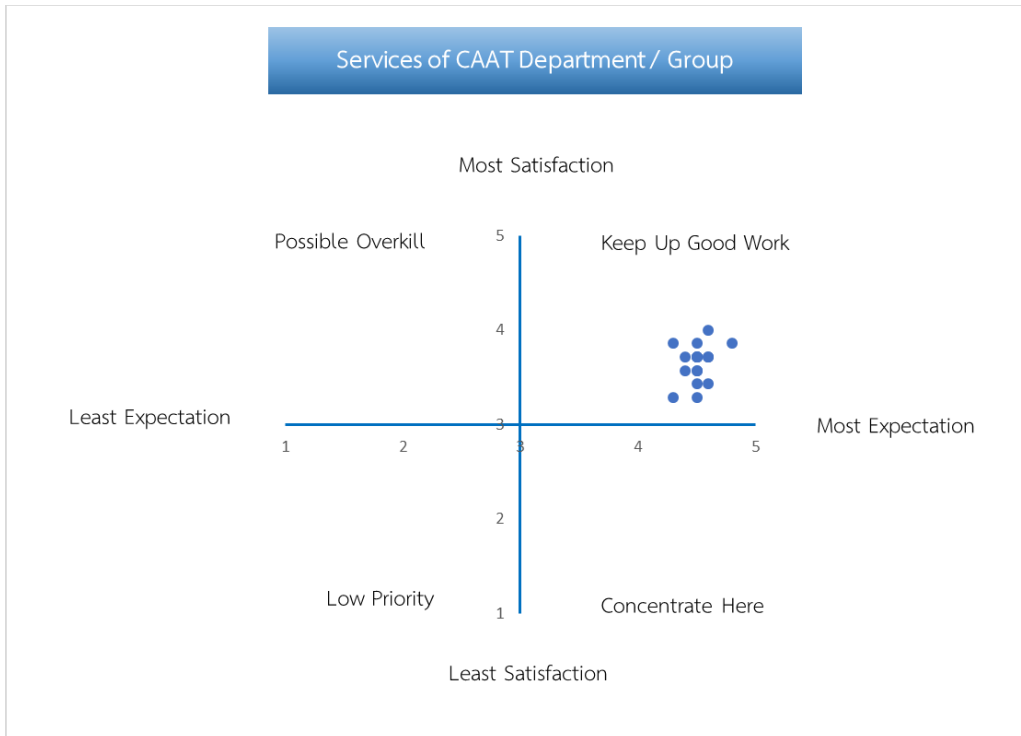
| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Service Time Frame | 3.43        | 68.6        | Very Satisfied        |
| Service Personnel  | 3.75        | 75.0        | Very Satisfied        |
| Service Procedure  | 3.36        | 67.1        | Moderately Satisfied  |
| Service Facilities | 3.75        | 75.0        | Very Satisfied        |
| <b>Overall</b>     | <b>3.65</b> | <b>73.0</b> | <b>Very Satisfied</b> |

**Aviation-Industry Entrepreneurs' Overall Satisfaction with CAAT's  
Services in Departments / Groups**

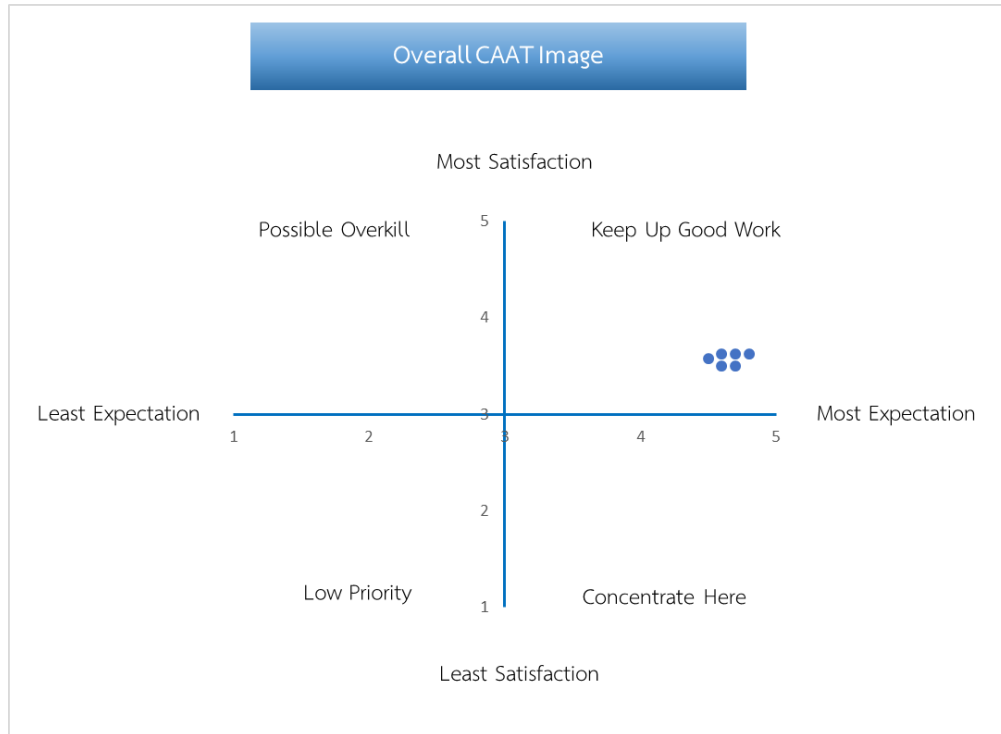


- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's services in department/group, the four indicators 1) Time Frame of Service, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. The overall satisfaction with CAAT's services in Information and Communication Technology Department (ITD) was found at 3.65 out of 5, or 73.0%.





- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 6.60 out of 10.



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

1) Time Frame including hospitality (greeting, friendliness) prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 4.33 out of 5, or 86.6% and that was higher than the average of overall satisfaction in 2019 that was found at 3.43 out of 5, or 68.6%.

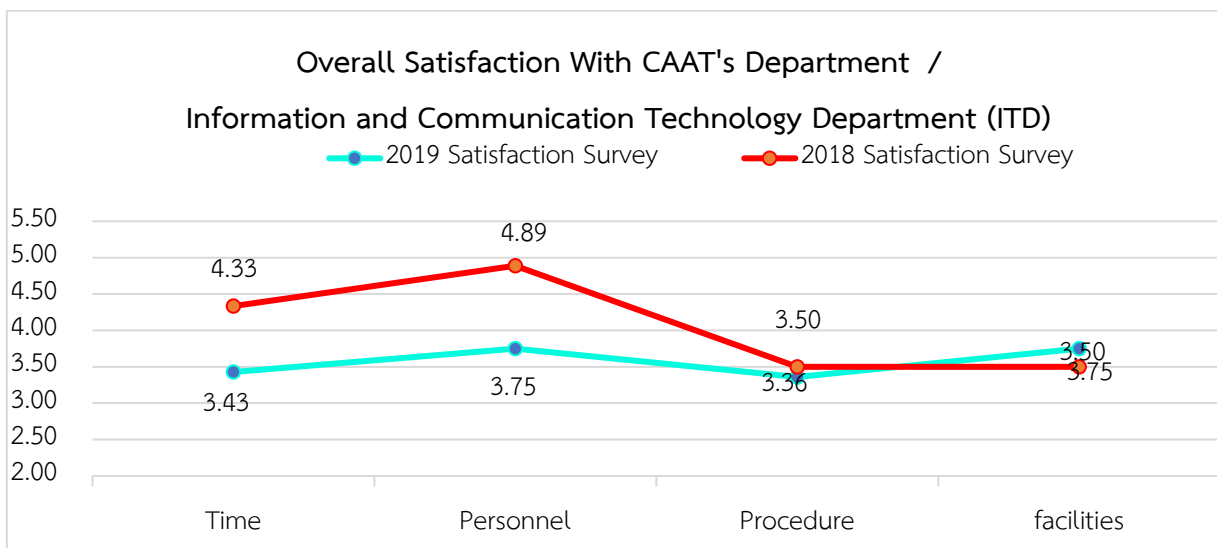
2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance (dress, grooming, cleanliness), fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and Transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 4.89 out of 5, or 97.8% and that was higher than the average of respondents' satisfaction in 2019 that was 3.75 out of 5, or 75.0%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 3.50 out of 5, or 70.0%

and that was higher than the average of respondents' satisfaction in 2019 that was 3.36 out of 5, or 67.1%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.50, or 70.0% and that was lower than the average of respondents' satisfaction in 2019 that was 3.75 out of 5, or 75.0%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 4.06 out of 5.00, or 81.2% and that was higher than their satisfaction in 2019 at 3.65 out of 5, or 73.0%.



## 16. Internal Audit Office (IAO)

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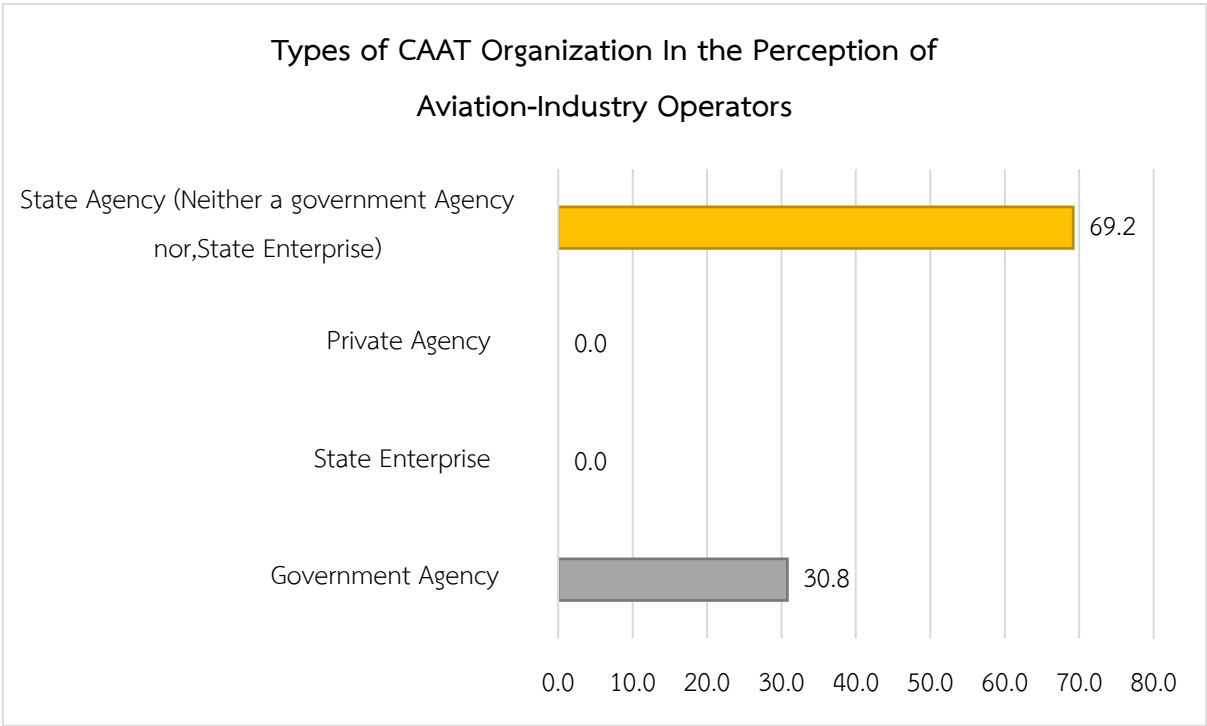
- General Data of Respondents

The results of 13 respondents showed that a lot of them or 38.5% were 30–39 years old. The majority of the respondents (84.6%) had a Bachelor's degree. while 50.0% worked as Airline Ground Support equipment operators.

