

Final Report

The Study of Satisfaction Survey on CAAT Operations, Services and Information, News, Knowledge, and Innovation in the Year 2020



Prepared for

The Civil Aviation Authority of Thailand

(CAAT)

Prepared by

CSN RESEARCH LTD.



Preface

In 2020, The Civil Aviation Authority of Thailand (CAAT) appointed CSN Research Co. Ltd to conduct a satisfaction survey attributable to CAAT's operations, services and information dissemination, news, knowledge, and innovation. CAAT will use findings from this study to improve and enhance CAAT's quality services to achieve the CAAT's corporate mission. The satisfaction survey comprises of 2 parts; part 1 is the quantitative study obtained from the general population and Aviation Industry Entrepreneur; the information relates to the perception, their past experiences, their satisfaction level towards the info, news knowledge, and innovation towards CAAT's operations. During the study survey conducted, the interviewer asked the interviewee about their expectations/ satisfaction in services, CAAT's role, and comparison of the CAAT's Brand Image.

Part 2 contains an analysis of in-depth interviews among the aviation industry entrepreneur (Qualitative research) by covering the needs and expectation for service, customer supporting and operation, the assessing awareness and understanding of the vision and mission, the strategy, the role of the officers in guiding and governing to reflect the corporate values, the effectiveness of communication channels of that convey the visions, values, and relevant action plans including problems and obstacles in building a relationship or interdepartmental communication within CAAT.

CSN RESEARCH Ltd. sincerely wishes that a study of satisfaction survey on CAAT operations, services and information, news, knowledge, and innovation in the Year 2020 will benefit all relevant sectors to improve the operational and service process, by carrying the results forward to achieve the objectives.

CSN RESEARCH LTD.,
15 December 2020

Content

	Page
Executive Summary	A
Chapter 1 Introduction	1
1.1 Introduction	1
1.2 Objectives	2
1.3 Expected Outcomes	2
1.4 Action Plan	2
1.5 Definition	8
Chapter 2 Research Methodology	10
2.1 Research Design and Procedures	10
2.2 Population and Samples	15
2.3 Determining of Sample Distributions	15
2.4 Survey Methodology	17
2.5 Data Collection	20
2.6 Quality Control	21
2.7 Analysis and Statistics	22
Chapter 3 Results and Discussion	25
3.1 Investigation of Proficiency of Survey Tools	25
3.2 Results of the Study of General Public and Aviation Industry Entrepreneurs	26
3.2.1 Perception and Experience for Following Information	26
3.2.2 Experience and Satisfaction affecting CAAT's Information dissemination, News, The body of Knowledge and Innovation	31
3.2.3 Expectation and Satisfactions affecting CAAT's service and Recommendations	46
3.2.4 Role and CAAT's Service Image and Recommendation	77
3.2.5 Comparison of the Current Image of CAAT	103
3.2.6 General or Demographic Information	112

Content (cont.)

	Page
Chapter 3 Results and Discussion (cont.)	
3.3 Results of In-Depth Interview Analysis of Aviation Industry Entrepreneurs	121
3.3.1 Expectation and Needs affecting Services, Customer Supporting and Operations	121
3.3.2 Evaluation of Perception and Awareness toward Vision and Mission, Roles and Strategic, CAAT Officers' Behavior reflected Core Values Procedures	129
3.3.3 Evaluate the Effectiveness of Relevant Channels for Communication of Visions, Core Values, Strategies and Operations.	141
3.3.4 Problems / Obstacles in Enhance The Relationship or Communicate with CAAT and Recommendation for Improvement	145
Chapter 4 Conclusion and Recommendation	149
Appendix	163
Appendix A Survey Questionnaire for Study Satisfaction Survey on CAAT's Operations, Services and Information, News, Knowledge, and Innovation in the Year 2020 (General Public)	164
Appendix B Survey Questionnaire for Study Satisfaction Survey on CAAT Operations, Services and Information, News, Knowledge, and Innovation in the Year 2020 (Aviation Industry)	165
Appendix C In-Depth Interview Discussion Guide for Aviation Entrepreneur	166
Appendix D Results of Satisfaction Affecting CAAT service Classified by Relevant Departments	167

Table Content

		Page
Table		
1	Action Plan	6
2	Action Plan (cont.)	7
3	Overview of Research Methodology	11
4	Overview of Research Methodology (cont.)	12
5	Overview of Research Methodology (cont.)	13
6	Research Approach	18
7	Overview of Questionnaire Structure for Public and Aviation Industry Segments	19
8	Criteria for Interpreting the Average scored and Percentage scored	23
9	Interpreting of Correlation Coefficient value	24
10	Result of Reliability Testing with Cronbach's Alpha	25
11	Frequency of Following News and Information through Media Channels	27
12	Media Channel to Following the News and Information	28
13	Main Media Channel to Track the News and Information	29
14	Perception of CAAT's Organizational Characteristics	30
15	Experience in Obtaining CAAT Information, News, Body of Knowledge, and Innovation	32
16	Media Channel Requirement for Receiving CAAT's Information, News, Knowledge, and Innovation	34
17	Overall Satisfaction toward the Publicizing of CAAT's Information	35
18	Satisfaction toward Publicizing of CAAT's Information, News, Knowledge and Innovation	36
19	Factors affecting the Overall Satisfaction Levels of CAAT's Information Dissemination	38

Table Content (cont.)

	Page
Table	
20	Strength and Weakness Analysis of The CAAT’s Information Dissemination, News, Knowledge, and Innovation 40
21	Strength and Weakness Analysis of General Public to the CAAT’s Information dissemination, News, Knowledge, and Innovation. 41
22	Strength and Weakness Analysis of Aviation Industry to the CAAT’s Information dissemination, News, Knowledge, and Innovation 44
23	Recommendation to Improving the Publicizing of CAAT’s Information, News, Knowledge and Innovation 45
24	Services Usage in the CAAT’s Departments by General Public 46
25	Services Usage in the CAAT’s Departments of Aviation Industry 48
26	Overall Satisfactions Affecting CAAT’s Service Operations 51
27	Expectation and Satisfactions Affecting the Use of CAAT’s Service on Each Issue 52
28	Expectation and Satisfactions Affecting the Use of CAAT’s Service on Each Issue (cont.) 53
29	Expectation and Satisfactions Affecting the Use of CAAT’s Service on Each Issue (cont.) 54
30	Factors Affected toward the Overall Satisfaction of CAAT Service 57
31	Factors Affected toward the Overall Satisfaction of CAAT Service (cont.) 58
32	Strength and Weakness Analysis of Overview CAAT Service 62
33	Strength and Weakness Analysis of CAAT Service in General Public 65
34	Strength and Weakness Analysis of CAAT Service in Aviation Industry 68

Table Content (cont.)

Table			Page
35	Recommendation to Improving CAAT Service		70
36	Recommendation to Improving CAAT Service (cont.)		71
37	Impression Issues from Experience for CAAT Service Usage in General Public's Perspective.		72
38	Impression Issues from Experience for CAAT Service Usage in Aviation Public's Perspective		73
39	Dissatisfaction Issues from CAAT Service Experiences in General Public's Perspective.		74
40	Dissatisfaction Issues from CAAT Service Experiences in Aviation Public's Perspective.		75
41	Perceiving the Role and Service Operation of CAAT		78
42	Overall Satisfaction toward Role and Service Operation of CAAT		79
43	Factors affected toward the Overall Satisfaction Levels for Role and Service Operation of CAAT		81
44	Strength and Weakness Analysis Affecting CAAT's Role and Service Operations		83
45	Strength and Weakness Analysis of the Perceiving Role and Service Operation of CAAT in General Public		85
46	Strength and Weakness Analysis of the Perceiving Role and Service Operation of CAAT in Aviation Industry		87
47	Recommendation to Improve CAAT's Operation and Service		89
48	Expression of CAAT Officers' Behavior for Service		91
49	Factors affecting Behavioral Expression of CAAT's Services Officer		93
50	Strength and Weakness Analysis of Behavioral Expression of CAAT's Services Officer		96
51	Strength and Weakness Analysis of the Expression of CAAT Officers' Behavior for Service in General Public		99

Table Content (cont.)

		Page
Table		
52	Strength and Weakness Analysis of the Expression of CAAT Officers' Behavior for Service in Aviation Industry	102
53	The Current image of CAAT in Comparison	103
54	Reasons for the Better Image of CAAT in comparison to the year 2019 from General Public	104
55	Reasons for the Current Image of CAAT that is better than in 2019 by Aviation Industry	105
56	Reasons for the current image of CAAT that have not change from 2019 in General Public	107
57	Reasons for the current image of CAAT that have not change from 2019 in Aviation Industry	108
58	Reasons for the CAAT's current image of CAAT worsen than in 2019 by General Public	109
59	Reasons for the CAAT's current image of CAAT worsen than in 2019 by Aviation Industry	110
60	Overall suggestions for improvement	111
61	General or Demographic Information	113
62	General or Demographic Information (cont.)	114
63	General or Demographic Information (cont.)	115
64	General or Demographic Information (cont.)	116
65	General or Demographic Information (cont.)	117
66	General or Demographic Information (cont.)	118
67	General or Demographic Information (cont.)	119
68	General or Demographic Information (cont.)	120
69	Priority of Expectation	122
70	Priority of Expectation (cont.)	123
71	Priority of Expectation (cont.)	124

Table Content (cont.)

		Page
Table		
72	Priority of Expectation (cont.)	125
73	Priority of Needs	126
74	Priority of Needs (cont.)	127
75	Priority of Needs (cont.)	128
76	Perception toward CAAT's Vision and Mission	132
77	Perception toward CAAT's Roles and Strategic	136
78	Perception toward Behavior of CAAT Officers to Core Values Procedures.	140
79	Frequency of Coordination with CAAT	141
 Table Appendix		
D1	Satisfactions toward CAAT Service Classified by Departments of General Public	168
D2	Satisfactions toward CAAT Service Classified by Departments of General Public (cont.)	169
D3	Satisfactions toward CAAT Service Classified by Departments of General Public (cont.)	170
D4	Overall Satisfactions toward CAAT Service Classified by Departments of General Public	171
D5	Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Average)	172
D6	Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Average) (cont.)	173
D7	Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Average) (cont.)	174
D8	Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Percentage)	175

Table Content (cont.)