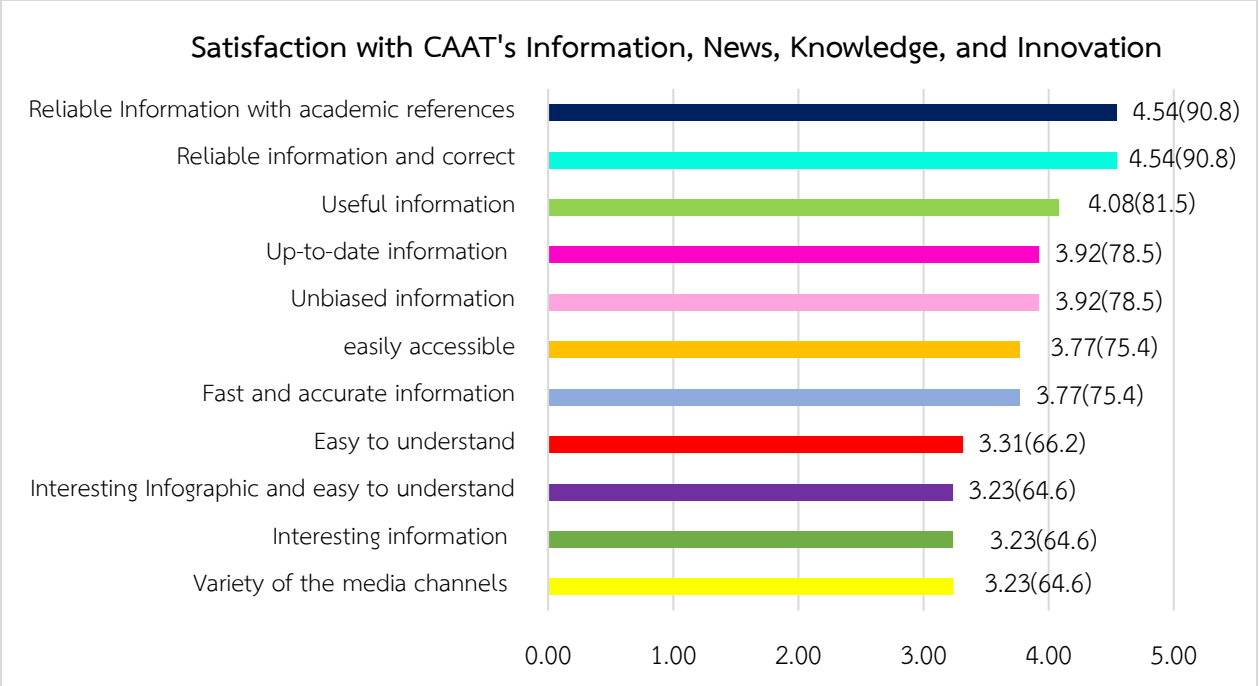
- Respondents' Perception of CAAT's Information, Knowledge, and Innovation The

findings showed that the majority of respondents or 61.5% used social media tools in general such as Facebook, Line, Twitter, Instagram, and YouTube, followed by 46.2 access through aircrew and official CAAT’s website.

- The majority of respondents thought that CAAT was state agency of the Thai government (Neither the government nor State Enterprise), followed by a government agency respectively.



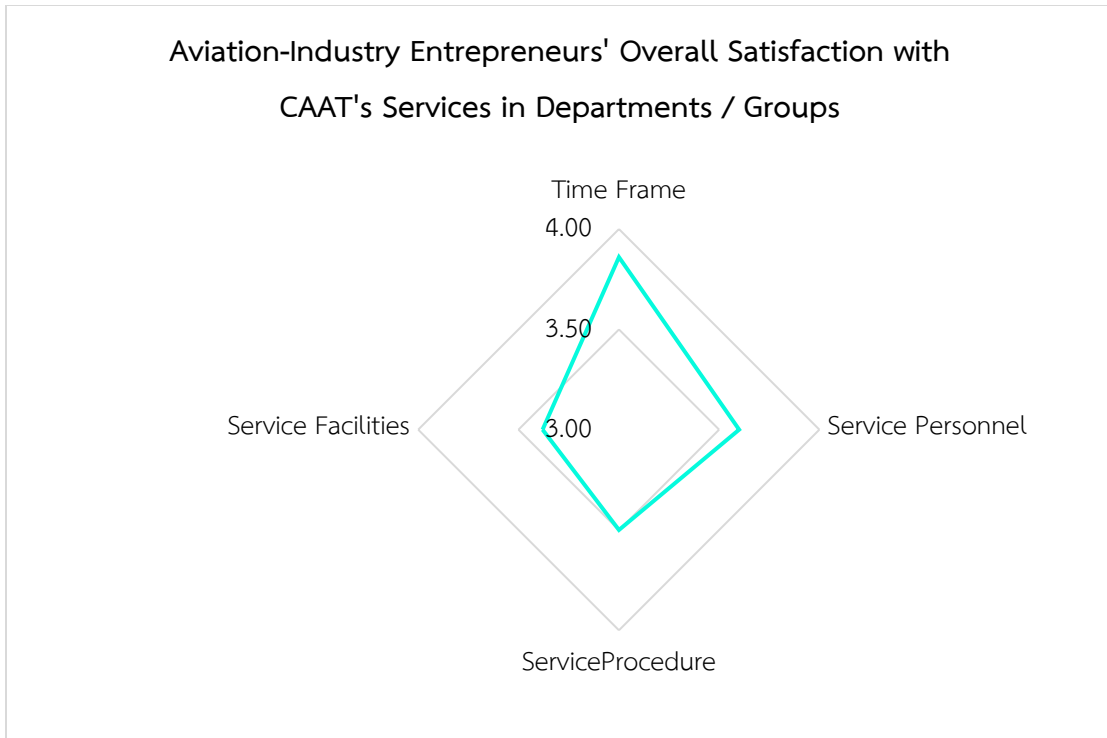
- Overall satisfaction of sampled aviation- industry entrepreneurs for CAAT’ s information, news, knowledge and innovation; rating on a 5-point scale



- When considered of the overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation was found 7.00 out of 10 . This indicates that it was very satisfactory.

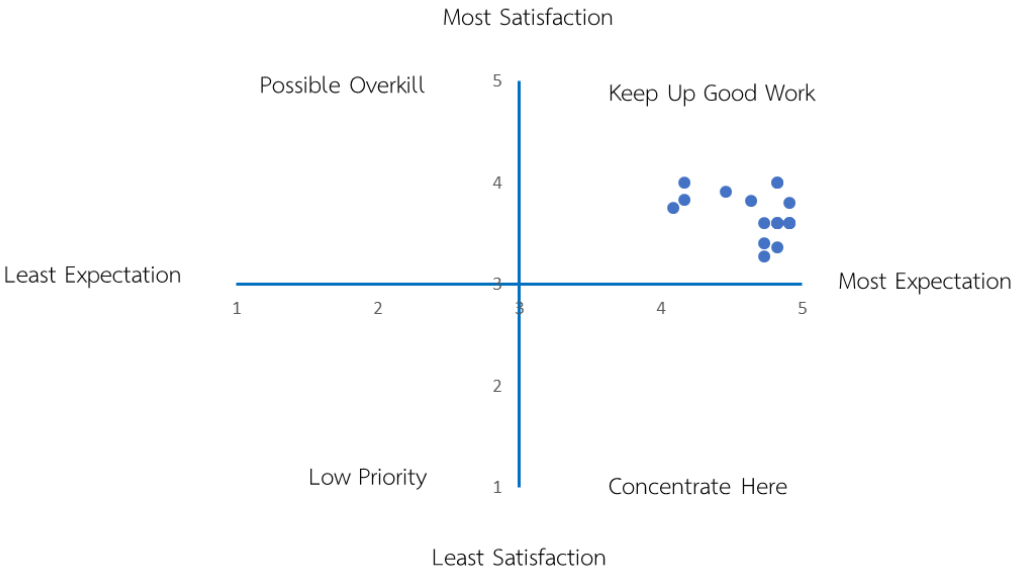
- Overall satisfaction of aviation- industry entrepreneurs with CAAT’ s services in Internal Audit Office (IAO) was found at 3.69 out of 5, or 73.8% meaning it was very satisfactory.

| Service Domain     | Mean        | %           | Meaning               |
|--------------------|-------------|-------------|-----------------------|
| Service Time Frame | 3.86        | 77.2        | Very Satisfied        |
| Service Personnel  | 3.60        | 71.9        | Very Satisfied        |
| Service Procedure  | 3.50        | 70.0        | Very Satisfied        |
| Service Facilities | 3.38        | 77.0        | Very Satisfied        |
| <b>Overall</b>     | <b>3.69</b> | <b>73.8</b> | <b>Very Satisfied</b> |



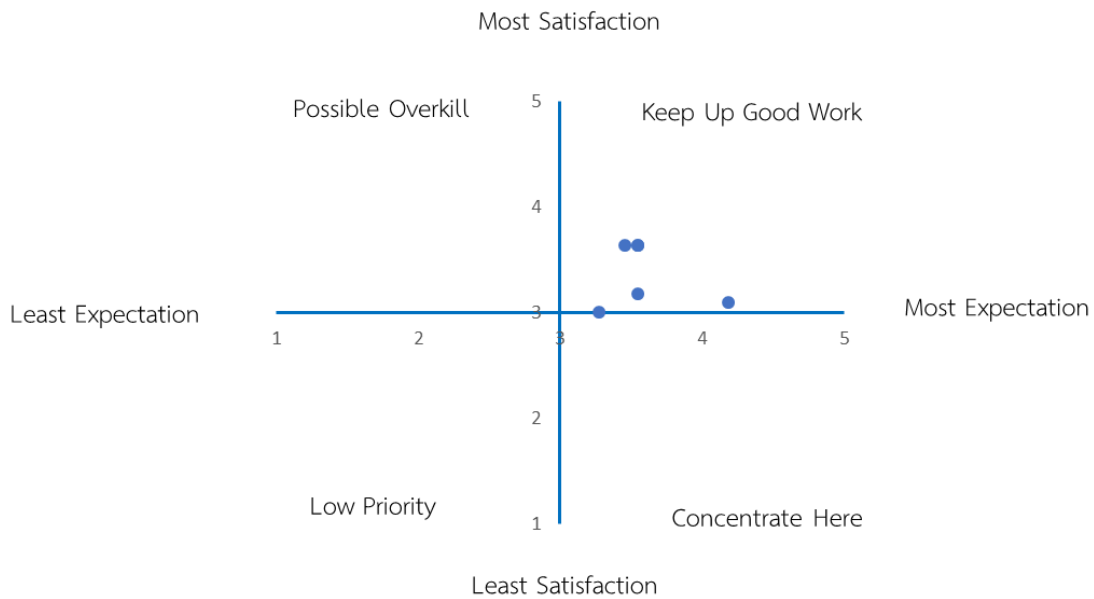
- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's CAAT's services in department/group, all the indicators including 1) Time Frame of Service, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. The overall satisfaction with CAAT's services in Internal Audit Office (IAO) was found at 3.69 out of 5, or 73.8%

Services of CAAT Department / Group



- The results of analysing respondents’ overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 7.00 out of 10.

## Overall CAAT Image



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

1) Time Frame including hospitality (greeting, friendliness), prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 4.33 out of 5, or 86.6% and that was higher than the average of overall satisfaction in 2019 that was found at 3.86 out of 5, or 77.2%.

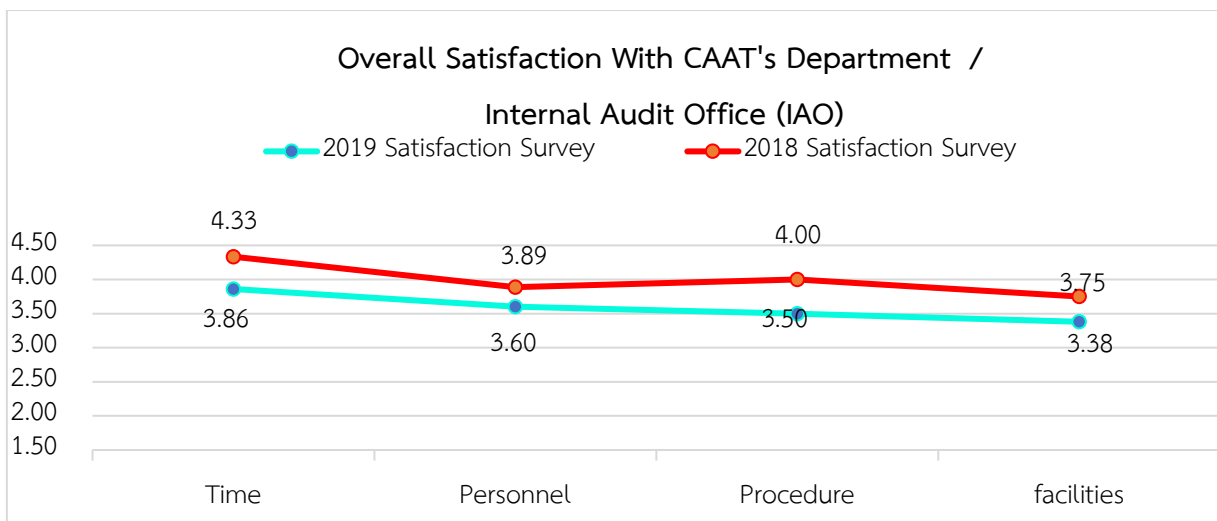
2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance (dress, grooming, cleanliness), fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and Transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 3.89 out of 5, or 77.8% and that was higher than the average of respondents' satisfaction in 2019 that was 3.60 out of 5, or 71.9%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 4.00 out of 5, or 80.0% and that was higher than the average of respondents' satisfaction in 2019 that was 3.50 out of 5, or 70.0%.



4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.75 out of 5, or 75.0% and that was higher than the average of respondents' satisfaction in 2019 that was 3.38 out of 5, or 67.6%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 3.99 out of 5, or 79.8% and that was higher than their satisfaction in 2019 at 3.69, or 73.8%.



## 17. CAAT Service Centre, 3<sup>rd</sup> floor IT Square

- General Data of Respondents

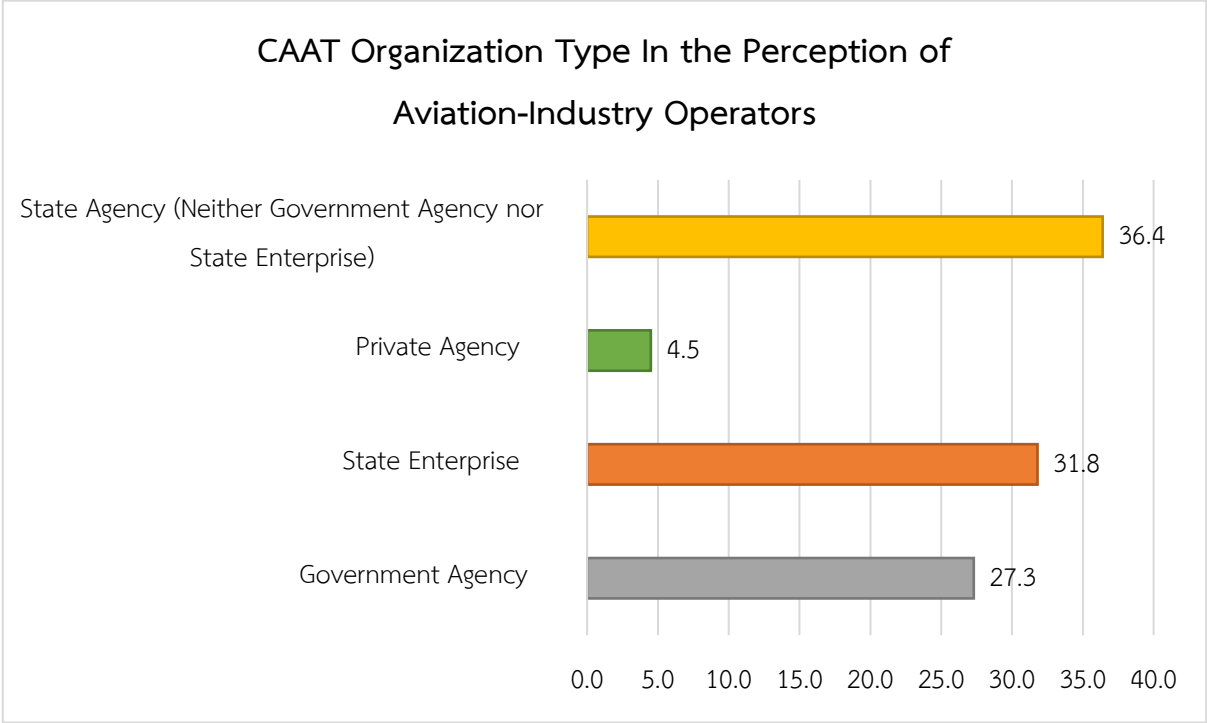
The results of 22 respondents showed that more than one-third or 36.4% was 20–29 years old. The majority of the respondents (72.7%) had a Bachelor's degree. While, 10.0% worked as Airline Ground Support equipment operators.

- Respondents' Perception of CAAT's Information, Knowledge, and Innovation

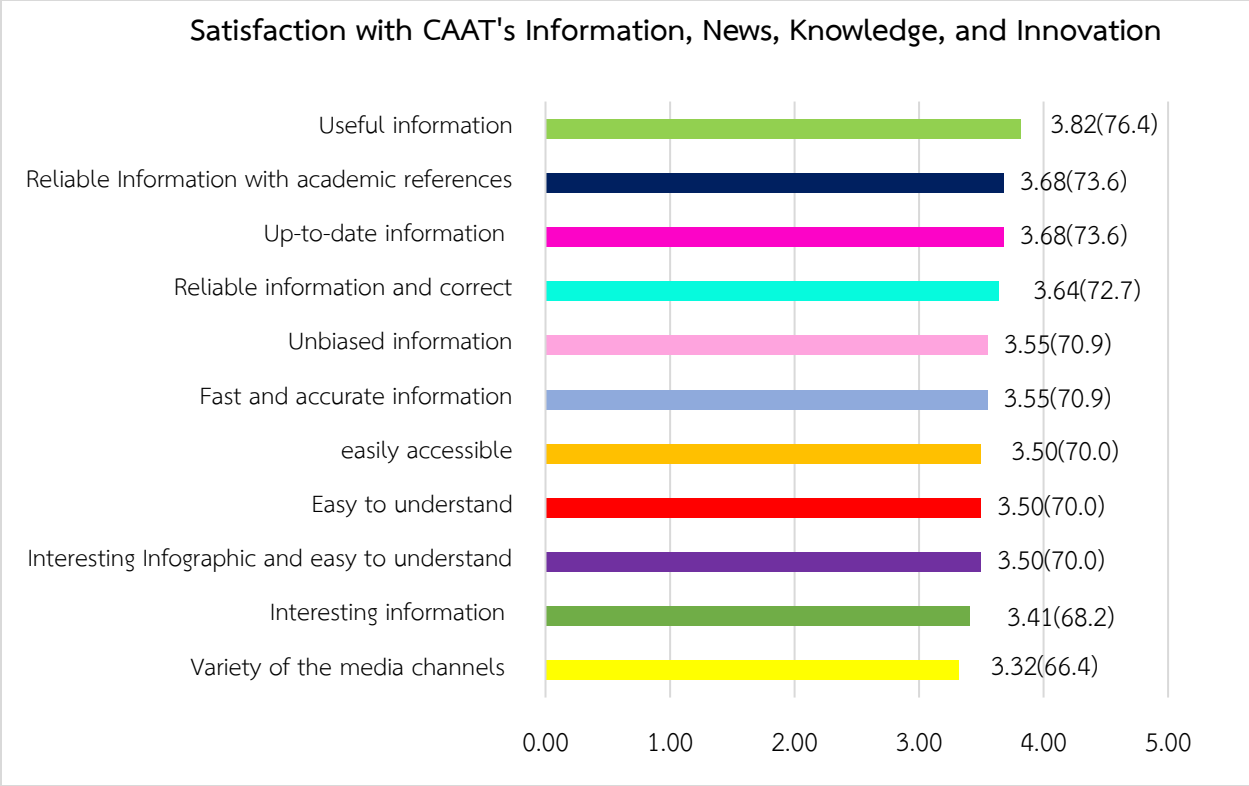
The findings showed that the majority of respondents or 63.6% used CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), followed by 50.0% accessed through aircrew and social media tools in general such as Facebook, Line, Twitter, Instagram, and YouTube in the same amount.

- The majority of respondents thought that CAAT was state agency of the Thai

government (Neither the government nor a state enterprise), followed by state enterprise, government agency and private agency.



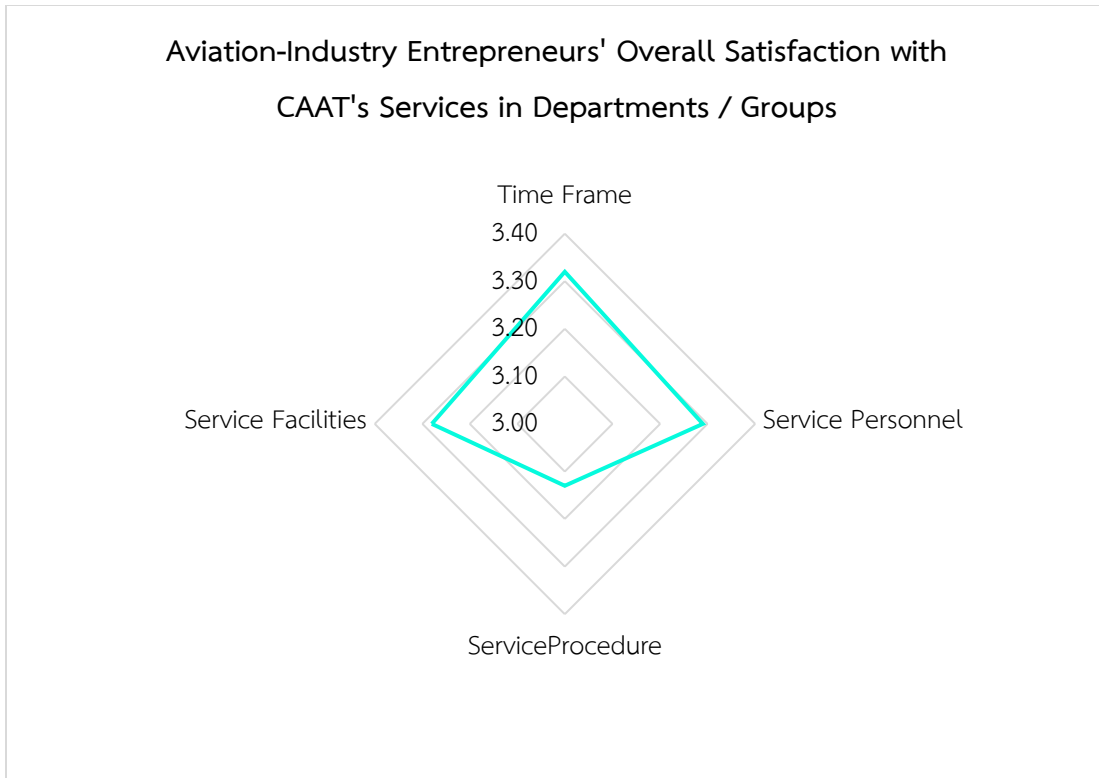
- Overall satisfaction of sampled general people for CAAT’s information, news, knowledge and innovation; rating on a 5-point scale



- The overall satisfaction of aviation-industry entrepreneurs with CAAT’s Information, News, Knowledge, and Innovation was found at 6.50 out of 10. This indicated that it was moderately satisfactory.

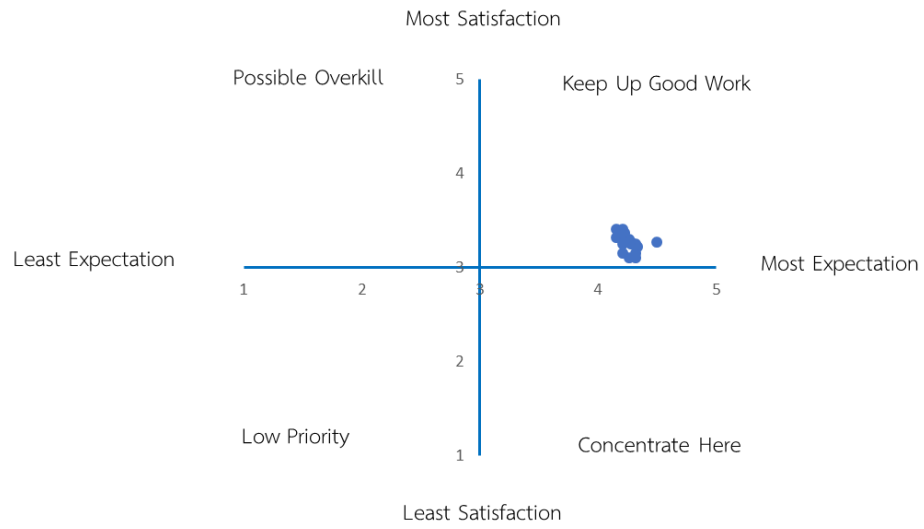
- Overall satisfaction of aviation-industry entrepreneurs with CAAT’s services in CAAT Service Centre, 3rd floor IT Square, was found at 3.27 out of 5, or 65.5%. This indicated that it was moderately satisfactory.

| Service Domain     | Mean        | %           | Meaning                     |
|--------------------|-------------|-------------|-----------------------------|
| Service Time Frame | 3.32        | 66.4        | Moderately Satisfied        |
| Service Personnel  | 3.29        | 65.8        | Moderately Satisfied        |
| Service Procedure  | 3.13        | 62.5        | Moderately Satisfied        |
| Service Facilities | 3.28        | 65.5        | Moderately Satisfied        |
| <b>Overall</b>     | <b>3.27</b> | <b>65.5</b> | <b>Moderately Satisfied</b> |

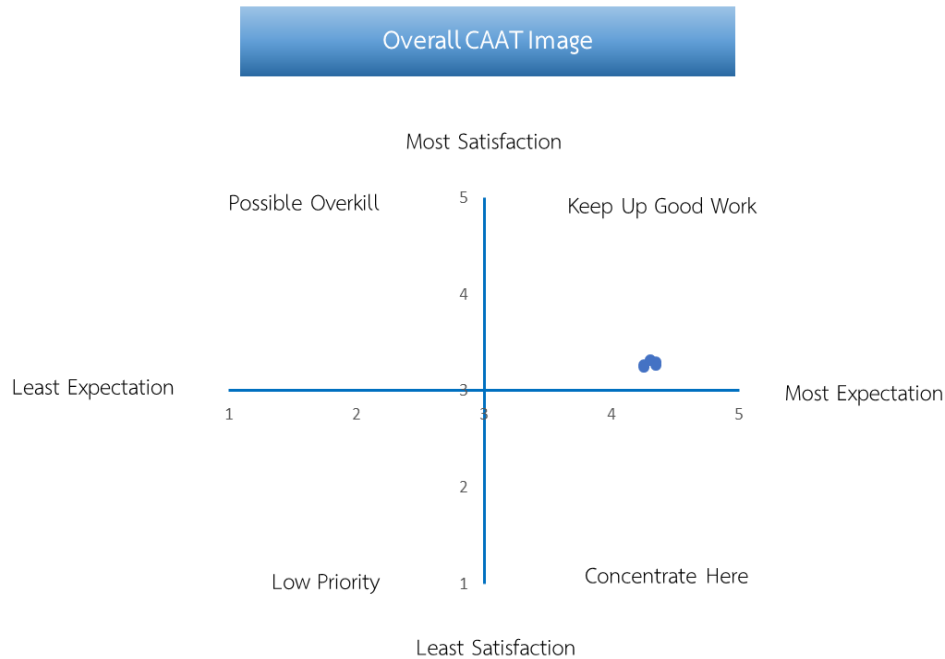


- After using the Quadrant Analysis or SERVQUAL of general respondents' expectation and satisfaction with CAAT's services, all the indicators including 1) Time Frame of Service, 2) Service Personnel, 3) Service Procedure, and 4) Service Facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. The overall satisfaction with CAAT's services in CAAT Service Centre, 3rd floor IT Square, was found at 3.27 out of 5, or 65.5%.