Table		Page
Table Appendix		
D9	Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Percentage) (cont.)	176
D10	Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Percentage) (cont.)	177
D11	Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (%T2B)	178
D12	Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (%T2B) (cont.)	179
D13	Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (%T2B) (cont.)	180
D14	Overall Satisfactions toward CAAT Service Classified by Departments of Aviation Industry	181

Figure Content

		Page
Figure		
1	Action Plan	5
2	Krejcie & Morgan's calculation formula	16
3	Strategic Performance Matrix Analysis	24
4	Strength and Weakness Analysis of the CAAT's Information dissemination, News, Knowledge, and Innovation	40
5	Strength and Weakness Analysis of General Public to the CAAT's Information dissemination, News, Knowledge, and Innovation	41
6	Strength and Weakness Analysis of Aviation Industry to the CAAT's Information dissemination, News, Knowledge, and Innovation	43
7	Strength and Weakness Analysis of Overview CAAT Service	61
8	Strength and Weakness Analysis of CAAT Service in General Public	64
9	Strength and Weakness Analysis of CAAT Service in Aviation Industry	67
10	Strength and Weakness Analysis Affecting CAAT's Role and Service Operations	83
11	Strength and Weakness Analysis of the Perceiving Role and Service Operation of CAAT in General Public	85
12	Strength and Weakness Analysis of the Perceiving Role and Service Operation of CAAT in Aviation Industry	87
13	Strength and Weakness Analysis of Behavioral Expression of CAAT's Services Officer	95
14	Strength and Weakness Analysis of Behavioral Expression of CAAT's Services Officer in General Public	98

Figure Content (cont.)

		Page
Figure		
15	Strength and Weakness Analysis of the Expression of CAAT Officers' Behavior for Service in Aviation Industry	101
16	Experience of Receiving Information from CAAT's Channels of Aviation Industry Entrepreneurs	142
17	Aviation Industry Entrepreneurs' Needs toward CAAT Disseminate Information through CAAT's Channels	143

Executive Summary

The Study of Satisfaction Survey on CAAT Operations, Services and Information, News, Knowledge, and Innovation in the Year 2020 had two main dimensions to explore as the general public and the aviation industry's survey, the total was 1,305 samples. This study needs to evaluate and perceive the satisfaction toward CAAT of operations, service, Information, News, Knowledge, and innovation to further develop and enhance quality. Furthermore, this research still had additional information from the In-depth Interview. The aims are to help broaden the understanding of quantitative research studies and find ways to respond to the needs and expectations of the targeted aviation industry in the future. In the in-depth interview, 16 persons represented each of the segments; 9 persons from the Airlines, 2 persons from the Airport Operation, 2 persons from Flight Training School, and 3 persons from the Repairing Center. In each dimension, the results can be summarized as follows.

The satisfaction toward publicizing CAAT's information, news, knowledge, and innovation was at a high satisfying level in the overview (by having the average overall satisfaction scored 3.59, 71.8%). The general public's overall satisfaction was at a high satisfying level (average scored 3.70 or 74.7%). The aviation industry's overall satisfaction was at a moderate level (average scored 3.40 or 67.1%), which is lower than General public. The factor attributable to the high satisfaction level was the providing correct and accurate information, whereby the publicizing information thoroughly via a variety of the media channels received the lowest score of the satisfaction. Meanwhile, the practicality in bringing forward such information with relevancy to the current situations was the main factor influencing overall satisfaction. Nevertheless, it expects CAAT to improve the most as a priority.

The survey of overall awareness of the role of the overall work process and services of the CAAT is at a high level. (average scored 3.87, 77.4%) Overall perceptions of both groups are also very high. The general public is more aware of the overall perception. (general public, average scored 3.70, 74%, and Aviation Industry, average scored 3.50, 60%). The work transparency in accordance with good governance principles and continuous monitoring and compliance with international organizations' standards and recommendations are the most perceived factors. However, reducing the number of the procedures and unnecessary documents format and developing a monitoring system to track the process electronically to reduce the use of paper documents are somewhat the issues that require process improvement by CAAT the most.

The overview perspective of the perception level affecting the role and service operation of CAAT was at a high perception level (average scored 3.62, 72.4%). Both target segments have high score of the perception level; The general public slightly have higher average score compare to aviation industry (General public average scored 3.70, 74%, Aviation Industry average score 3.5, 70%). The transparency and good governance, including Continuously monitor and comply with international organization's standards and guidelines are the most perceived issues. In this regard, the development of organizations, personnel, support systems, continuous support is an important factor that influences the overall satisfaction level of the sample. However, reducing the number of unnecessary steps and document formats. And developing the electronic system to monitor and following up the workflow as to reduce the paper submission is the issue that CAAT shall improve their service and process the most.

The survey of CAATs' behavioral expression of the services received is at a high level (average score, 7.46, 74.6%) overall. The general public rated a higher score compared to the Aviation Industry Entrepreneur (General Public average score 8.61, 86.1%, Aviation Industry average score 7.02, 70.2%). The most favorable behavioral expression is that the CAAT's officer maintains confidential information strictly without violation. However, the CAAT has not yet shown their understanding toward the user's requests or showing that they are trying to solve the problem even if beyond their responsibility. These 2 factors are the respondents' expected CAAT to improve, evident by received the lowest score. Meanwhile, performing according to the standard procedures and precautions without discrimination was an essential factor influencing the expression level.

In this regard, the consultant presented factors affecting the overall satisfaction for finding the service's strengths and weaknesses. Each service issue has a goal of developing and more challenging. There are points to consider in each of the following.

1. Publicizing CAAT's information, news, knowledge, and innovation found that presenting reliable, accurate, and up-to-date information and consistent with current situations could be useful. Moreover, publishing, academic referenced information was the strength that CAAT should maintain. At the same time, the focus should be on providing information in an easy-to-understand format and communicating information quickly and timely so that it can be utile nowadays. However, CAAT shall emphasis on the process or procedure to reach more users. In terms of media applications or presentation channels that are more responsive, such as pushing to present in infographic form, providing content that is more attractive and appealing to readers, or focusing on more diverse channels (online media) etc.
2. CAAT services operation, the consultant recommends CAAT to improve the queue system to be more convenient and prompter in the process's speed. The services shall be according to the declared timeline and process with suitability to the

operation hours. The clarity of posting the sign shall have a proper display, including the service point symbol. CAAT should ensure enough services facilities such as seating in the waiting area or restroom. While operating policies, especially etiquette, expressed willingness and availability of services, Fair service, transparency, professionalism and international standards, suitability for dress and cleanliness within the property is something that the CAAT should maintain their standards.

3. For the overview of CAAT's roles and service operations, we found that the CAAT has done well in maintaining and developing a fair and internationally standard governance system, including the continuation development of people, organization, and support system. In this regard, CAAT shall continuously monitor and comply with international organization's standards and guidelines. Having an overview of transparency in the work of good governance while promoting and developing civil aviation business effectively and sustainably, it is important to make urgent improvements to increase awareness for the public. More importantly CAAT should see the value of improving the service under the vision of " Standard toward Sustainability" or to find a way to communicate to the users to be informed and impressed.
4. For the expression in CAAT officers' behavior for service found that CAAT has done well and be their strength are strictly maintaining the standard in their operation with no discrimination. The issue that CAAT shall keep as their standard are their clear duty responsible as well as not violating the confidential information. Whereas affording to find the needs and understand users' needs in term of the operation with accuracy and problem solving, giving information, and working procedures or trying to fix the problem. Then, be able to provide useful advice or information to users which they did not need to ask, including paying attention and accepting criticism or suggestions of users to develop the service further. These issues should be concerned and improved. Meanwhile, the officers should coordinate and help each other in each department for providing the service according to the user's needs.

From the operations in the past 1 year, in the overview of most of them, they realized that CAAT's image has changed in a better direction than in 2019, representing 44.4%. For the general public realized that CAAT is better than in 2019 because of the enthusiasm for the faster service. It is the main reason that they think that CAAT have done well. At the same time, the aviation industry noted that CAAT has done well their better organized, rigorous with more standard of work at CAAT. 24.1% of the aviation industry feel that CAAT's image remain no change and only 1.6 % view the change of CAAT's image worse than in 2019 in the subjects related to the follow-up or notification of complaints which, there was no progress, and the officer changed the details or regulations without notice.

Regarding the in-depth interview with the aviation industry entrepreneurs, they realized that in term of time frame, the most of respondents had expected to the officers should be strictly and working especially on working hours, and able to deliver the required information within the determined time or on time by accordance with the requirements of usage. Furthermore, the ability to contacting them directly in out of the working hour, they should be able to support on this matter or can help for solving the problems in the tentative especially the urgent situation occurred. In terms of the service personnel, most respondents' needs to officer who had knowledge and expertise by were able to clearly provide advices especially the relevant regulations or laws for both of domestic and international. This reason is the issue that can help to enhance the image of information professional. For the service procedure, CAAT should manage the systems within the organization that could coordinate quickly and reduce unnecessary steps, reducing the handle of information in document form by encouraging to using Information Technology more. In addition, it should emphasize the speed of decisions made by the authority in order to make decisions or approve them more quickly, so that the relevant authorities can manage their time appropriately. And for the services property, CAAT should emphasize One-stop Services more, although, there is a push to use more internet channels, but the office remains the main service center to reach users especially for general public group. In term of the management policy, CAAT should consider further in term of expanding the waiting area space and modernize the atmosphere to be less crowded.

For the information that most aviation industry required from CAAT are the summary of the laws and regulations in each of the countries pertaining the consistence such as CLMV countries or Europe. This is because most laws and regulations are similar. CAAT may assist in specify the precautions of each countries (such as a brief handbook to easier to use and to study in preparation for CAAT assessment). If there are any change to the rules or regulations, CAAT shall inform the relevant parties immediately. In addition to, when CAAT takes measure or update any rule or regulations related to Covid-19 of which it concerning their work or to be audited in the aviation industry, CAAT should publicize such information appropriately in order for the agency to prepare for the respond and planning of management practices within the organization.

In addition to, the coordination or contacting, it was found that CAAT was able to perform well and made the operation and service process smooth and complete. In the view of the aviation industry entrepreneurs realized that the officers are willingness to service, enthusiastic and ready to help or resolving the problems and finding information to support in answering which they have done better than before, and it have upgraded the image of the organization. Adherence to morality, no bribery, able to work well under good governance principles, as well as to comply with and enforce regulations with other agencies equally and effectively under the specified measures. At the same time, in an overview of organizations and operations, both service procedure systems and staff, as well as audit schemes. Organizational or regulatory roles have been adjusted to be more consistent with international standards. More efforts have been made to study regulations on foreign aviation measures. This makes work or coordination more streamlined than before, including in audits. Officers provide guidance and guidelines, including useful information that will allow the organization or agency to carry out its activities in accordance with applicable standards or be able to pass the assessments.

However, sometimes there are still problems that arise during the coordination, which if CAAT considers and aware of such amendments, it may improve the quality of work and create a good relationship. The problems and obstacles arising from the experience of the CAAT in the past such as the answering questions or giving advice in

sometimes, some officers will provide answers based on feelings and experiences rather than the searching or referring to actual data. This result affected to confidence in the correctness of the information. In addition to, having the division of work within the organization and many processes affected the access to the department's responsible. It is difficult and take time to deliver including information published on the website in Thai and English, should be consistency (For Thai version, there is information about rules or enforcement measures by able to download as a soft file (pdf file), but the English version, there is no such information to upload), etc.

Final Report

The Study of Satisfaction Survey on CAAT Operations, Services and Information, News, Knowledge, and Innovation in the Year 2020

Chapter 1 Introduction

1.1 Introduction

The Civil Aviation Authority of Thailand (CAAT) is a government agency established under the Civil Aviation Authority oversight by the Ministry of Transport. To ensure the high quality of operational management, the CAAT targets customer satisfaction as one of the key strategic goals to achieve organizational sustainability. The Key Performance Indicator is the customer's satisfaction level towards CAAT's Operations. CAAT will utilize the survey information to elevate the service level to their general public and their aviation industry entrepreneurs (customers). The scope of the satisfaction survey covers the CAAT operations, services and information, news, knowledge, and innovation.

Corporate Communication, a division of the Corporate Strategy Department, has organized the project "The Study of Satisfaction Survey on CAAT Operations, Services and Information, News, Knowledge, and Innovation in the Year 2020" to obtain feedback from the general public and aviation industry entrepreneur. The analyzed information will be used to improve the operation to achieve the CAAT's strategic objective.

1.2 Objective

- 1) To create an evaluation process to understand the satisfaction level of the general public and aviation industry entrepreneurs toward CAAT Operations

- 2) To complete an evaluation process to understand the satisfaction level of the general public and aviation industry entrepreneurs toward news release, news, knowledge and innovations.
- 3) To utilize the survey result to create an operational improvement plan to enhance CAAT service quality.

1.3 Expected Outcomes

- 1) To gain the information of customer's satisfaction level toward CAAT Operation of which can bring forward to improve operational quality.
- 2) To investigate customer's perception level, satisfaction, and expectation toward CAAT's news release, news, knowledge, and innovation.
- 3) To obtain customer feedback to design a newly/improve organizational strategy, direction, and goals to bring CAAT service quality to the next level.

1.4 Action Plan

The research team divided the action plan into 3 phases, which are:

Phase I: Discussion with the relevant team members to draft and develop the questionnaire

Phase II: Data collection and fieldwork and,

Phase III: Data analysis and report writing (figure 1)

1.4.1 Meeting and Discussion with the assigned project manager and the working group for questionnaire design

1.4.1.1 Before commencing the questionnaire design process, the project kicked off by having meetings with a CAAT team to discuss the scope and timeline.

The research team has conducted a group discussion with the CAAT working groups and their concerned members to obtain information related to this vital obligation to gain insightful knowledge for the questionnaire development. The

meeting agreed to use the paper-form questionnaire with the following type of questions:

- 1) Utilizing the existing satisfaction evaluation framework to ensure all dimensions of satisfaction concepts measurement.
- 2) Applying concise and precise sentences to ensure similar meaning interpretation in different contexts. And each of the questions carries out a specific measurement of the quality and validity.
- 3) Targeting only essential factors to reflect the evaluation points possible supported by an empirical research approach to explicate the requirements and theoretical principles.
- 4) Applying the conveniently friendly format that an appropriate time and target population can appreciate.

1.4.1.2 Survey Tools Validation

To ensure the questionnaire's efficiency, the research team conducted the questionnaire validation by enrolling 20-30 cases to pretest the questionnaire to ensure reliability and validity.

1.4.2 Data Collection/ Fieldwork

The research team applied the questionnaire to 1) the General public (600 samples) and 2) Aviation industry entrepreneurs who have received services from CAAT (600 samples).

1.4.3 Interpreting Results and Analysis including Reporting

The research team utilized descriptive analysis to describe the overview of the data in this research activity using statistical software to analyze the data. The presentation is shown in descriptive approach such as percentage, mean, standard deviation including testing the difference between the mean of the sample, utilizing the tables, graphs.

The research team has presented an action plan (Table 1) with details of the work performed in each step. A set of timelines was provided for operation management in the duration of 120 days.

(120 days)

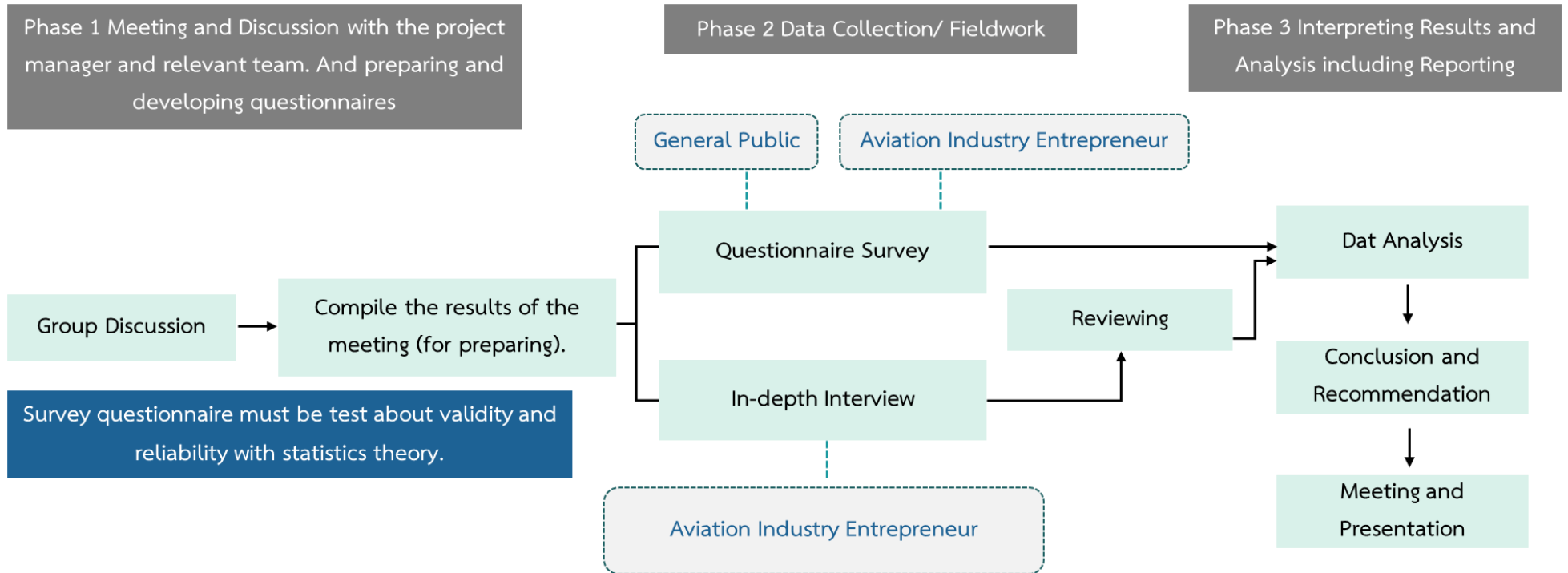








Figure 1 Action Plan

Table 1 Action Plan

No	Activities	Period Time (120 Days)							
		September	October	November	December				
Preparing and Design Questionnaire									
1	Study, Review, and Processing Research Plan.								
1.1	Preparing and conducting the action plan.	→							
1.2	Reviewing and discussing CAAT's operations and service with CAAT team.	→							
1.3	Design Questionnaire	→							
1.4	Designing survey tools for data collection.	→							
2	Developing survey tools								
2.1	The survey tools validity		→						
2.2	The survey tools Pretest		→						

Table 2 Action Plan (cont.)

No	Activities	Period Time (120 Days)							
		September		October		November		December	
3. Data Collection/ Fieldwork									
3.1	Data collection process and coordination								
4. Data Processing and Analysis									
4.1	Data Analysis from surveys								
4.2	Results and Conclusion								
4.3	Preparation of the recommendation								
Report Submission Process									
1	Submission of the first Progress Report								
2	Final Report								

1.5 Definition

Satisfaction refers to the act of satisfying or state of being fulfilled; feeling favorable toward the said environment or the pleasure obtained from such fulfillment in this context refers to the questionnaire respondent's satisfaction (general public and aviation-industry entrepreneur) toward the CAAT operation.

General Public refers to people or groups of people who received any of the services provided by CAAT. This subject includes the passenger at Don Mueng and Suvarnabhumi Airports.

Entrepreneurs refer to the person who starts their own business by having operation planning and run all aspects of business by yourself with accepting risks that may arise at any time. They aim for profits arising from the performance of their own business which the officers who work in the aviation industry will be included in this context.

Aviation Industry refers to the industry attributable to multidimensional national economies such as Transportation Aviation Industry, Airline Industry, Airport Services Industry, Air-Traffics Industry, Aircraft Maintenance Industry, Airline Catering Industry and all of the direct/indirect aviation services. The aviation industry considers the primary GDP generation of the country accountable for hundreds of billions of baht per year.

Operations refer to being operated at the best ability according to the processes, procedures time at an assigned location outlined in an operational procedure. The performance evaluation refers to an outcome of performance justify by the efficiency of their work toward goals and objectives. This context refers to the CAAT operation.

Dissemination information, news, a body of knowledge and innovation refer to the process that the data convey and being understood by two or more people through either a means of meaningful symbol exchanging ideas, attitudes, values and facts which disseminate information, news, knowledge and innovation

Chapter 2 Research Methodology

The Satisfaction Survey of CAAT Operations, Services and Information, News, Knowledge and Innovation in the Year 2020 utilizing “survey research methodology.” This research contains seven (7) parts of the survey.

Part 1: Research Design and Procedures

Part 2: Population and Samples

Part 3: Determining of Sample Distributions

Part 4: Survey Measurement

Part 5: Data Collection

Part 6: Quality Control

Part 7: Analysis and Statistics

2.1 Research Design and Procedures

The study uses the Quali-Quant Technique by combining both of qualitative and quantitative research for providing the study to cover the Macro Aspect and Micro Aspect. This research technique recognizes the importance of quantitative analysis to determine the weight and correlation of the issues involved and conducting qualitative research again to expand the multidimensional knowledge. The details are as follows by dividing the process into the following main steps.