Services of CAAT Department / Group



- The results of analysing respondents’ overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance, and personnel-organizational development showed that all indicators fell in the quadrant of “Keep Up The Good Work”. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT was found at 6.57 out of 10.



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

1) Time Frame including hospitality (greeting, friendliness, prompt service and timeliness of service). In 2018, the average of overall satisfaction was found at 3.83 out of 5, or 76.6% and that was higher than the average of overall satisfaction in 2019 that was found at 3.32 out of 5, or 66.4%.

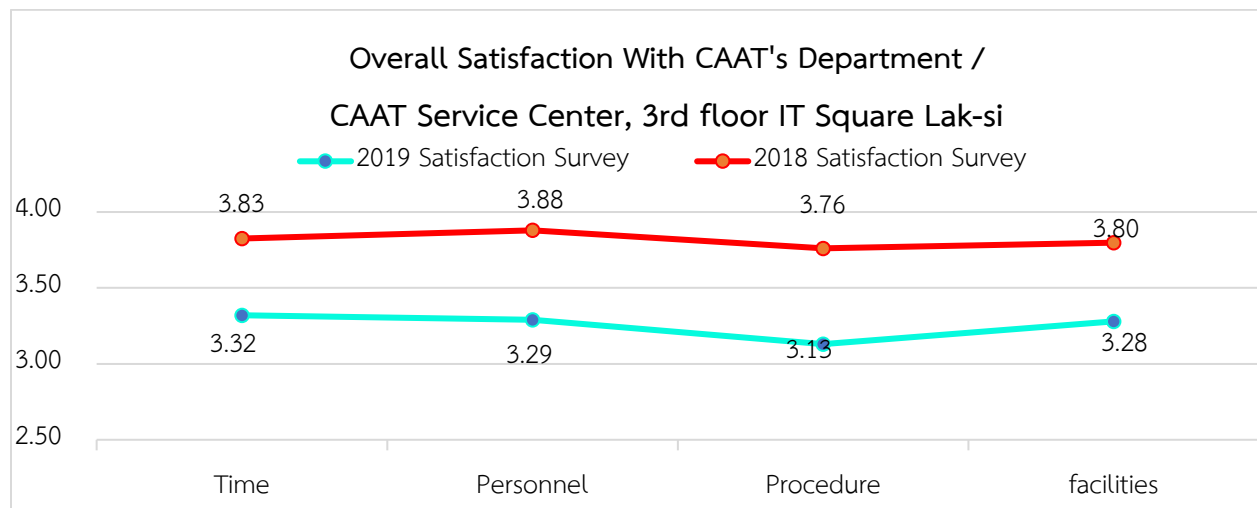
2) Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , fairness and lack of bias, Knowledgeability and skillfulness ( explanation, clarification, advise) , and Transparency and honesty. The results showed that the average of respondents’ satisfaction in 2018 was 3.88 out of 5, or 77.6% and that was higher than the average of respondents’ satisfaction in 2019 that was 3.29 out of 5, or 65.8%.

3) Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents’ satisfaction in 2018 was 3.76 out of 5, or 75.2%

and that was higher than the average of respondents' satisfaction in 2019 that was 3.13 out of 5, or 62.5%.

4) Service Facilities including cleanliness of CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.80 out of 5, or 76.0% and that was higher than the average of respondents' satisfaction in 2019 that was 3.28 out of 5, or 65.5%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of sampled aviation-industry entrepreneurs with CAAT's services in the department/group averaged 3.82 out of 5.00, or 76.4% and that was higher than their satisfaction in 2019 at 3.27, or 65.5%.



The survey of the clients classified by department/group



1 clients who complain to Economic regulation department (ERD) for passenger rights such as flight delay or cancellation

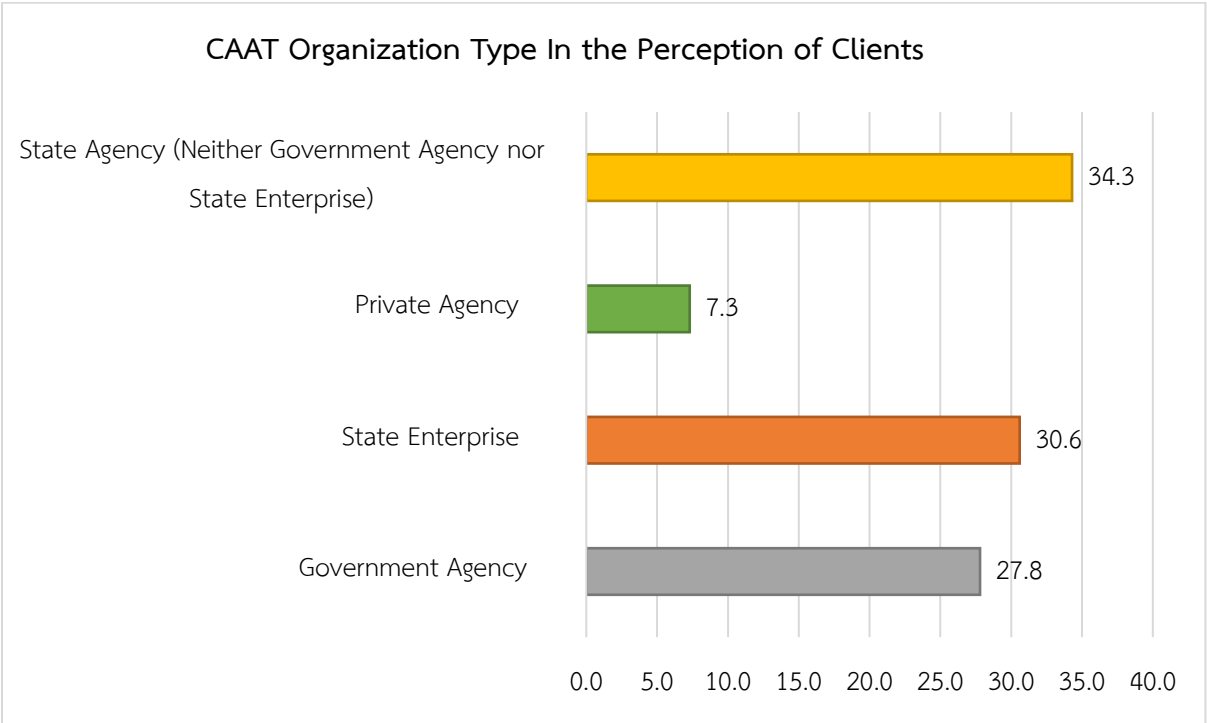
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- General Data of Respondents

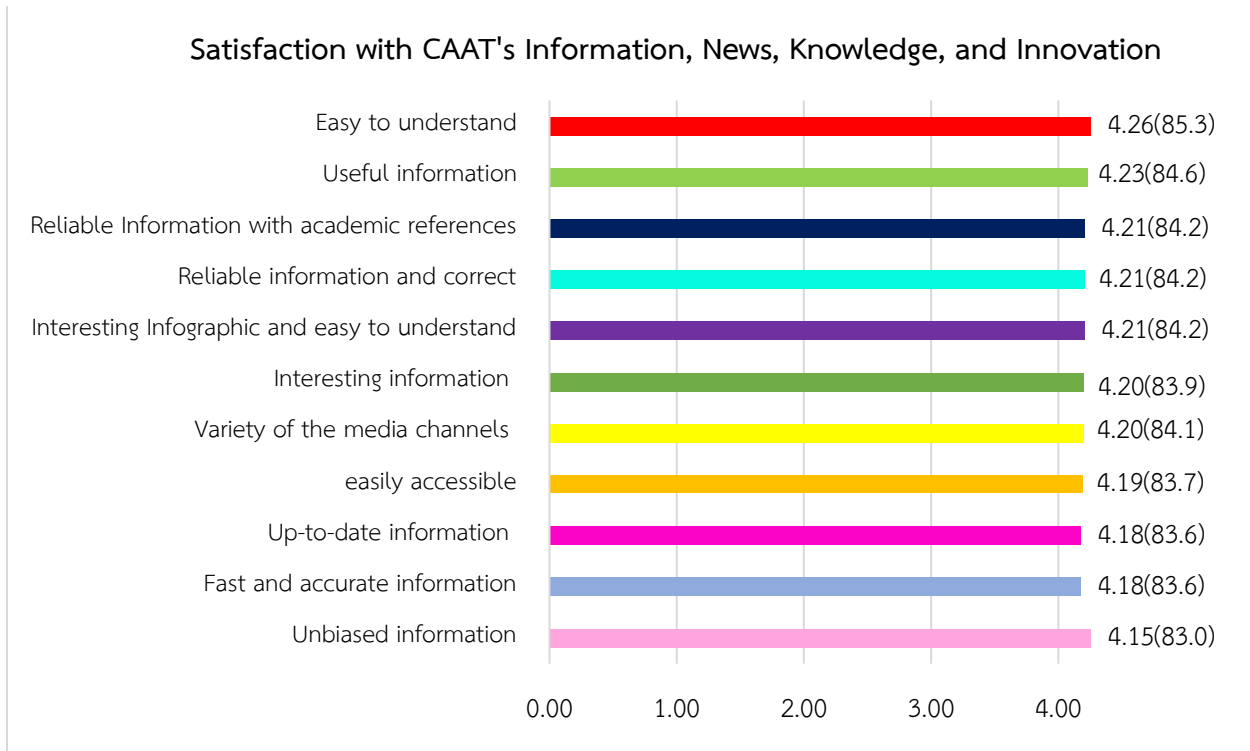
The results of 111 respondents showed that a lot of them or 42.1% were 20-29 years old. The vast majority of the respondents (65.5%) had a Bachelor’s degree. While 60.7% worked as employee in the business sector

- Respondent’s perception of flight delay or cancellation. The results revealed that a lot of respondents (45.5%) accessed through CAAT’s official website ([www.caat.or.th](http://www.caat.or.th)), followed by 13.8% accessed through CAAT’s Facebook (CAAT.Thailand) and 5.4% accessed through online social network (Facebook, Line, Twitter, Instagram, Youtube).

- The majority of respondents thought that CAAT was a state agency of the Thai government (Neither the government nor state enterprise), followed by state enterprise government agency and private agency.



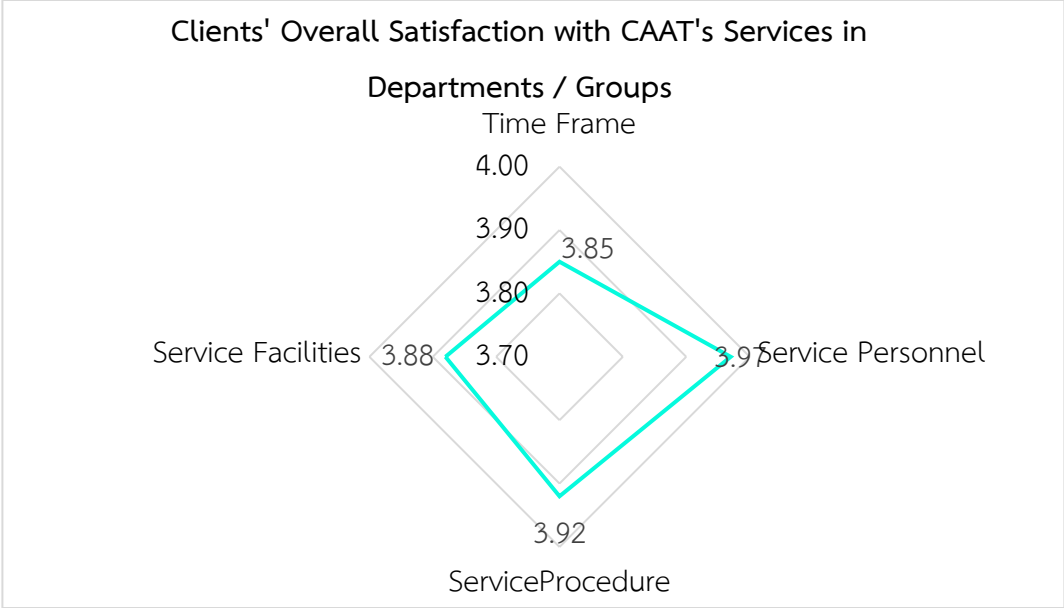
- Overall satisfaction of sampled clients for CAAT’s information, news, knowledge and innovation; rating on a 5-point scale



- The overall satisfaction of clients with CAAT’s information, news, knowledge and innovation was found at 7.40 out of 10. This indicated that they were very satisfactory.