Table 3 Overview of Research Methodology

Activities		Expected Results
Pier 1 : Preparing and Planning		
<p>Phase 1 Preparing and Planning</p>	<ul style="list-style-type: none"> - Meeting with the CAAT team to define clear goals, scope, guidelines for the survey to optimize the results, including determining the targeted segments. - Studying the secondary data and database preparation by collecting information on the public and the aviation industry; the primarily targeted group to select a potential sample. - CAAT provided a contact list of the aviation industry, including useful information for conducting research. 	<ul style="list-style-type: none"> - established mutual understanding between the CAAT and CSN research team and to recognize the study framework, sample size allocation, and timeline.

Table 4 Overview of Research Methodology (cont.)

Activities		Expected Results
<p>Phase 2 Design Questionnaire</p>	<ul style="list-style-type: none"> - a questionnaire co-creation process to achieve the survey research objective for both operational and information dissemination. A set questionnaire will contain qualitative and quantitative types of questions. - Publishing the questionnaire in both Thai and English versions, and preparing a Survey Link thru Snap Survey platform to facilitate the respondents who are unable to interview with the interviewer directly. - Issuing an introductory letter from CAAT and CSN, including a questionnaire guideline to inform respondents and aviation industry entrepreneurs for arranging an appointment for an interview. 	<ul style="list-style-type: none"> - a validated questionnaire. - roll our the language barrier and sequence of the question attributable to questionnaire validation
<p>Phase 3 Pilot Test for questionnaire</p>	<ul style="list-style-type: none"> - conduct the pretest of the questionnaire (quantitative research) for 20-30 samples to confirm survey validation 	
Pier 2: Data Collection/ Fieldwork and Data Processing		
<p>Phase 4 Data Collection/ Fieldwork Preparing</p>	<ul style="list-style-type: none"> - Preparing and Set up fieldwork team. - arrange an interview in conjunction with the email or letter distribution. A set of email or letter contains CAAT introductory letter and questionnaire guideline. 	<ul style="list-style-type: none"> - Qualified and competent interviewers who can interview the respondent effectively.

Activities		Expected Results
	<ul style="list-style-type: none"> - training the interviewers on the type of assignment and survey tools. - appointed the primary point of contact persons to act as a team lead. 	

Table 5 Overview of Research Methodology (cont.)

Activities		Expected Results
Pier 2: Data Collection/ Fieldwork and Data Processing (cont.)		
Phase 5 Data Collection/ Fieldwork	<ul style="list-style-type: none"> - Interviewer officers are at the fieldwork to conduct a sample randomization per the specified criteria. - Supervisors standby at the site to provide the necessary support of problem-solving as needed. - Supervisor went through the completed questionnaire to achieve data integrity. (Completeness in answering information, Clarity of answered and logic) - monitor the questionnaire response rate. - Taking the photos to collect evidence of the fieldwork process - Senior Interviewer organize an in-depth interview (15-20 min) either face-to-face or over the phone, depending on the respondent's convenience. 	<ul style="list-style-type: none"> - Qualified and competent interviewers who can interview the respondent effectively. - Interviewer has contacted the respondents for a self-introductory, objective study explanation, request for interview corporation and interview data collection will introduce the objective and ask for cooperation in answering the survey and also collecting data from the respondents.
Phase 6 Quality Control and data	<ul style="list-style-type: none"> - at least 20-30 percent of the data collected from each interviewer undergone the audit process (phone and fieldwork) 	<ul style="list-style-type: none"> - Quality control and accuracy of the information available for further processing.

Activities		Expected Results
Pier 2: Data Collection/ Fieldwork and Data Processing (cont.)		
accuracy verification		
Phase 7 Database Preparing	- Recording or Data Entry into Statistic program (SPSS) or Excel platform.	- having accurate data in the statistic program or excel platform.

2.2 Population and Samples

2.2.1 Targeted Population

The targeted population in this research is the general public and the aviation-industry entrepreneurs.

2.2.2 Sample

In this study, CSN Research realizes that the importance and accuracy of survey data should relate to CAAT operations and services. The targeted population was divided into two segments including the general public and aviation industry entrepreneurs experienced with CAAT operations and services. The sample size calculation apply Kish L's survey sampling method of which 1200 samples are required to achieve the study objectives. CAAT advised CSN on the number of sample allocation at each segment and have assisted in prepared the small token to recognize the respondent on their time and support in the survey.

2.3 Determining of Sample Distributions

The sample distribution applies Krejcie & Morgan (1970)'s the research calculation method of which 1200 samples recommended. The distribution of each target segment is dependable on the data distribution in the database.

The equation used in this research shown below:

$$n = \frac{\chi^2 N p (1-p)}{e^2 (N-1) + \chi^2 p (1-p)}$$

- n = Sample size
- N = Populations
- e = Degree of accuracy expressed as proportion.

- X^2 = Table value of chi-square for one degree of freedom at the desired confidence level.
- p = Population proportion (assumed to be 0.5 since this would provide the maximum sample size)

Figure 2 Krejcie & Morgan’s Calculation Formula

1) General public segment (N = 600)

The Research team understand the importance of the data for future utilization; therefore, recommend the general public respondent to be classified into 2 categories which are:

- General Public who are passengers at the airport (Don Mueang Airport (DMK) and Suvarnabhumi Airport) (100 samples)
- General Published who have launched the compliant of CAAT or Drone Registration (500 samples)

Such distribution is coming from the total of 4,270 compliant lodged in the year 2020 and the drone registration applicant is 7,278 applicants. The total population is 11,548 and to get the 95% Confidential interval the population of 313 required by Krejcie & Morgan’s equation. However, the research team feels that the sample size shall be increase to allow CAAT to obtain a better view of the quality of their service for service improvement.

2) Aviation-Industry Entrepreneur segment (N = 600)

For qualitative research, the research team suggested that face to face in-depth interview would require 15-20 respondents to gain appropriate insightful information that cannot be obtained from quantitative data.

Remarks: the Sample distributions were adjusted as appropriate to inline with actual data collection situations.

2.4 Survey Methodology

2.4.1 Background study information of CAAT operations and services.

In this study, the research team has studied the operational and information dissemination model of the Civil Aviation Authority of Thailand (CAAT) to create a satisfaction survey form that covering both the satisfaction with CAAT's performance and dissemination of CAAT's information. The acceptable CAAT's behaviors reflecting CAAT's core values were included in the survey questionnaire. In addition to this, the research team also study the various complaints related to CAAT's operations, services, regulations and policy, and suggestions from CAAT's database and has incorporate this information to form the satisfaction survey to inline with the study objectives.

2.4.2 Questionnaire Development

The questionnaire development is in line with the scope of operation as the frame in the table below

Table 6 Research Approach

Research Approach	Group 1 Public	Group 2 Aviation Industry
Section 1 General Information, Perceptions and Experience with CAAT Service: from January 1, 2020 to present	✓	✓
Section 2 Satisfaction pertaining CAAT' s information dissemination, news, knowledge and innovation: from January 1, 2020 to present	✓	✓
Section 3 Expectation and Satisfaction of CAAT service: From January 1, 2020 to present	✓	✓
Section 4 Overview of role and CAAT's service Image: From January 1, 2020 to currently	✓	✓
Section 5 Respondents' Demographic	✓	✓

The outline below demonstrating the approach of questionnaire study to achieve the study objectives.

Table 7 Overview of Questionnaire Structure for Public and Aviation Industry Segments

	General Information	Satisfaction	Recommendation
Survey Approaching	<ul style="list-style-type: none"> • Experience in using media to following news. • CAAT Information distribution channels • Respondent’s perception toward the roles and overview operations as services touchpoint. • The experience gained from CAAT service. • Comparing the CAAT’s Brand Image (Past vs. Present) 	<ul style="list-style-type: none"> • Satisfaction toward CAAT’s information dissemination, news, the body of knowledge and innovation • Satisfaction level toward CAAT service in each department. • Satisfaction toward the overview of CAAT operations. • Customer Perceptions toward CAAT’s behaviour and their services’ competency level. 	<ul style="list-style-type: none"> • Recommendations to improve CAAT’s information dissemination, news, the body of knowledge and innovation. • Recommendation for improving and developing the related service.
Data Analysis Guideline	<p>Study of experience for using CAAT service in various dimensions i.e.</p> <ul style="list-style-type: none"> • CAAT Information distribution channels. • Service quality in CAAT departments. • The behaviour and competency of CAAT officers reflected the overview of the core values. 	<ul style="list-style-type: none"> • Study of impacted factors affected to satisfaction. • Study of correlations between the factors affected to satisfaction. 	<ul style="list-style-type: none"> • Recommendation for CAAT’s improving and enhance the quality of service.

Remarks: Details of the questionnaire is available in Appendix A and Appendix B

2.5 Data Collection

The research team utilized a CAAT's approved version of the questionnaire for data collection at the assigned fieldwork and online, which has 3 ways to collect the relevant data.

1. Face-to-Face Interview (For Public group who are passengers at the airport and who used CAAT service directly at Service Center 3rd floor Lak-Sri)

2. Online Survey by using Snap Survey Platform. (For the aviation-industry entrepreneur, the officers approached the respondent directly by contacting through their organization contact person.

3. Telephone Interview (For Public group who used CAAT service directly; Complaints or Drone registration)

Remarks: URL for Online Survey are the following:

1. General Public

- (Thai version) : <https://wh1.snapsurveys.com/s.asp?k=160146242966>

- (English version) : <https://wh1.snapsurveys.com/s.asp?k=160162736267>

2. Aviation Industry

- (Thai version) : <https://wh1.snapsurveys.com/s.asp?k=160100913386>

- (English version) : <https://wh1.snapsurveys.com/s.asp?k=160162737934>

2.6 Quality Control

The research team has sufficient competency to conduct the large-scale data collection which includes the data verification process as part of the quality control. The company employs qualified persons to achieve the full scope of services from data collection – quality control – data analysis – data interpretation. The Quality Control process is described below:

2.6.1 Training

All the officers must attend and pass the relevant trainings prior to their project assignments. The team members who are working on this assignment have received trainings related to study objectives, study tools, study operations and appropriate fieldwork training and basic troubleshooting.

2.6.2 Data Collection

The Project Manager and/ or supervisors will standby at the fieldwork to maintain the standard performance as well as control the quality of data collection of the team.

2.6.3 Questionnaires Validation after the interview

As part of the quality control process, the Supervisor has checked and verify the completeness of all questionnaires and perform the logic check. The supervisor had handle the missing interview questions during the fieldwork.