- Overall satisfaction of clients who complain to Economic regulation department (ERD) for flight delay or cancellation was 3.91 out of 5, or 78.2% meaning it was very satisfactory.

| Service Domain     | Mean        | %           | Meaning                  |
|--------------------|-------------|-------------|--------------------------|
| Time Frame         | 3.85        | 77.1        | Very satisfactory        |
| Service Personnel  | 3.97        | 79.5        | Very satisfactory        |
| Service Procedure  | 3.92        | 78.4        | Very satisfactory        |
| Service Facilities | 3.88        | 77.6        | Very satisfactory        |
| <b>Overall</b>     | <b>3.91</b> | <b>78.2</b> | <b>Very satisfactory</b> |

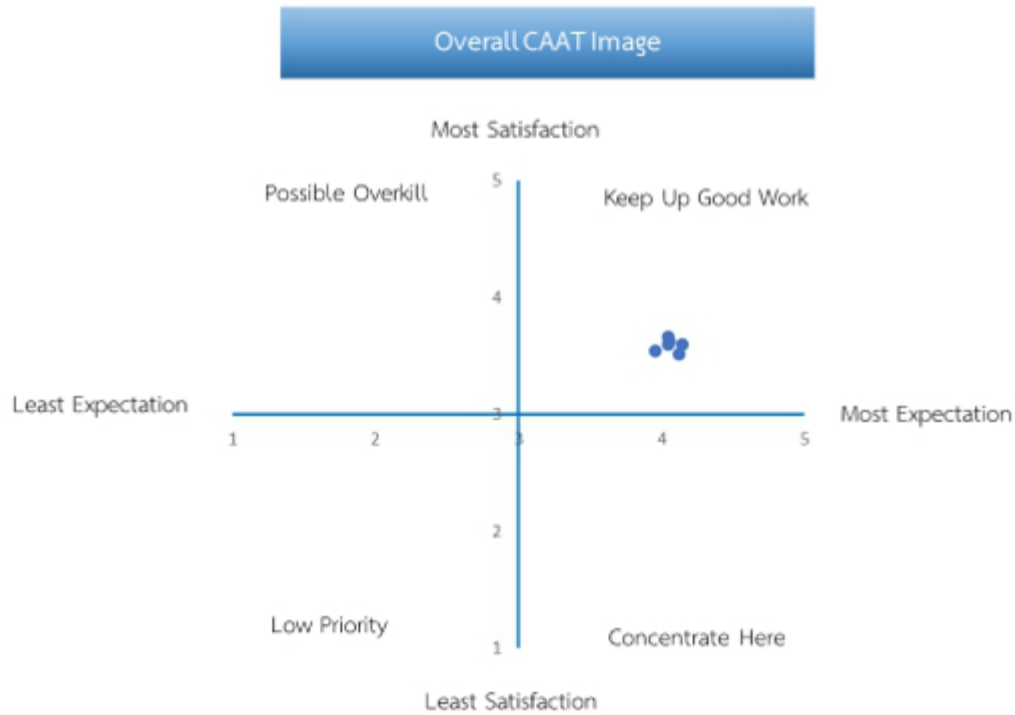


- After using the Quadrant Analysis or SERVQUAL of respondents' expectation and satisfaction with CAAT's service in Economic regulation department, all indicators of the four domains 1) Time Frame, 2) Service Personnel, 3) Service Procedure, and 4) Service facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT's service in EDR department was found at 3.91 out of 5, or 78.2%

### Services of CAAT Department / Group



- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance and personnel-organizational development indicate that all indicators fell in the quadrant of keep up good work. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction for CAAT's was found at 6.57 out of 10



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

1. Time Frame including prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.22 out of 5, or 64.4% and that was lower than the average of overall satisfaction in 2019 that was found at 3.85 out of 5, or 77.1%.

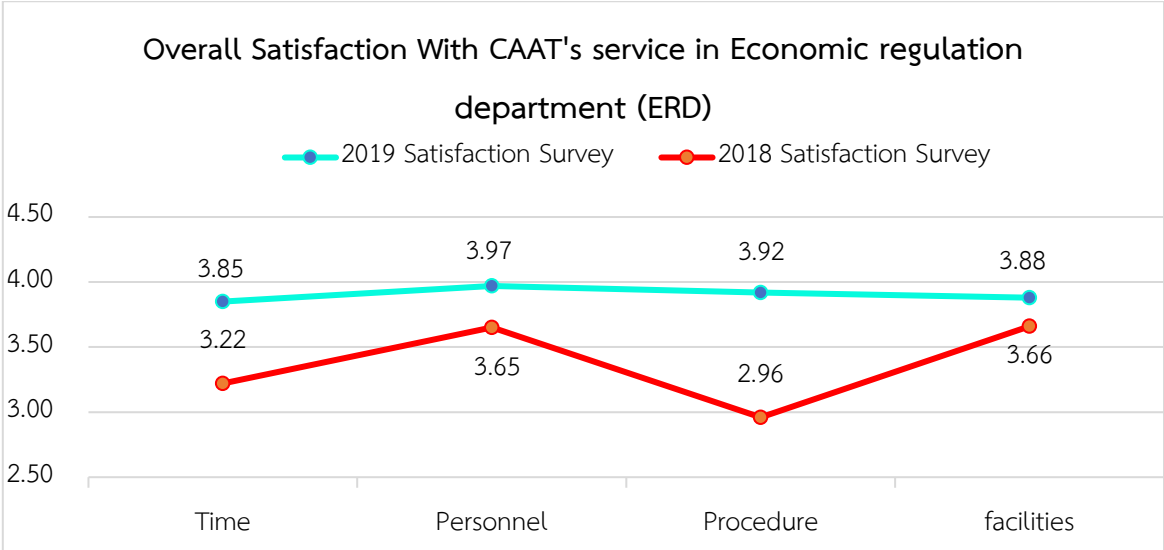
2. Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , Fairness and lack of bias, Knowledgeability and skillfulness ( explanation, clarification, advise) , and Transparency and honesty. The results showed that the average of respondents’ satisfaction in 2018 was 3.65 out of 5, or 73.0% and that was lower than the average of respondents’ satisfaction in 2019 that was 3.97 out of 5, or 79.5%.

3. Service Procedure including the procedure that is in accordance with the announcement and Displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents’ satisfaction in 2018 was 2.96 out of 5, or 59.1% and that was lower than the average of respondents’ satisfaction in 2019 that was 3.92 out of 5, or 78.4%.

4. Service Facilities including cleanliness of the CAAT service area, sufficiency of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate

and easy to access, and ads using clear symbols to indicate service points. The findings showed that the average of respondents' satisfaction in 2018 was 3.66 out of 5, or 73.1% and that was higher than the average of respondents' satisfaction in 2019 that was 3.88 out of 5, or 77.6%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of clients with CAAT's services in the department/group averaged 3.37 out of 5, or 67.4% and that was lower than their satisfaction in 2019 at 3.91 out of 5, or 78.2%.



## 2. Clients who register for drone with Economic regulation department (ERD)

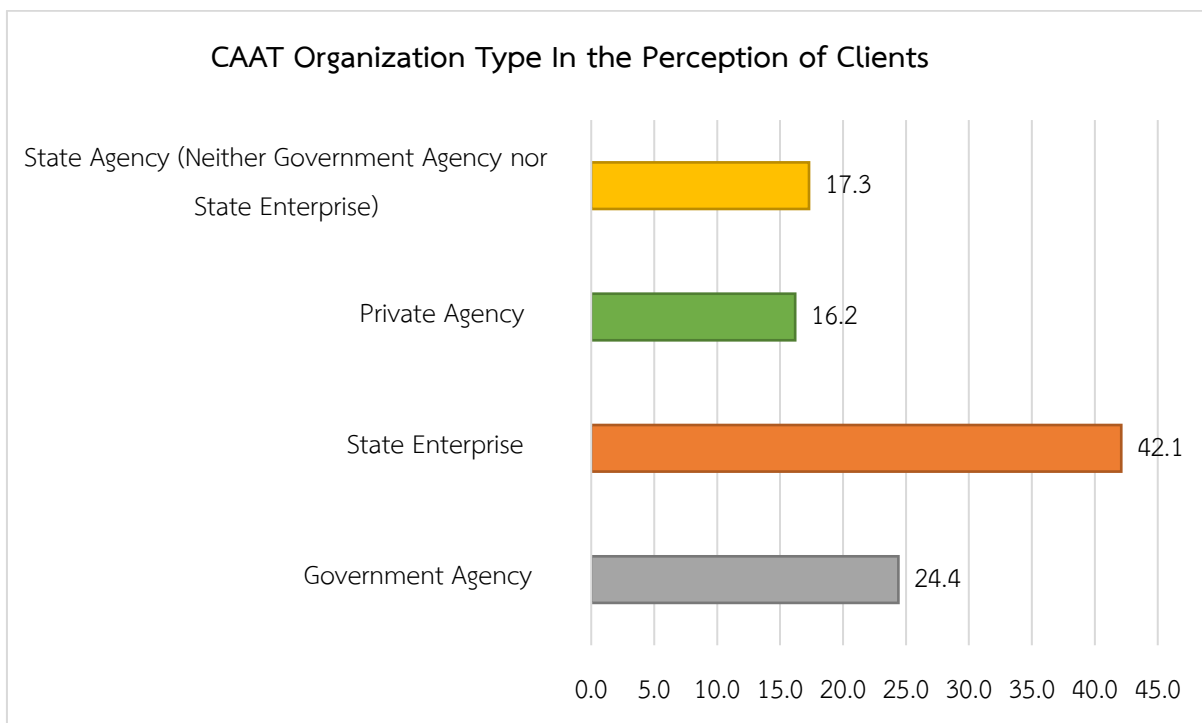
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- General Data of Respondents

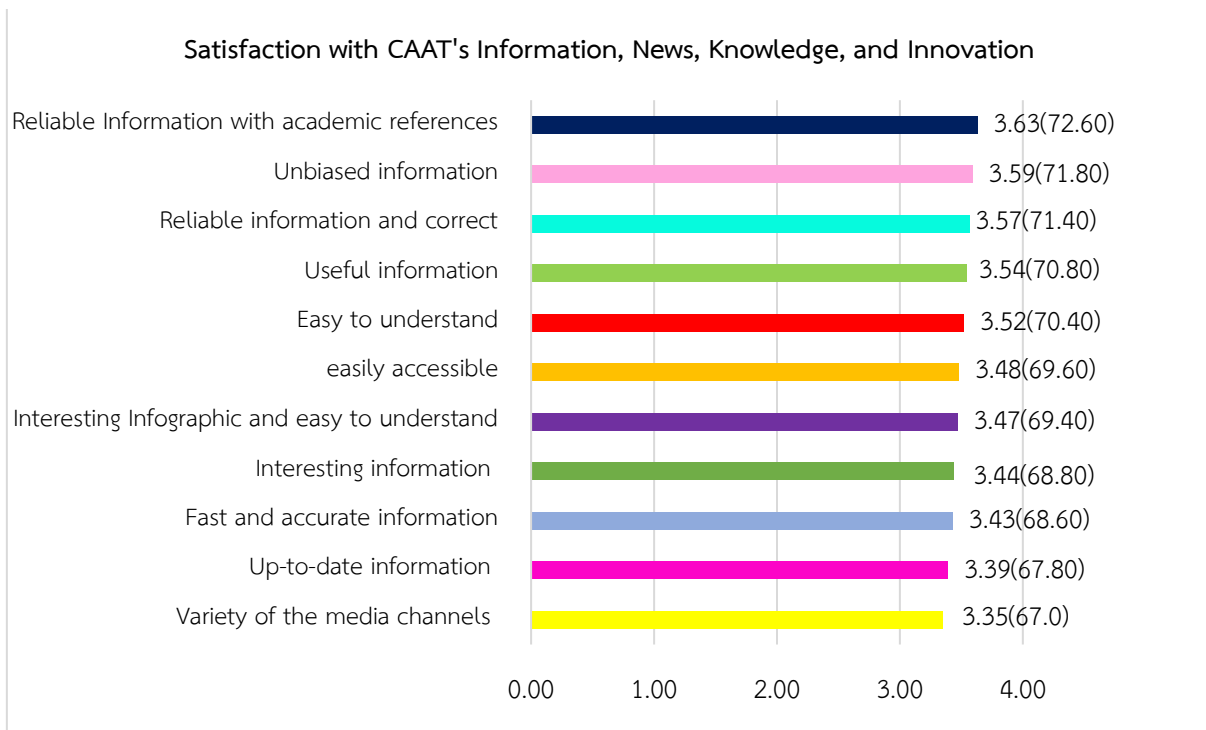
The results of 276 respondents showed that lot of them or 45.3% was 30-29 years old. The vast majority of the respondents (78.9%) had a Bachelor's degree. While 41.6% worked as employee in business sector.