2.6.4 2nd Level of Quality Control

QC officers randomized at least 30% of the questionnaire to conduct the audit quality checking to ensure the accurate and completed data were obtained prior to data recording in the system.

2.6.5 Data Entry

To comply with the ISO9001:2000, approximately 30% of the data will be used to conduct parallel run. The incorrect data will be resolved upon at the time of the data inconsistency identified.

2.7 Analysis and Statistics

2.7.1 Data Analysis

The statistical software was used for data Descriptive statistics analysis and Inferential Statistics.

2.7.2 Statistics for Research Analysis

The descriptive analysis was applied in this research survey to investigate the satisfaction level of general public and aviation-industry entrepreneurs. The frequency, percentage and mean value are used to describe the satisfaction level of the survey respondents. An international standard of the 5-Likert scale was deployed to represent the Comparative Satisfaction Survey, in which the satisfaction can be compared over a period of time.

The Satisfaction survey has divided into five levels, followed by an average score for interpreting.

Table 8 Criteria for Interpreting the Average scored and Percentage scored

Criteria for interpreting the average score	Average Scored	Percentage Scored
Mostly satisfied/ awareness	4.21 – 5.00	90.1 - 100.0%
Satisfied/ Awareness	3.41 – 4.20	70.1 - 90.0%
Neutral Satisfied/ Awareness	2.61 – 3.40	50.1 – 70.0%
Less Satisfied/ Awareness	1.81 – 2.60	30.1 – 50.0%
Least Satisfied/ Awareness	1.00 – 1.80	0.0 – 30.0%

Source: Sanjutha Jamroonwat (2016)

2.7.3 Data Analysis

1) Descriptive Statistics

Descriptive Statistics is used for interpretation of the data through the statistical software. The data is presenting in the form of percentage, average, variance and can be visualize through the table or graph format.

2) Inferential Statistics

2.1) Analysis of Factors affecting satisfaction Level

The researchers used the Pearson Product Moment Correlation Coefficient to find independent two variable relationship, each of which measured the data in the interval scale affecting satisfaction level. The Correlation Coefficient value will be tested, and the significant level will be justified below:

Table 9 Interpreting of Correlation Coefficient value

Correlation Coefficient value	Interpret of Correlation Coefficient value
0.91 – 1.00	Very High
0.71 – 0.90	High
0.31 – 0.70	Moderated
0.01 – 0.30	Low

2.2) Strategic Performance Matrix Analysis

Strategic Performance Matrix Analysis is an impact analysis affecting the overall satisfaction levels. The Impact value and the Satisfaction matrix will assist the researcher in proposing the recommendations to CAAT.

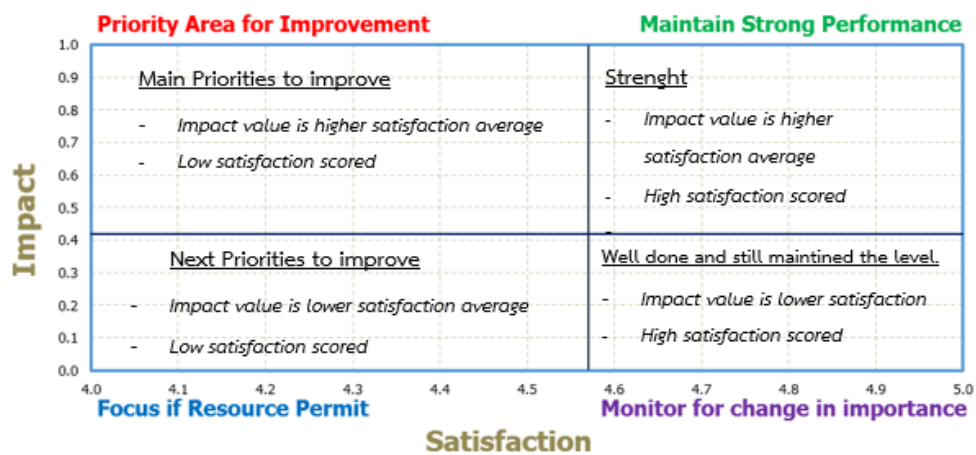


Figure 3 Strategic Performance Matrix Analysis

Chapter 3 Results and Discussion

3.1 Investigation of Proficiency of Survey Tools

The Pretest was conducted to validate a CAAT's approved version of the questionnaire. The 50 samples underwent for validity check which the number of the survey distribution is below:

- General Public, who have submitted their complaint to CAAT concerning the CAAT's services (N=13)
- General Public who have submitted Drone registration application to CAAT (N=27)
- Aviation Industry entrepreneur who received from CAAT (N=10)

The research team conducted the pretest for validity testing of the questionnaire, which requires the accuracy and interpretation of the question in the questionnaire so that the answers can be accurately measured. The results of the questionnaire validation tested by interviewing the targeted respondents of this survey found that the respondents had a good understanding of the content of the questionnaire and able to answer questions according to the interpretation of the interviewer.

The Cronbach's Alpha, a coefficient of reliability was applied. An acceptable score is greater than 0.7; the Table 10 present that the Cronbach's Alpha value more than 0.7 for all questionnaires qualified. The details of Cronbach's Alpha values for each questionnaire are as follows:

Table 10 Result of reliability testing with Cronbach's Alpha

Questionnaires	Cronbach's Alpha
1) Overview of reliability for both questionnaires:	0.980
(1) Public (People used CAAT service directly)	0.982
(2) Aviation Industry	0.962

3.2 Results of the Study of General Public and Aviation Industry Entrepreneurs

The data of 1305 respondents who were interviewed for the survey titled “The Study of Satisfaction Survey on CAAT Operations, Services and Information, News, Knowledge and Innovation in the Year 2020” was collected and analyzed; 803 samples are from the general public and 502 samples are from Aviation Industry Entrepreneur. The results of the analysis will be presented in 5 sections as below:

Section 1 Perception and Experience of Information Dissemination

Section 2 Experience and Satisfaction affect CAAT’s Information Dissemination, News, Body of Knowledge, and Innovation

Section 3 Expectation and Satisfaction Affecting CAAT’s Services and Recommendations

Section 4 Roles and CAAT’s Service Image and Recommendations

Section 5 General Information or Demographic

3.2.1 Perception and Experience for Following Information

1) Keep tracking of the News and Dissemination Information through Media Channels

The overall data on how the respondent keep tracking of the news through media channels for the past 30 days describe in Table 11. According to the survey result, 62.4% keep tracking of the news everyday followed by 34.3% keep tracking of the news some days. 3.4% respond that they has not track any news in the past 30 days. The Public segment is consistent with the Aviation Industry Entrepreneur; the 546 respondents or 68% indicated that they keep tracking of the news daily while the aviation industry entrepreneurs 53.4% keep tracking on the new at the same daily fashion.

Table 11 Frequency of Following News and Information through Media Channels

Frequency	Total		Classified by targeted segments			
			General Public		Aviation Industry	
	Freq.	%	Freq.	%	Freq.	%
1. Everyday/ Be almost	814	62.4	546	68.0	268	53.4
2. Someday	447	34.3	225	28.0	222	44.2
3. Not following	44	3.4	32	4.0	12	2.4
Total	1,305	100.0	803	100.0	502	100.0

2) Media Channel to Keep tracking of the news and Information

The overview information of 1261 respondents indicated that they keep tracking of the news in the past 30 days, 87.1% refers to Facebook page as their primary media channel for keep tracking of the news, followed by Line® application (53.2%), Television (50%), YouTube (39.7%), Twitter (27.8%) and Instagram (26.7%), respectively. While the printing media such as newspapers, magazines, and journals become less popular. The General Public and Aviation Industry also reflecting the similar view of that both of these groups consider Facebook as their primary media to keep tracking of Information and news at (90.3% of the general public and 82% of the aviation industry), as indicated in Table 12

Table 13 showing further information of the main media for keep tracking of the news in case that only one choice is allowed; both of the segment also selected Facebook as their primary media for keep tracking of the news at 52.2%, followed by followed by television (10.8%) and Line application (10.1%). These also inline when it is looking at individual segment group perspective.

Table 12 Media Channel to Following the News and Information

Media Channels	Total (1,261 samples)		Classified by targeted segments			
			General Public (771 samples)		Aviation Industry (490 samples)	
	Freq.	%	Freq.	%	Freq.	%
1. Facebook	1,098	87.1	696	90.3	402	82.0
2. Line	671	53.2	395	51.2	276	56.3
3. Television	631	50.0	372	48.2	259	52.9
4. YouTube	502	39.8	313	40.6	189	38.6
5. Twitter	350	27.8	217	28.1	133	27.1
6. Instagram	337	26.7	185	24.0	152	31.0
7. Website	220	17.4	131	17.0	89	18.2
8. Radio	118	9.4	35	4.5	83	16.9
9. Newspaper	69	5.5	22	2.9	47	9.6
10. Magazines	29	2.3	4	0.5	25	5.1
11. Journals	28	2.2	5	0.6	23	4.7
12. Others	16	1.3	8	1.0	8	1.6

Remarks: The respondent can choose more than 1 choice.

Table 13 Main Media Channel to Track the News and Information

Media Channels	Total (1,261 samples)		Classified by targeted segments			
			General Public (771 samples)		Aviation Industry (จำนวน 490 ราย)	
	Freq.	%	จำนวน	Freq.	%	ร้อยละ
1. Facebook	696	55.2	454	58.9	242	49.4
2. TV Program	136	10.8	81	10.5	55	11.2
3. Line	127	10.1	67	8.7	60	12.2
4. Twitter	105	8.3	73	9.5	32	6.5
5. Website	66	5.2	30	3.9	36	7.3
6. YouTube	56	4.4	41	5.3	15	3.1
7. Instagram	35	2.8	17	2.2	18	3.7
8. Others	22	1.7	3	0.4	19	3.9
9. Radio	9	0.7	1	0.1	8	1.6
10. Newspaper	7	0.6	4	0.5	3	0.6
11. Journals	2	0.2	-	-	2	0.4
12. Magazines	-	-	-	-	-	-

Remarks: The respondent can choose only 1 answer

3) Perception of CAAT's Organizational Characteristics

Overall, 41.7% of the respondent perceived CAAT as State Enterprise, followed by 31.4% perceived CAAT as an Independent agency of the Thai government which is a correct answer. 21.5% perceived CAAT as a government agency and only 5.4% thought that CAAT is a Private Agency (Table 14). In the segment level, 49.6 % of the general public perceive CAAT as a state enterprise; only 140 respondents or 17.4 % has made the right answer contrast with the Aviation industry that the majority of the population, 53.8% has made the correct answer

Table 14 Perception of CAAT's Organizational Characteristics

Type of Organization	Total		Classified by targeted segments			
			General Public		Aviation Industry	
	Freq.	%	Freq.	%	Freq.	%
1. Government Agency	280	21.5	211	26.3	69	13.7
2. State Enterprise	544	41.7	398	49.6	146	29.1
3. Private Agency	71	5.4	54	6.7	17	3.4
4. Independent agency of the Thai government	410	31.4	140	17.4	270	53.8
Total	1,305	100.0	803	100.0	502	100.0

3.2.2 Experience and Satisfaction affecting CAAT's Information dissemination, news, the body of knowledge and Innovation

1) Experience in obtaining CAAT Information, news, Body of Knowledge and Innovation

Concerning an experience in Experience in obtaining CAAT Information, news, Body of Knowledge and Innovation, the result in Table 15 shows that CAAT official website (www.caat.or.th) is the primary source of information at 65.2% followed by followed social media such as Facebook, Line, Twitter, Instagram, Youtube (44.4%), Facebook official CAAT Officers (20.2%) and Airline's Officers (16.9%)

The General public (64.3%) and Aviation Industry (66.7%) group respond that CAAT official website is their main source of information, followed by the social news network and CAAT official Facebook Page. However, this survey has identified a new source of Information Dissemination which noted that 8.8% get the information of CAAT through the Drone's Store or company that sells Drone. Educational conferences or seminars are CAAT's reliable sources to distribute information and news.

Table 15 1) Experience in obtaining CAAT Information, news, Body of Knowledge and Innovation

Media Channels	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Freq.	%	Freq.	%	Freq.	%
1. Official website (www.caat.or.th)	851	65.2	516	64.3	335	66.7
2. Social Media (Facebook, Line, Twitter, Instagram, YouTube)	580	44.4	370	46.1	210	41.8
3. Facebook Official (CAAT.Thailand)	297	22.8	115	14.3	182	36.3
4. CAAT's Officers	264	20.2	56	7.0	208	41.4
5. Airline's Officers	221	16.9	37	4.6	184	36.7
6. TV Program	122	9.3	45	5.6	77	15.3
7. Academic Conference, Seminar and Exhibition	109	8.4	2	0.2	107	21.3
8. Shops or companies that sell the drones	75	5.7	71	8.8	4	0.8
9. Line Group (CAAT in group)	59	4.5	20	2.5	39	7.8
10. Printed media (Newspapers, magazines, journals, brochures)	59	4.5	6	0.7	53	10.6
11. Radio Program	19	1.5	4	0.5	15	3.0
12. Airline Announcement	8	0.6	8	1.0	-	-
13. Other website	6	0.5	3	0.4	3	0.6
14. Recommended by friends / acquaintances	2	0.2	-	-	2	0.4
15. Correspondence of the organization	2	0.2	-	-	2	0.4
16. CAAT's Email	1	0.1	1	0.1	-	-

Remarks The respondent can choose more than 1 answer

2) Expected Media Channel to obtain CAAT's Information, News, Knowledge and Innovation

CAAT official website (www.caat.or.th) is the primary source of information, 63.8% follow by social media (41.1%) and CAAT official Facebook Page (20.7) CAAT's officers (16%) and airline officers (12.6%), respectively (Table 16). Both of General Public and Aviation Industry expects to use CAAT official website as their channel to obtain CAAT's news, follow by social media and CAAT Facebook.

Table 16 Media Channel Requirement for Receiving CAAT’s Information, News, Knowledge, and Innovation

Media Channels	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Freq.	%	Freq.	%	Freq.	%
1. Official website (www.caat.or.th)	833	63.8	510	63.5	323	64.3
2. Social Media (Facebook, Line, Twitter, Instagram, YouTube)	536	41.1	369	46.0	167	33.3
3. Facebook Official (CAAT.Thailand)	270	20.7	115	14.3	155	30.9
4. CAAT’s Officers	209	16.0	55	6.8	154	30.7
5. Airline’s Officers	165	12.6	37	4.6	128	25.5
6. TV Program	99	7.6	44	5.5	55	11.0
7. Academic Conference, Seminar and Exhibition	86	6.6	2	0.2	84	16.7
8. Recommended by friends / acquaintances	72	5.5	71	8.8	1	0.2
9. Line Group (CAAT in group)	44	3.4	18	2.2	26	5.2
10. Printed media (Newspapers, magazines, journals, brochures)	38	2.9	6	0.7	32	6.4
11. Radio Program	15	1.1	4	0.5	11	2.2
12. Other website	9	0.7	4	0.5	5	1.0
13. Shops or companies that sell the drones	7	0.5	7	0.9	-	-
14. Airline Announcement	1	0.1	1	0.1	-	-
15. CAAT’s Email	1	0.1	-	-	1	0.2
16. Organizational table of Index	1	0.1	-	-	1	0.2

Remarks The respondent can choose only 1 answer

3) Satisfaction affecting CAAT’s Information Dissemination, News, Body of Knowledge and Innovation

Overall satisfaction affecting the CAAT’s information is at highly satisfied (3.59,71.8%). The satisfaction level of General Public Group is at highly satisfied (3.70 or 74.7%), CAAT received lower satisfaction level scored by Aviation Industry at Neutral Satisfied (3.40,67.1%), (Table 17)

The top three most satisfying assessments (Table 18) are an accurate, reliable data received the highest score of both group (General Public 4.05, Aviation Industry 3.61) followed by International standard of reference (General Public 3.99, Aviation Industry 3.58), no-bias information (General Public 4.0, Aviation Industry 3.52), practical use of the information (General Public 3.94, Aviation Industry 3.98)

The bottom two issues that have received the lowest score (Table 18) are the variety of Information distribution channels (General Public 3.18 and Aviation Industry 3.06), and the use of infographics to create attractive communication information (General Public 3.22 and Aviation Industry 3.18)

Table 17 Overall Satisfaction toward the Publicizing of CAAT Information

กลุ่มตัวอย่าง	Average	%	%T2B
Total (1,305 samples)	3.59	71.8%	54.4%
- General Public (803 samples)	3.70	74.7%	61.2%
- Aviation Industry (502 samples)	3.40	67.1%	43.6%

Remarks Top2Box (%) means the proportion of targeted segments had scored at 4-5

Table 18 Satisfaction toward Publicizing of CAAT’s Information, News, Knowledge and Innovation

Attributes	Total (1,305 samples)			Classified by targeted segments					
				General Public (803 samples)			Aviation Industry (502 samples)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
1. The information are reliable and accurate	3.88	77.6	68.2	4.05	81	74.5	3.61	72.2	58.2
2. Reliable Information with. International Standard Source of References	3.83	76.6	66.1	3.99	79.7	72.1	3.58	71.6	56.4
3. Unbiased information	3.81	76.3	64.4	4.00	80.0	72.9	3.52	70.5	50.8
4. Useful information and practical	3.80	76.1	66.8	3.94	78.9	74.0	3.58	71.5	55.4
5. Information content/ Up-to-date information are consistent with current situations.	3.67	73.5	59.6	3.79	75.8	63.6	3.49	69.8	53.2
6. Contents is easy to understand	3.53	70.6	52.2	3.75	75.0	63.6	3.18	63.6	33.9
7. Fast response of the useful and practical information	3.49	69.8	51.7	3.65	72.9	60.6	3.25	64.9	37.5
8. Integrated Infographic, pictures to create an attractive communication media	3.48	69.5	46.1	3.64	72.8	54.0	3.22	64.3	33.5
9. Ease to accessible information	3.45	68.9	47.4	3.58	71.7	54.0	3.23	64.5	36.7
10. Interesting information	3.40	67.9	45.1	3.51	70.2	50.6	3.22	64.3	36.3
11. Various of media channels	3.13	62.6	31.3	3.18	63.6	33.5	3.06	61.1	27.9

Remarks Top 2 Box (%) means the proportion of targeted segments had scored at 4-5

4) Factors affecting the Overall Satisfaction Levels of CAAT's information dissemination

The research team applied the Pearson Product Moment Correlation Coefficient to test the relationship between two independent factors to determine factors affecting the Overall Satisfaction Levels of CAAT's information dissemination. We found that all main factors contributed to the high overall satisfaction level indicated by a correlation value between 0.71-0.90 and statistical significance. It concludes in Table 19 that the respondents expect to receive the useful and practical information of which relevant situation promptly evidence by the top three rankings of the coefficient test, which are the usefulness of practical information (0.828) the fast response of the useful and applicable information (0.819) and Consistent, relevant information pertinent to the current situation (0.811)

The factor affecting the satisfaction of CAAT's information dissemination of the General Public and Aviation Industry is slightly the same. The General Public and Aviation Industry appreciate the useful and practical information (General Public 0.820, Aviation Industry 0.822) with fast response (General Public 0.800, Aviation Industry 0.831). At the same time, the general public prefers easy access to the information (0.793). Still, the Aviation industry prefers the relevancy of the information to the current situation (0.840) over another General Public's 3rd preference.

Table 19 Factors affecting the Overall Satisfaction Levels of CAAT’s information dissemination

Attributes	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Correlation value	Interpretation	Correlation value	Interpretation	Correlation value	Interpretation
1. Useful information and practical	0.828**	High	0.820**	High	0.822**	High
2. Fast response of the useful and applicable information.	0.819**	High	0.800**	High	0.831**	High
3. consistent, pertinent information to the current situation.	0.811**	High	0.789**	High	0.840**	High
4. the information are reliable and accurate	0.802**	High	0.785**	High	0.796**	High
5. Contents are easy to understand	0.802**	High	0.789**	High	0.782**	High
6. the ease of Data Accessibility	0.796**	High	0.793**	High	0.776**	High
7. Interesting information	0.792**	High	0.792**	High	0.779**	High
8. Integrated Infographic, pictures to create an attractive communication media	0.790**	High	0.786**	High	0.763**	High
9. International Standard Source of References	0.783**	High	0.769**	High	0.775**	High
10. Unbiased information	0.774**	High	0.740**	High	0.790**	High
11. Varieties of media channels	0.762**	High	0.784**	High	0.751**	High

Remarks *, ** and *** means having the significantly at 90%, 95% and 99% confidence level respectively.

5) Strength and Weakness Analysis of the CAAT's Information dissemination, News, Knowledge, and Innovation

The research team utilized the Strategic Performance Matrix to conduct the strength and weakness analysis of the CAAT's Information dissemination, News, Knowledge, and Innovation.