- Respondent's perception of registration for drone with Economic regulation department (ERD), the results revealed almost one of four (24.6%) accessed through CAAT's official website ([www.caat.or.th](http://www.caat.or.th)), followed by 23.9% accessed through CAAT's Facebook (CAAT.Thailand) and 11.1% accessed through other websites.

- The majority of respondents thought that CAAT was a state enterprise, followed by government agency and state agency of the Thai government (Neither a government nor a state enterprise), government agency and private agency respectively.



- Overall satisfaction of sampled clients for CAAT's information, news, knowledge and innovation; rating on a 5-point scale

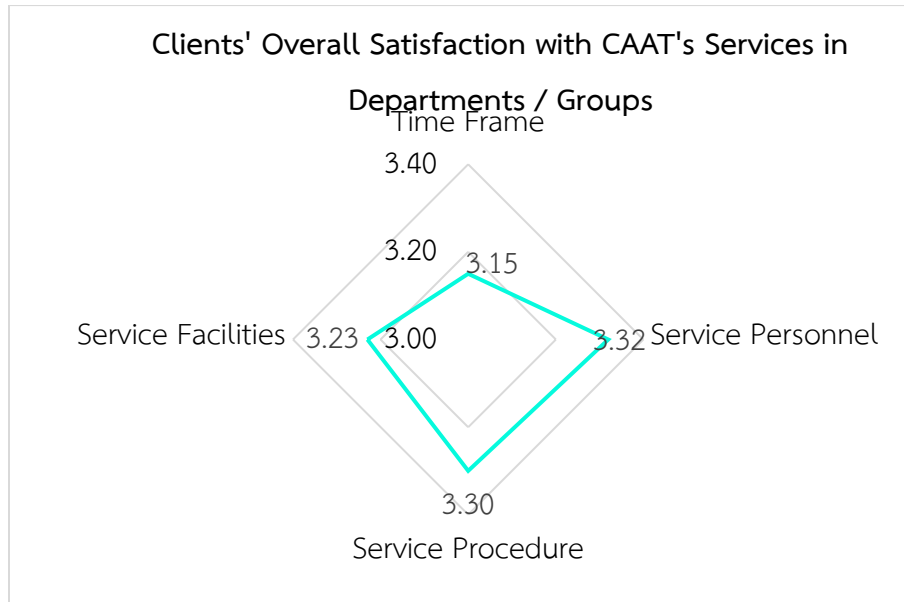


- The overall satisfaction of clients with CAAT’s information, news, knowledge and innovation was found at 6.31 out of 10. This indicated that it was very satisfactory.

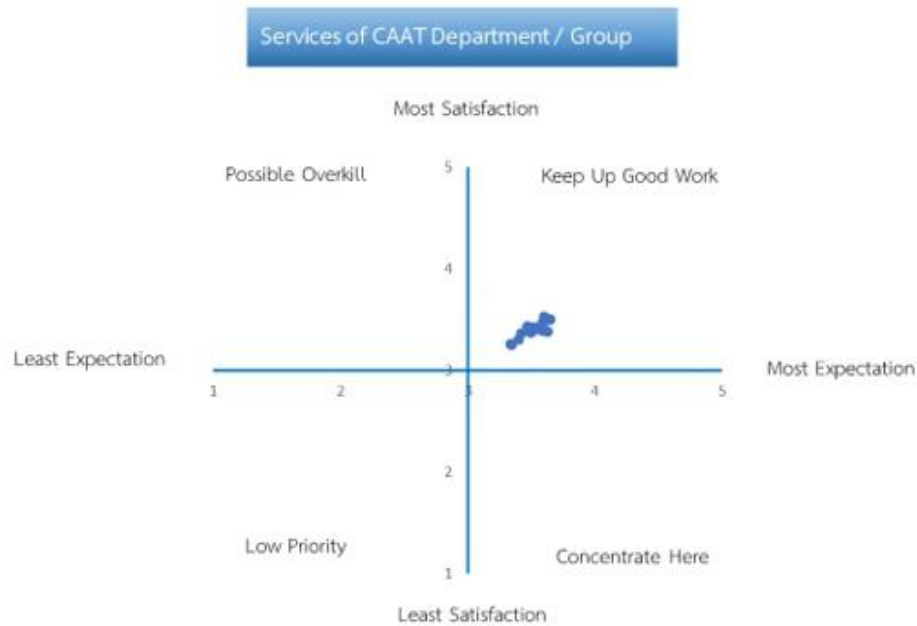
- Overall satisfaction of clients who registered for drone to ERD department with CAAT’s service was 3.25 out of 5, or 65.0% meaning this was moderately satisfactory.

| Service Domain     | Mean        | %           | Meaning                        |
|--------------------|-------------|-------------|--------------------------------|
| Time Frame         | 3.15        | 62.9        | Moderately satisfactory        |
| Service Personnel  | 3.32        | 66.4        | Moderately satisfactory        |
| Service Procedure  | 3.30        | 66.0        | Moderately satisfactory        |
| Service Facilities | 3.23        | 64.7        | Moderately satisfactory        |
| <b>Overall</b>     | <b>3.25</b> | <b>65.0</b> | <b>Moderately satisfactory</b> |

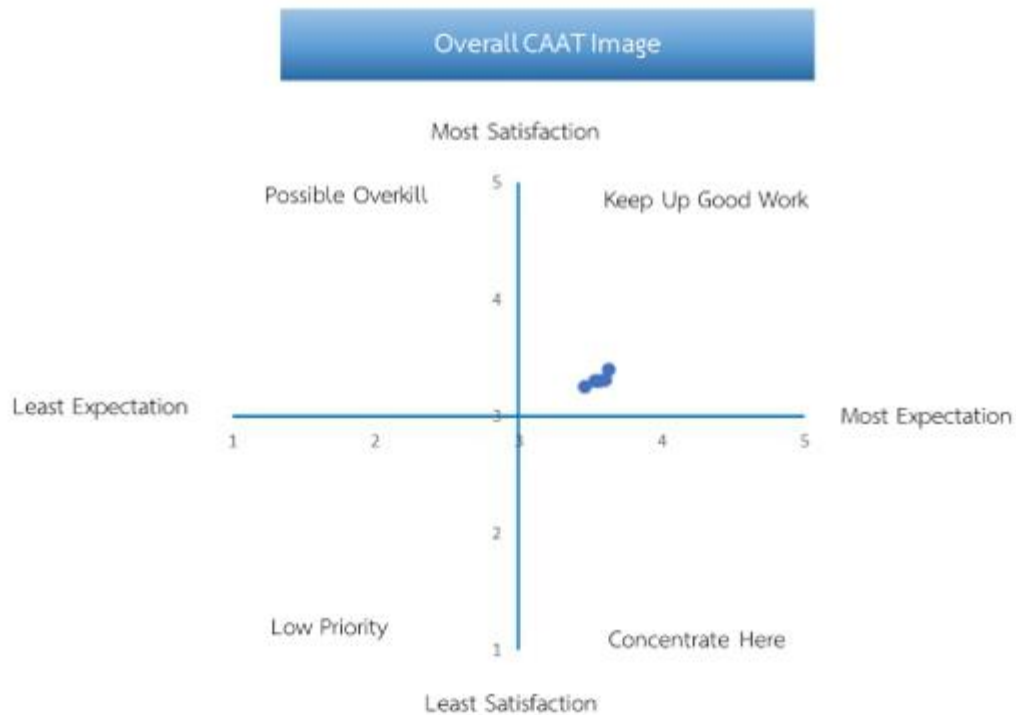




- After using the Quadrant Analysis or SERVQUAL of respondents' expectation and satisfaction with CAAT's service in department/group, all indicators of the four domains including 1) Time Frame, 2) Service Personnel, 3) Service Procedure, and 4) Service facilities fell in the quadrant of "Keep Up The Good Work". The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT's service in the EDR department was found at 3.25 out of 5, or 65.0%



- The results of analysing respondents' overall expectation and satisfaction with CAAT vision, Standard toward sustainability, good governance and personnel-organizational development indicated that all indicators fell in the quadrant of Keep Up Good Work. The average of expectation and satisfaction was over 3.00, or more than 60% for all indicators as presented in the Figure. However, the overall satisfaction with CAAT's was found at 6.35 out of 10.



- The comparison of research findings on aviation-industry entrepreneurs between 2018 and 2019 in the following four dimensions:

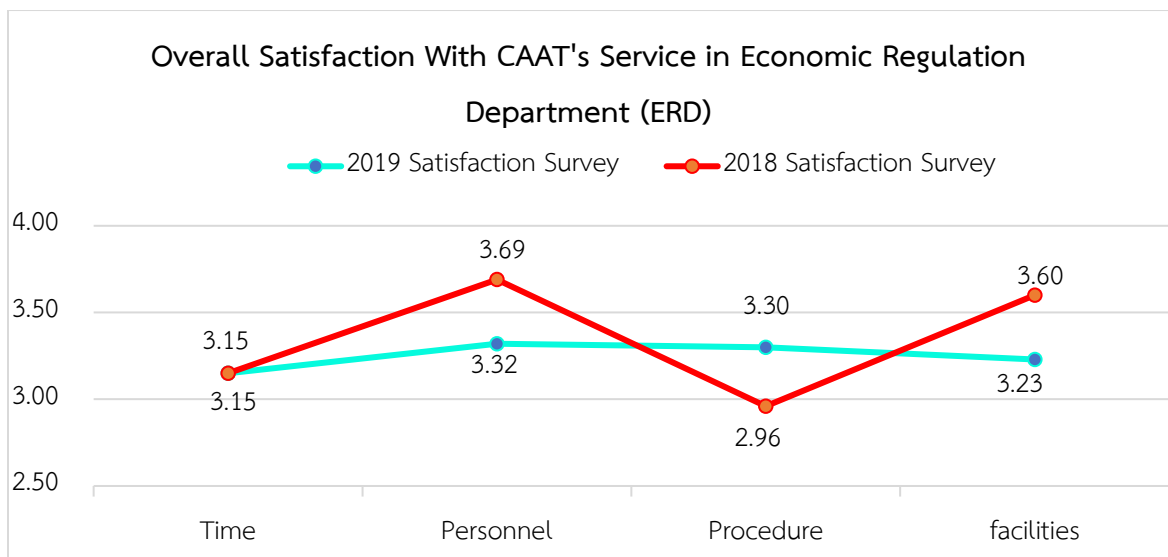
1. Time Frame, including prompt service and timeliness of service. In 2018, the average of overall satisfaction was found at 3.15 out of 5, or 62.9% and that was equal the average of overall satisfaction in 2019 that was also found at 3.15 out of 5, or 62.9%.

2. Service Personnel including readiness and politeness of service, smiling and courteousness, appearance ( dress, grooming, cleanliness) , fairness and lack of bias, Knowledgeability and skillfulness (explanation, clarification, advise), and transparency and honesty. The results showed that the average of respondents' satisfaction in 2018 was 3.69 out of 5, or 73.8% and that was higher than the average of respondents' satisfaction in 2019 that was 3.32 out of 5, or 66.4%.

3. Service Procedure including the procedure that is in accordance with the announcement and displaying, announcing to inform about the procedure and hours of operation. The results showed that the average of respondents' satisfaction in 2018 was 2.96 out of 5, or 59.1% and that was lower than the average of respondents' satisfaction in 2019 that was 3.30 out of 5, or 66.0%.

4. including cleanliness of CAAT service area, sufficiency Service Facilities of facilities such as seating, waiting room, bathroom, etc., service points that are appropriate and easy to access, advertisements, clear posting, symbols, and service point. The findings showed that the average of respondents' satisfaction in 2018 was 3.60 out of 5, or 72.0% and that was higher than the average of respondents' satisfaction in 2019 that was 3.23 out of 5, or 64.7%.

In the comparison of research findings between 2018 and 2019, the overall satisfaction of clients with CAAT's services in the department/group averaged 3.35 out of 5, or 66.9% and that was higher than their satisfaction in 2019 at 3.25 out of 5, or 65.0%.