- Overview

In the overview of CAAT, performance that has done well has become an organizational strength and shall be maintained as their standard are keeping abreast of the current situation with accurate, reliable, applicable and relevant information; no bias with international standard of references. At the same time, CAAT should consider the following topics as their priority to improve in such an on-time yet easy-to-understand presentation available regularly and timely. These include improvement in varieties and accessibility of the data such as to the online/social media channel. The knowledge presentation through infographics will enhance the attractiveness of the media and appeal to the public. (Fig 4 and Table 20)

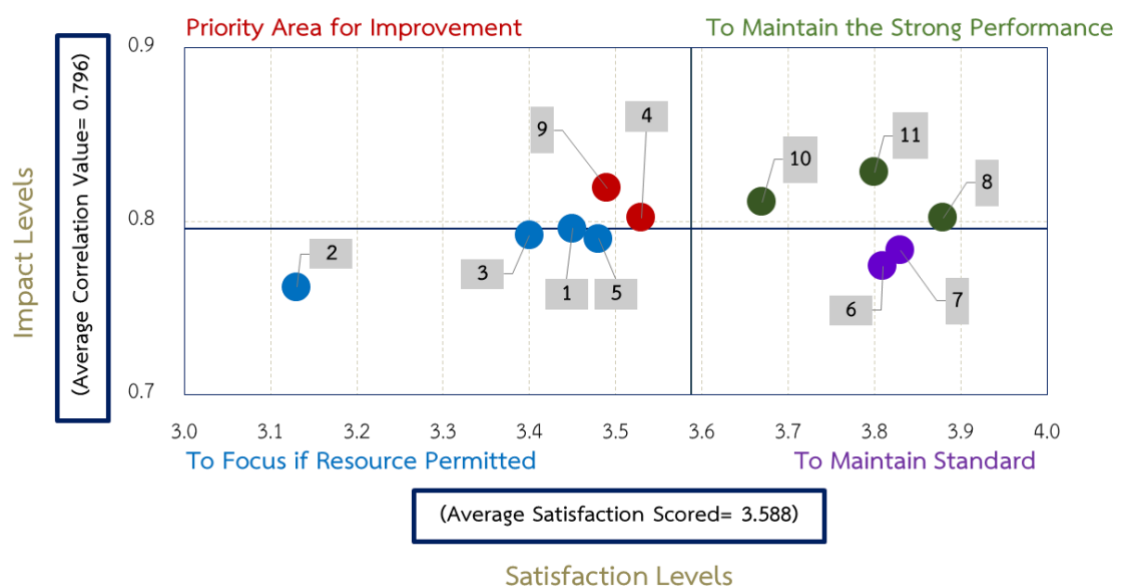


Figure 4 Strength and Weakness Analysis of the CAAT’s Information dissemination, News, Knowledge, and Innovation

Table 20 Strength and Weakness Analysis of the CAAT’s Information dissemination, News, Knowledge, and Innovation

Evaluation Criteria	Attributes
A priority area for improvement	4. An easy to understand presentation 9. Fast response of the useful and applicable information
To focus when resources permit	1. The ease of Data Accessibility 2. Varieties of media channels 3. Interesting information 5. Integrated Infographic, pictures to create an attractive communication media
To maintain the strong performance	8. the reliable and accurate information 10. consistent, pertinent information to the current situation. 11. Useful information and practical
To maintain a standard	6. Unbiased information 7. International Standard Source of References

- General Public

General Public group response to CAAT performance that has done well has become an organizational strength. It shall be maintained as their standard are; easy to understand, practical information with a reliable source of information and the reference contains international standard. The CAAT shall improve the following as their priority; ease of information accessibility, prompt response of the data with relevancy to the current situation. (Fig 5 and Table 21)

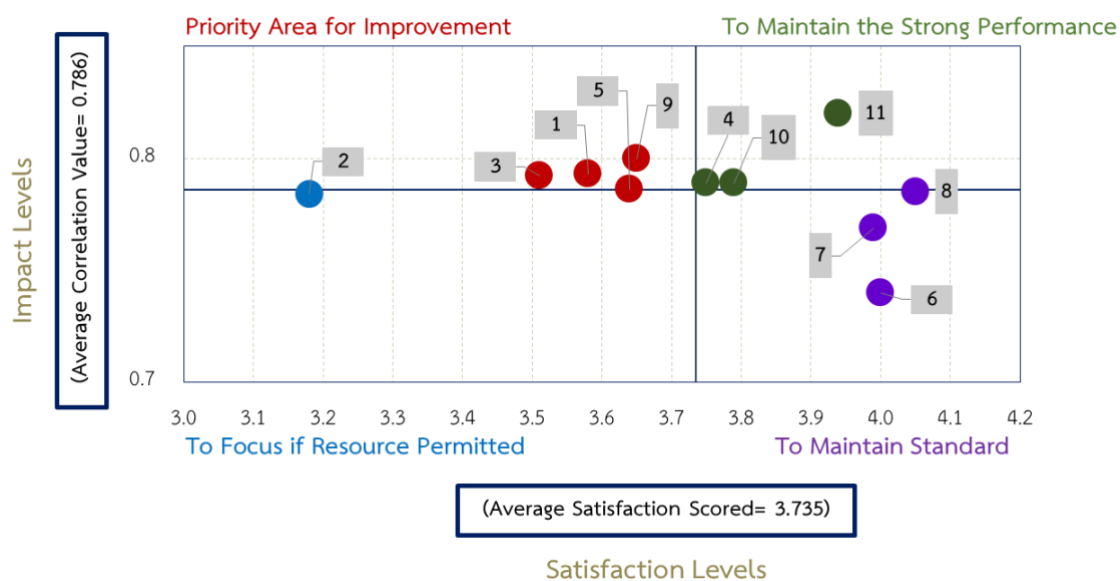


Figure 5 Strength and Weakness Analysis of General Public to the CAAT's Information dissemination, News, Knowledge, and Innovation

Table 21 Strength and Weakness Analysis of General Public to the CAAT's Information dissemination, News, Knowledge, and Innovation.

Evaluation Criteria	Attributes
A priority area for improvement	<ul style="list-style-type: none"> 1. The ease of Data Accessibility 3. Interesting information 5. Integrated Infographic, pictures to create an attractive communication media 9. Fast response of the useful and applicable information
To focus when resources permit	<ul style="list-style-type: none"> 2. Varieties of media channels
To maintain the strong performance	<ul style="list-style-type: none"> 4. An easy to understand presentation 10. consistent, pertinent information to the current situation. 11. Useful information and practical
To maintain a standard	<ul style="list-style-type: none"> 6. Unbiased information 7. International Standard Source of References 8. the reliable and accurate information

- Aviation Industry

General Public group response to CAAT performance that has done well has become an organizational strength. It shall be maintained as their standard are easy to understand, practical information with a reliable source of information and the reference contains international standard.

The CAAT shall improve the following as their priority; the prompt response of the data with relevancy to the current situation with the ease of information accessibility. (Fig 6 and Table 22)

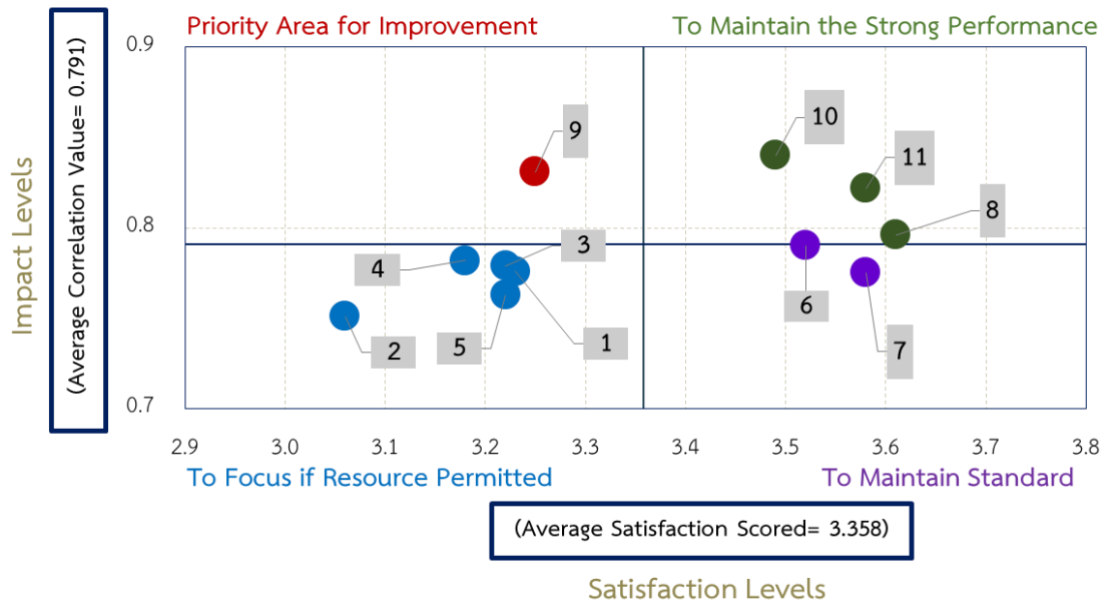


Figure 6 Strength and Weakness Analysis of Aviation Industry to the CAAT’s Information dissemination, News, Knowledge, and Innovation

Table 22 Strength and Weakness Analysis of Aviation Industry to the CAAT’s Information dissemination, News, Knowledge, and Innovation

Evaluation Criteria	Attributes
A priority area for improvement	9. Fast response of the useful and applicable information
To focus when resources permit	1. The ease of Data Accessibility 2. Varieties of media channels 3. Interesting information 4. An easy to understand presentation 5. Integrated Infographic, pictures to create an attractive communication media
To maintain the strong performance	8. the reliable and accurate information 10. consistent, pertinent information to the current situation. 11. Useful information and practical
To maintain a standard	6. Unbiased information 7. International Standard Source of References

6) Recommendation to Improving the CAAT’s information dissemination, news, the body of knowledge

The 1,001 respondents or 76.7 % of the total 1305 respondents, have provided recommendations in Table 23 as followed; CAAT to improve information dissemination (54.3%). CAAT should implement the Information technology system to facilitate data accessibility (38.8%). Having well-informed officers to provide an update necessary information to the general public(32.8). The overall suggestion proposes a similar direction for the advice given by the general public and Aviation Industry. The Aviation Industry pointed that CAAT should enhance their registration process system such as having a reminding/recording of the Airline (43.8%) and should have educational activities related to the Aviation Industry, especially an update of new regulation. (28.4%)

Table 23 Recommendation to Improving the Publicizing of CAAT’s Information, News, Knowledge and Innovation