## Appendix B

### Questionnaire

**The Civil Aviation Authority of Thailand (CAAT) Satisfaction Survey 2019 (For aviation industry employees)**

The survey has been designed in 4 sections to gather the following data :

1. General information, perception and experience with CAAT services
2. Satisfaction for CAAT's information, news, knowledge and innovation and recommendations
3. Expectation and Satisfaction of service, and recommendations
4. General data of respondent

**Section 1 : General Information, Perception and Experience with the service since January1, 2019 to present**

1. In the past 30 days, how often do you follow the news on the media?  
 1. Everyday/ Almost everyday       2. Someday       3. Not following in the past 30 days
2. In your opinion, what type of organization is CAAT?  
 1. Government       2. State Enterprises       3. Private Agency  
 4. Independent agency of the Thai government (Neither the government nor State Enterprise)

**Section 2 : Satisfaction for information, news, knowledge and innovation of CAAT since January1, 2019 to present**

1. From what sources did you get CAAT's information, news, knowledge and innovation? (Can select more than 1 answer)  
 1. Official website (www.caat.or.th)       2. Other website : Please specify URL.....  
 3. Facebook (CAAT.Thailand)       4. Line Group (CAAT in group)  
 5. Aviation and Innovation Technical Articles of CAAT       6. Video concerning aviation and Innovations  
 7. Infographic       8. CAAT Staff  
 9. Airlines Staff       10. Academic Conference, Seminar and Exhibition  
 11. TV       12. Printed media (Newspapers, magazines, journals, brochures)  
 13. Radio       14. Social Media (Facebook, Line, Twitter, Instagram, Youtube)  
 15. Others : Specify .....
2. From the answer(s) in question 1, please rank (1-3) the media sources that you would like to receive more information on CAAT  
Rank 1 ..... Rank 2 ..... Rank 3 .....
4. How satisfied are you with CAAT information, news, knowledge and innovation?  
If 5 = the most satisfactory, 4 = very satisfactory, 3 = neutral, 2 = less satisfactory, and 1 = the least satisfactory.

| Information, News, Knowledge and Innovation of CAAT | Satisfaction |   |   |   |   |
|---|--------------|---|---|---|---|
|   | 1            | 2 | 3 | 4 | 5 |
| 1. easily accessible                                |              |   |   |   |   |
| 2. Variety of the media channels                    |              |   |   |   |   |
| 3. Interesting information                          |              |   |   |   |   |
| 4. Easy to understand                               |              |   |   |   |   |
| 5. Interesting Infographic and easy to understand   |              |   |   |   |   |
| 6. Unbiased information                             |              |   |   |   |   |
| 7. Reliable Information with academic references    |              |   |   |   |   |
| 8. Reliable information                             |              |   |   |   |   |

| Information, News, Knowledge and Innovation of CAAT | Satisfaction |   |   |   |   |
|---|--------------|---|---|---|---|
|   | 1            | 2 | 3 | 4 | 5 |
| 9. Fast and accurate information                    |              |   |   |   |   |
| 10. Up-to-date information                          |              |   |   |   |   |
| 11. Useful information                              |              |   |   |   |   |
| 12. Others : Please specify .....                   |              |   |   |   |   |

5. Please rate overall satisfaction for CAAT's information, news, knowledge and innovation.

| Unsatisfactory |   |   | Satisfactory |   |   |   | Most Satisfactory |   |   |    |
|----------------|---|---|--------------|---|---|---|-------------------|---|---|----|
| 0              | 1 | 2 | 3            | 4 | 5 | 6 | 7                 | 8 | 9 | 10 |
|                |   |   |              |   |   |   |                   |   |   |    |

6. How would you recommend CAAT to improve information, news, knowledge and innovation?

- 1.....
- 2.....
- 3.....

7. Please select only one CAAT's department/group that you want to evaluate how satisfied you are.

- 1. Personnel Licensing Department (PEL)
- 2. Flight Operations Standards Department (OPS)
- 3. Airworthiness and Aircraft Engineering Department (AIR)
- 4. Quality Assurance Department (QAD)
- 5. Aviation Safety Management Department (SMD)
- 6. Aerodrome Standards Department (AGA)
- 7. Aviation Security and Facilitation Standards Department (SFD)
- 8. Air Navigation Services Standards Department (ANS)
- 9. Aeronautical Information Services Department (AIS)
- 10. Aeromedical Department (AMD)
- 11. Aviation Industry Promotion Department (APD)
- 12. Economic Regulation Department (ERD)
- 13. Airport Slot Allocation Group (SAG)
- 14. Legal Department (LEG)
- 15. Foreign Affairs Department (FAD)
- 16. Financial Accounting and Budgeting Department (FAB)
- 17. Corporate Resource Management Department (CRM)
- 18. Information and Communication Technology Department (ITD)
- 19. Board of Commissioners' Office Group (BCG)
- 20. Internal Audit Office (IAO)
- 21. CAAT Service Center, 3rd floor IT Square Lak-si

**Section 3 : Expectation and Satisfaction of Service from January1, 2019 to present**

1. Please rate both of expectation (on the left) and satisfaction (on the right) about the service of Department/Group that you have selected in question 2.

| No<br>Comment | Expectation |   |      |   |   | Service of Department/Group  | Satisfaction |   |      |   |   | No<br>Comment |
|---------------|-------------|---|------|---|---|--|--------------|---|------|---|---|---------------|
|               | Less        |   | Most |   |   |  | Less         |   | Most |   |   |               |
|               | 1           | 2 | 3    | 4 | 5 |  | 1            | 2 | 3    | 4 | 5 |               |
|               |             |   |      |   |   | ● Time Frame   |              |   |      |   |   |               |
|               |             |   |      |   |   | 1. Hospitality (greeting, friendliness)  |              |   |      |   |   |               |
|               |             |   |      |   |   | 2. Prompt service  |              |   |      |   |   |               |
|               |             |   |      |   |   | 3. Timeliness of service   |              |   |      |   |   |               |
|               |             |   |      |   |   | ● Service Personnel  |              |   |      |   |   |               |
|               |             |   |      |   |   | 4. Readiness and politeness of service   |              |   |      |   |   |               |
|               |             |   |      |   |   | 5. Smiling and courteous   |              |   |      |   |   |               |
|               |             |   |      |   |   | 6. Appearance(dress,grooming,cleanliness)  |              |   |      |   |   |               |
|               |             |   |      |   |   | 7. Knowledgeable and skillful<br>(explanation, clarification, advise)              |              |   |      |   |   |               |
|               |             |   |      |   |   | 8. Professionalism (international standards)                                       |              |   |      |   |   |               |
|               |             |   |      |   |   | 9. Accuracy (precision, correctness)   |              |   |      |   |   |               |
|               |             |   |      |   |   | 10. Fairness and Unbiased  |              |   |      |   |   |               |
|               |             |   |      |   |   | 11. Transparency and honesty   |              |   |      |   |   |               |
|               |             |   |      |   |   | 12. Consistency  |              |   |      |   |   |               |
|               |             |   |      |   |   | ● Service Procedure  |              |   |      |   |   |               |
|               |             |   |      |   |   | 13. Signing, announcing or informing about<br>the procedure and hours of operation |              |   |      |   |   |               |
|               |             |   |      |   |   | 14. The procedure is in accordance with the<br>announcement                        |              |   |      |   |   |               |
|               |             |   |      |   |   | ● Service Facilities   |              |   |      |   |   |               |
|               |             |   |      |   |   | 15. Clear posting, symbol, and service point                                       |              |   |      |   |   |               |
|               |             |   |      |   |   | 16. Service points are appropriate and easy<br>to access                           |              |   |      |   |   |               |
|               |             |   |      |   |   | 17. Sufficiency of facilities such as seating,<br>waiting room, bathroom etc.      |              |   |      |   |   |               |
|               |             |   |      |   |   | 18. Cleanliness of CAAT service area   |              |   |      |   |   |               |
|               |             |   |      |   |   | ● Overall  |              |   |      |   |   |               |
|               |             |   |      |   |   | 19. Overall services   |              |   |      |   |   |               |

2. Please rate the overall satisfaction for the service of department/group that you selected in question 2.

| Unsatisfactory |   |   | Satisfactory |   |   |   |   | Most Satisfactory |   |    |
|----------------|---|---|--------------|---|---|---|---|-------------------|---|----|
| 0              | 1 | 2 | 3            | 4 | 5 | 6 | 7 | 8                 | 9 | 10 |
|                |   |   |              |   |   |   |   |                   |   |    |



3. How do you recommend CAAT to improve the service in the department/group that you selected?

- 1.....  
 2.....  
 3.....

4. Please rate both of your expectation (on the left) and satisfaction (on the right) about CAAT services as presented below.

| No<br>Comment | Expectation |   |      |   |   | CAAT Services  | Satisfaction |   |      |   |   | No<br>Comment |
|---------------|-------------|---|------|---|---|--|--------------|---|------|---|---|---------------|
|               | Less        |   | Most |   |   |  | Less         |   | Most |   |   |               |
|               | 1           | 2 | 3    | 4 | 5 |  | 1            | 2 | 3    | 4 | 5 |               |
|               |             |   |      |   |   | 1. Services are under the vision of "Standard toward Sustainability".  |              |   |      |   |   |               |
|               |             |   |      |   |   | 2. To promote and develop efficient and sustainable civil aviation activities.                               |              |   |      |   |   |               |
|               |             |   |      |   |   | 3. To maintain and improve equitable and international standard regulatory system.                           |              |   |      |   |   |               |
|               |             |   |      |   |   | 4. To continuously monitor and implement standards and recommended practices of international organizations. |              |   |      |   |   |               |
|               |             |   |      |   |   | 5. To continuously develop the organization, its personnel and the supporting system.                        |              |   |      |   |   |               |
|               |             |   |      |   |   | 6. Overall CAAT transparency and good governance.  |              |   |      |   |   |               |

5. Please rate the overall satisfaction for CAAT services

| Unsatisfactory |   |   | Moderate Satisfactory |   |   |   | Most Satisfactory |   |   |    |
|----------------|---|---|-----------------------|---|---|---|-------------------|---|---|----|
| 0              | 1 | 2 | 3                     | 4 | 5 | 6 | 7                 | 8 | 9 | 10 |

6. How would you recommend CAAT to improve our service ?

- 1.....  
 2.....  
 3.....

7. Please compare the corporate image of CAAT this year (2019) with last year (2018). How would you rate the overall corporate image of CAAT for 2019?

- [ ] 1. Better than 2018 [ ] 2. Same/Not Different  
 [ ] 3. Worse than 2018 : Please Specify..... [ ] 4. No Comment

8. After using CAAT service(s), which service(s) would you want to recommend? (Can answer more than one)

- [ ] 1. Easily access information and systematic [ ] 2. Up-to-date information  
 [ ] 3. Enough officers who serve clients [ ] 4. Red tape reduction in services such as registration for Drone  
 [ ] 5. Clearly identify a service schedule and its process [ ] 6. Easy-to-understand information  
 [ ] 7. Accuracy of documentation for clients' petition  
 [ ] 8. Timeliness of services and prompt response to clients  
 [ ] 9. Surveillance procedure and validation of CAAT operations in electronics [ ] 10. Others,.....

**Section 4 : Respondent Profile**

1. Gender       1. Male       2. Female
2. Age ..... Years
3. What is the highest level of education you have completed?
1. Less than Grade 5                       2. Grade 5 -7 or equal                       3. Grade 8 or equal
4. High School                       5. Certificate, but lower than Bachelor's Degree       6. Bachelor's
7. Master's Degree or equal       8. Doctoral Degree or equal
4. Which occupational category best describes your employment?
1. Government sector / State Enterprise sector                       2. Business sector
3. Small business / Entrepreneur                       4. Freelance
5. Housewife/Retired                       6. Student
7. Farmer                       8. Others: Specify .....
5. Which occupation in the aviation industry are you involved?
1. Airlines                       2. Airport Operation, Cargo and Ground Handling
3. Aeronautical Radio                       4. Flight Training School                       5. Repair Station
6. Aerospace Design and Development                       7. Aerospace Manufacturing and Assembly
8. Not involved with above occupations (Skip to question 9)
6. How many years have you been actively involved in aviation? ..... (Years)
7. Which role best describes your involvement in aviation?
1. Aircraft Pilot
2. Aircrew
3. Airport Operations Crew / Groundcrew / Customer Service พนักงานต้อนรับภาคพื้น
4. Technical Service Engineer วิศวกรซ่อมบำรุงอากาศยาน
5. Repair Technician ช่างซ่อมบำรุง
6. Maintenance Supervisor นายช่างประจำอากาศยาน
7. Flight instructor ครูการบิน
8. Airline Ground Support Equipment Operator พนักงานฝ่ายบริการลานจอดและอุปกรณ์ภาคพื้น
9. Airline Food Service พนักงานฝ่ายครัวการบิน
10. Cargo Officer พนักงานฝ่ายการพาณิชย์สินค้าและไปรษณีย์ภัณฑ์ (Cargo)
11. Air Traffic Operation
12. Flight Dispatcher
13. Others : Specific .....
8. What is your position?
1. Top Management                       2. Middle Management                       3. Supervisor                       4. Staff
9. Current Address
1. Bangkok, Thailand District.....                       2. Province .....
- Name-Last name..... Telephone Number .....

Thank you for your kind cooperation

**The Civil Aviation Authority of Thailand (CAAT) Satisfaction Survey 2019 (For public)**

The survey has been designed in 4 sections to gather the following data :

1. General information, perception and experience with CAAT services
2. Satisfaction for CAAT's information, news, knowledge and innovation and recommendations
3. Expectation and Satisfaction of service, and recommendations
4. General data of respondent

**Section 1 : General Information, Perception and Experience with the service since January1, 2018 to present**

1. In the past 30 days, how often do you follow the news on the media?  
 1. Everyday/ Almost everyday       2. Someday       3. Not following in the past 30 days
2. In your opinion, what type of organization is CAAT?  
 1. Government       2. State Enterprises       3. Private Agency  
 4. Independent agency of the Thai government (Neither the government nor State Enterprise)

**Section 2 : Satisfaction for information, news, knowledge and innovation of CAAT since January1, 2019 to present**

1. From what sources did you get CAAT's information, news, knowledge and innovation? (Can select more than 1 answer)  
 1. Official website (www.caat.or.th)       2. Other website : Please specify URL.....  
 3. Facebook (CAAT.Thailand)       4. Line Group (CAAT in group)  
 5. Aviation and Innovation Technical Articles of CAAT       6. Video concerning aviation and Innovations  
 7. Infographic       8. CAAT Staff  
 9. Airlines Staff       10. Academic Conference, Seminar and Exhibition  
 11. TV       12. Printed media (Newspapers, magazines, journals, brochures)  
 13. Radio       14. Social Media (Facebook, Line, Twitter, Instagram, Youtube)  
 15. Others : Specify .....

2. From the answer(s) in question 1, please rank (1-3) the media sources that you would like to receive more information on CAAT  
Rank 1 ..... Rank 2 ..... Rank 3 .....

3. How satisfied are you with CAAT information, news, knowledge and innovation?

If 5 = the most satisfactory, 4 = very satisfactory, 3 = neutral, 2 = less satisfactory, and 1 = the least satisfactory.

| Satisfaction with CAAT Information, News, Knowledge and Innovation | Levels of Satisfaction |   |   |   |   |
|--|------------------------|---|---|---|---|
|  | 5                      | 4 | 3 | 2 | 1 |
| 1. easily accessible   |                        |   |   |   |   |
| 2. Variety of the media channels                                   |                        |   |   |   |   |
| 3. Interesting information   |                        |   |   |   |   |
| 4. Easy to understand  |                        |   |   |   |   |
| 5. Interesting Infographic and easy to understand                  |                        |   |   |   |   |
| 6. Unbiased information  |                        |   |   |   |   |
| 7. Reliable Information with academic references                   |                        |   |   |   |   |
| 8. Reliable information  |                        |   |   |   |   |

| Satisfaction with CAAT Information, News, Knowledge and Innovation | Levels of Satisfaction |   |   |   |   |
|--|------------------------|---|---|---|---|
|  | 5                      | 4 | 3 | 2 | 1 |
| 9. Fast and accurate information                                   |                        |   |   |   |   |
| 10. Up-to-date information   |                        |   |   |   |   |
| 11. Useful information   |                        |   |   |   |   |
| 12. Others : Please specify .....                                  |                        |   |   |   |   |

4. Please rate overall satisfaction for CAAT's information, news, knowledge and innovation.

| Unsatisfactory |   |   | Satisfactory |   |   |   | Most Satisfactory |   |   |    |
|----------------|---|---|--------------|---|---|---|-------------------|---|---|----|
| 0              | 1 | 2 | 3            | 4 | 5 | 6 | 7                 | 8 | 9 | 10 |
|                |   |   |              |   |   |   |                   |   |   |    |

5. How would you recommend CAAT to improve information, news, knowledge and innovation?

- 1.....
- 2.....
- 3.....

6. Please tell us which service you have ever mostly used it, and you want to evaluate how satisfied you are with the service.

You can answer only one.

- 1. Passenger rights or complaints, such as delayed flights, flight cancellation / Economic Regulation Department (ERD)
- 2. Registration for Drone or Drone licensure / Economic Regulation Department (ERD)
- 3. Environmental Complaints such as noise pollution / Aerodrome Standards Department (AGA)
- 4. Official authorization of construction permits, landscaping permits/ Aerodrome Standards Department (AGA)
- 5. Official authorization permits for special events such as floating lanterns / Aeronautical Information Services Department (AIS)
- 6. CAAT Service Center, 3rd floor IT Square Lak-si
- 7. Others : Please specify..... Department .....
- 8. Never used the services (Please skip to section 4)

**Section 3 : Expectation and Satisfaction of Service from January1, 2019 to present**

1. Please rate both of expectation (on the left) and satisfaction (on the right) about the service of Department/Group that you have selected in question 2.

| No<br>Comment | Expectation |   |      |   |   | Service of Department/Group             | Satisfaction |   |      |   |   | No<br>Comment |
|---------------|-------------|---|------|---|---|---|--------------|---|------|---|---|---------------|
|               | Less        |   | Most |   |   |   | Less         |   | Most |   |   |               |
|               | 1           | 2 | 3    | 4 | 5 |   | 1            | 2 | 3    | 4 | 5 |               |
|               |             |   |      |   |   | • Time Frame                            |              |   |      |   |   |               |
|               |             |   |      |   |   | 1. Hospitality (greeting, friendliness) |              |   |      |   |   |               |
|               |             |   |      |   |   | 2. Prompt service                       |              |   |      |   |   |               |
|               |             |   |      |   |   | 3. Timeliness of service                |              |   |      |   |   |               |
|               |             |   |      |   |   | • Service Personnel                     |              |   |      |   |   |               |
|               |             |   |      |   |   | 4. Readiness and politeness of service  |              |   |      |   |   |               |

| No<br>Comment | Expectation |   |   |      |   | Service of Department/Group  | Satisfaction |   |   |      |   | No<br>Comment |
|---------------|-------------|---|---|------|---|--|--------------|---|---|------|---|---------------|
|               | Less        |   |   | Most |   |  | Less         |   |   | Most |   |               |
|               | 1           | 2 | 3 | 4    | 5 |  | 1            | 2 | 3 | 4    | 5 |               |
|               |             |   |   |      |   | 5. Smiling and courteous   |              |   |   |      |   |               |
|               |             |   |   |      |   | 6. Appearance(dress, grooming,cleanliness)   |              |   |   |      |   |               |
|               |             |   |   |      |   | 7. Knowledgeable and skillful<br>(explanation, clarification, advise)              |              |   |   |      |   |               |
|               |             |   |   |      |   | 8. Professionalism(international standards)  |              |   |   |      |   |               |
|               |             |   |   |      |   | 9. Accuracy (precision, correctness)   |              |   |   |      |   |               |
|               |             |   |   |      |   | 10.Fairness and Unbiased   |              |   |   |      |   |               |
|               |             |   |   |      |   | 11.Transparency and honesty  |              |   |   |      |   |               |
|               |             |   |   |      |   | 12. Consistency  |              |   |   |      |   |               |
|               |             |   |   |      |   | • Service Procedure  |              |   |   |      |   |               |
|               |             |   |   |      |   | 13. Signing, announcing or informing about<br>the procedure and hours of operation |              |   |   |      |   |               |
|               |             |   |   |      |   | 14.The procedure is in accordance with the<br>announcement                         |              |   |   |      |   |               |
|               |             |   |   |      |   | • Service Facilities   |              |   |   |      |   |               |
|               |             |   |   |      |   | 15. Clear posting, symbol, and service point                                       |              |   |   |      |   |               |
|               |             |   |   |      |   | 16. Service points are appropriate and easy to<br>access                           |              |   |   |      |   |               |
|               |             |   |   |      |   | 17. Sufficiency of facilities such as seating,<br>waiting room, bathroom etc.      |              |   |   |      |   |               |
|               |             |   |   |      |   | 18. Cleanliness of CAAT service area   |              |   |   |      |   |               |
|               |             |   |   |      |   | • Overall  |              |   |   |      |   |               |
|               |             |   |   |      |   | 19. Overall Services   |              |   |   |      |   |               |

2. Please rate the overall satisfaction for the service of department/group that you selected in question 2.

| Unsatisfactory |   |   | Satisfactory |   |   |   | Most Satisfactory |   |   |    |
|----------------|---|---|--------------|---|---|---|-------------------|---|---|----|
| 0              | 1 | 2 | 3            | 4 | 5 | 6 | 7                 | 8 | 9 | 10 |

3. How do you recommend CAAT to improve the service in the department/group that you selected?

- 1.....
- 2.....
- 3.....

4. Please rate both of your expectation (on the left) and satisfaction (on the right) about CAAT services as presented below.

| No<br>Comment | Expectation |   |      |   |   | CAAT Services  | Satisfaction |   |      |   |   | No<br>Comment |
|---------------|-------------|---|------|---|---|--|--------------|---|------|---|---|---------------|
|               | Least       |   | Most |   |   |  | Least        |   | Most |   |   |               |
|               | 1           | 2 | 3    | 4 | 5 |  | 1            | 2 | 3    | 4 | 5 |               |
|               |             |   |      |   |   | 1. Services are under the vision of "Standard toward Sustainability".  |              |   |      |   |   |               |
|               |             |   |      |   |   | 2. To promote and develop efficient and sustainable civil aviation activities.                               |              |   |      |   |   |               |
|               |             |   |      |   |   | 3. To maintain and improve equitable and international standard regulatory system.                           |              |   |      |   |   |               |
|               |             |   |      |   |   | 4. To continuously monitor and implement standards and recommended practices of international organizations. |              |   |      |   |   |               |
|               |             |   |      |   |   | 5. To continuously develop the organization, its personnel and the supporting system.                        |              |   |      |   |   |               |
|               |             |   |      |   |   | 6. Overall CAAT transparency and good governance.  |              |   |      |   |   |               |

5. Please rate the overall satisfaction for CAAT services

| Unsatisfactory |   |   | Moderate Satisfactory |   |   |   | Most Satisfactory |   |   |    |
|----------------|---|---|-----------------------|---|---|---|-------------------|---|---|----|
| 0              | 1 | 2 | 3                     | 4 | 5 | 6 | 7                 | 8 | 9 | 10 |
|                |   |   |                       |   |   |   |                   |   |   |    |

6. How would you recommend CAAT to improve our service ?

- 1.....
- 2.....
- 3.....

7. Please compare the corporate image of CAAT this year (2019) with last year (2018). How would you rate the overall corporate image of CAAT for 2019?

- 1. Better than 2018
- 2. Same/Not Different
- 3. Worse than 2018 : Please Specify.....
- 4. No Comment

8. After using CAAT service(s), which service(s) would you want to recommend? (Can answer more than one)

- 1. Easily access information and systematic
- 2. Up-to-date information
- 3. Enough officers who serve clients
- 4. Red tape reduction in services such as registration for Drone
- 5. Clearly identify a service schedule and its process
- 6. Easy-to-understand information
- 7. Accuracy of documentation for clients' petition
- 8. Timeliness of services and prompt response to clients
- 9. Surveillance procedure and validation of CAAT operations in electronics
- 10. Others,.....

#### Section 4 : Respondent Profile

1. Gender  1. Male  2. Female
2. Age ..... Years
3. What is the highest level of education you have completed?  
 1. Less than Grade 5  2. Grade 5 -7 or equal  3. Grade 8 or equal  
 4. High School  5. Certificate, but lower than Bachelor's Degree  6. Bachelor's  
 7. Master's Degree or equal  8. Doctoral Degree or equal
4. Which occupational category best describes your employment?  
 1. Government sector / State Enterprise sector  2. Business sector  
 3. Small business / Entrepreneur  4. Freelance  
 5. Housewife/Retired  6. Student  
 7. Farmer  8. Others: Specify .....
5. Which occupation in the aviation industry are you involved?  
 1. Airlines  2. Airport Operation, Cargo and Ground Handling  
 3. Aeronautical Radio  4. Flight Training School  5. Repair Station  
 6. Aerospace Design and Development  
 7. Aerospace Manufacturing and Assembly  
 8. Not involved with above occupations (Skip to question 9)
6. How many years have you been actively involved in aviation? ..... (Years)
7. Which role best describes your involvement in aviation?  
 1. Aircraft Pilot  
 2. Aircrew  
 3. Airport Operations Crew / Groundcrew / Customer Service พนักงานต้อนรับภาคพื้น  
 4. Technical Service Engineer วิศวกรซ่อมบำรุงอากาศยาน  
 5. Repair Technician ช่างซ่อมบำรุง  
 6. Maintenance Supervisor นายช่างประจำอากาศยาน  
 7. Flight instructor ครูการบิน  
 8. Airline Ground Support Equipment Operator พนักงานฝ่ายบริการลานจอดและอุปกรณ์ภาคพื้น  
 9. Airline Food Service พนักงานฝ่ายครัวการบิน  
 10. Cargo Officer พนักงานฝ่ายการพาณิชย์สินค้าและไปรษณีย์ภัณฑ์ (Cargo)  
 11. Air Traffic Operation  
 12. Flight Dispatcher  
 13. Others : Specific .....
8. What is your position?  
 1. Top Management  2. Middle Management  3. Supervisor  4. Staff
9. Current Address  
 1. Bangkok, Thailand District.....  
 2. Province .....
- Name-Last name..... Telephone Number .....

Thank you for your kind cooperation

Appendix C  
Illustration of collecting surveys



Gathering information from the general public