Recommendation	Total (1,001 samples)		Classified by targeted segments			
			General Public (544 samples)		Aviation Industry (457 samples)	
	Freq.	%	Freq.	%	Freq.	%
1. Appropriately distribute Information and body of knowledge to the public	544	54.3	310	57.0	234	51.2
2. Information Technology Utilization to facilitate data accessibility and data management	383	38.3	127	23.3	256	56.0
3. having updated information and applicable to the current situations.	376	37.6	154	28.3	222	48.6
4. having well-informed officers to provide knowledge or to update necessary information to the public	328	32.8	129	23.7	199	43.5
5. Easy to understand presentation with accurate information	320	32.0	117	21.5	203	44.4
6. CAAT’s website is designed adequately with conveniently accessible data. Both English and Thai Versions are congruent.	243	24.3	67	12.3	176	38.5
7. Integrating a user-friendly design of the website to facilitate the legal database reference searching	202	20.2	85	15.6	117	25.6
8. Registration service facilitation to install the reminding system/ Airline Record.	200	20.0	-	-	200	43.8
9. The CAAT Operator shall be encouraged and enact the knowledge	199	19.9	24	4.4	175	38.3
10. Infographics implementation to create an attractive public media material/Brochure.	198	19.8	76	14.0	122	26.7
11. Increase educational activities related to the Aviation Industry, especially an update of a new regulation	130	13.0	-	-	130	28.4
12. Other	41	4.1	38	7.0	3	0.7

Remarks: Respondent can select more than one choice

3.2.3 Expectation and Satisfactions affecting CAAT's Service and Recommendation

1) CAAT's Service Operation

- General Public

Since January 01, 2020, CAAT has surveyed to monitor CAAT's service operation to the general public (Table 24). The research team recorded that the information source comes from the following: Drone registration or any other application related to Drone operation (FFD Department) is 31.5%. while the complaints of passenger's right (ERD Department) related to delayed of the aircraft or flight cancellation) are 31.4%. Contacting Service Center at the 3rd floor IT Square Laksi are 24.9% and 12.2% never use any of the services with CAAT.

Table 24 Services Usage in the CAAT's Departments by General Public

Issues /CAAT's Departments	General Public (803 samples)	
	Freq.	%
1. Complaint related to Passenger's Right such as Delay of the flight or Flight Cancellation (Economic Regulation Department: ERD)	252	31.4
2. Registration for Drone or Drone related application (Related Flight Formalities Department (FFD)	253	31.5
3. CAAT Service Center, 3 rd floor IT Square Lak-si	200	24.9
4. No experience with CAAT' services	98	12.2

Remarks: The respondent allowed to choose only 1 answer

- Aviation Industry

Since January 01, 2020, CAAT has surveyed to monitor CAAT's service operation to the general public (Table 25). The research team recorded the top 5 CAAT's services frequently used by the Aviation Industry are Flight Operation Standard Department or OPS (24.5%) followed by the Aviation Security and Facilitation Standards Department or SFD (13.3%), Airworthiness and Aircraft Engineering Department or AIR (9.4%) and Aerodrome Standards Department or AGA (8.2%)

The less frequency of the CAAT's services experiences by the Aviation Industry (less than or equivalent to 1%) are the following; Internal Audit Office: IAO, Human Resource Management Department: HRD, Financial Accounting and Budgeting Department (FAB), Corporate Strategy Department: CSD (Table 25)

Table 25 Services Usage in the CAAT’s Departments by Aviation Industry

CAAT’s Departments	Aviation Industry (502 samples)	
	Freq.	%
1. Flight Operations Standards Department (OPS)	123	24.5
2. Aviation Security and Facilitation Standards Department (SFD)	67	13.3
3. Personnel Licensing Department (PEL)	60	12.0
4. Airworthiness and Aircraft Engineering Department (AIR)	47	9.4
5. Aerodrome Standards Department (AGA)	41	8.2
6. Aeronautical Information Services Department (AIS)	40	8.0
7. Air Navigation Services Standards Department (ANS)	31	6.2
8. Aviation Safety Management Department (SMD)	25	5.0
9. CAAT Service Center, 3 rd floor IT Square Lak-si	21	4.2
10. Aviation Industry Promotion Department (APD)	8	1.6
11. Legal Department (LEG)	8	1.6
12. Information and Communication Technology Department (ITD)	7	1.4
13. Economic Regulation Department (ERD)	6	1.2
14. Flight Formalities Department (FFD)	6	1.2
15. Quality Assurance Department (QAD)	5	1.0
16. Internal Audit Office (IAO)	3	0.6
17. Human Resource Management Department (HRD)	2	0.4
18. Financial Accounting and Budgeting Department (FAB)	1	0.2
19. Corporate Strategy Department (CSD)	1	0.2

2) Factors affecting Customer's Expectation and Satisfactions toward CAAT's Services

The overall satisfaction level affecting CAAT's services operation are at highly satisfied (average scored 3.87, 77.4%) which contains the similar result of individual segments perspective at highly satisfying level (average scored 4.30, 85.1%); however, the satisfaction level of the Aviation Industry was at a moderate level (average scored 3.50, 70.9%). Which is lower than the general public group (Table 26)

The satisfaction related to time management and operation were surveyed and have received a satisfaction score at highly satisfied (average scored 3.78 or 75.6%). The general public group has higher satisfaction score comparable to the aviation industry (general public 4.10, aviation industry 3.48). The Services expectation from both groups of respondents was at higher level to the satisfaction. (average scored 3.87 or 77.4%) The sub-category concerning the time management reported that CAAT's queuing system received the highest score at average of (average scored 3.86) followed by the office operational hours (average scored 3.77) while duration of an operational process and on-time operation process both received the same average scored 3.86. Both of the segments appreciated the queuing system at CAAT evidence by an average score 4.17 (General Public) and 3.55 (Aviation Industry) (Table 27)

CAAT received the highest score of the satisfaction level affecting CAAT's service officers (average scored 4.0 or 80%). The general public had satisfaction scored more than the aviation industry (General public had an average scored 4.49 and the Aviation industry had an average scored 3.58).

The overall expectation level found that the respondents gave high score of expectation as well at average scored 4.06 or 81.2% which is slightly above the overall satisfaction. When considering sub-category level, the highest score went for appropriate officer appearance, the suitability of the dress code (average score 4.14 followed by approachable, presentable and politeness of the officer (average

scored 4.08) Integrity and Transparency (average scored 4.07). In contrast, the lowest score is the accuracy of operation and information as well as professionalism and international standard (average scored 3.09 and 3.84 respectively). In this regard, considering the respondent characteristic, the smiling the politeness and manners were the most satisfying of the general public (average score 4.63) while the suitability of the dress code was the most enjoyable for the aviation industry (average 3.78). The accuracy of the operation and information, as well as professionalism and international standards, are the issues that both groups have agreed for the least satisfaction (Table 28)

Satisfaction with CAAT's Services process, the overall satisfaction is highly satisfied (average scored 3.75, 75%). The general public is more satisfied than the Aviation Industry (average scored 4.05 and 3.48 respectively). Given the overall level of expectation, it was found to be as high at the same level (average scored 3.87, 77.3%), which was slightly greater than the level of satisfaction. It was found that CAAT's commitment to the service process attributable to this high score (average score 3.73) and posting information about service procedure and service duration (average score 3.63). Considering the respondent characteristics, both groups are consistent in the same direction as the overall picture (Table 29).

- Satisfaction with the CAAT's service facilities, the overall satisfaction was at highly satisfied (average score 3.82, 76.4%) The general public group has higher satisfaction than the aviation industry (General Public average score 4.26, Aviation Industry average scored 3.46) However, considering the overall expectation level, expectations are as high as at the same level (average score 3.92, 78.4) which is slightly above the satisfaction level. The sub category pointed that the cleanliness of the properties (inside CAAT) was the most satisfied issue (average scored 3.93) the second was an appropriate and convenient access (average score 3.72) and the clarity of the sign, the public point of services (average scored 3.65), while the adequacy of facility such as waiting seats, rest room was the least satisfied (average score 3.36) Considering

the sample characteristics, the two groups were consistent in the same direction as the overall picture. The cleanliness of the properties (within CAAT.) is the point at which both groups have the highest satisfaction (the general public, average scored 4.4 and the aviation industry, average scored 3.55) (Table 29).

Table 26 Overall Satisfactions Affecting CAAT’s Service Operations

กลุ่มตัวอย่าง	Average	%	%T2B
Total (1,207 samples)	3.87	77.4%	65.9%
- General Public (705 samples)	4.30	85.1%	84.0%
- Aviation Industry (502 samples)	3.50	70.9%	50.4%

Remarks Top2Box (%) means the proportion of targeted segments had scored at 4-5

Table 27 Expectation and Satisfactions Affecting the Use of CAAT’s Service on Each Issues

Assessment Issues	Total (1,207 samples)			Classified by targeted segments					
				General Public (705 samples)			Aviation Industry (502 samples)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
1. Time									
Overall expectation of the time	3.87	77.4	67.1	4.15	83.1	81.3	3.60	72.0	53.7
Overall satisfaction of the time	3.78	75.6	62.8	4.10	82.1	79.6	3.48	69.7	47.0
1.1 Providing services on a first-come, first-served basis (queue system)	3.86	77.1	65.9	4.17	83.3	81.5	3.55	71.1	50.7
1.2 Suitability of an operation hours	3.77	75.3	61.5	4.03	80.7	75.2	3.51	70.3	48.7
1.3 The Convenience and speed of the process	3.76	75.3	62.9	4.05	81.0	79.1	3.49	69.8	47.4
1.4 Service is subjected to a specified period of time.	3.76	75.3	63.0	4.05	81.0	77.8	3.50	70.0	48.9

Remarks Top 2 Box (%) refers to the proportion of targeted segments who had scored at 4-5

Table 28 Expectation and Satisfactions Affecting the Use of CAAT’s Service on Each Issues (cont.)

Attributes	Total (1,207 samples)			Classified by targeted segments					
				General Public (705 samples)			Aviation Industry (502 samples)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
2. Service Personnel									
Overall expectation affecting service personnel	4.06	81.2	73.1	4.46	89.2	89.9	3.73	74.5	59.1
Overall satisfaction affecting service personnel	4.00	80.0	69.1	4.49	89.9	90.4	3.58	71.6	51.2
2.1 Suitability of dress	4.14	82.8	78.1	4.60	92.0	96.0	3.78	75.7	64.3
2.2 Pleasant Personality, Polite, Kindness	4.08	81.5	70.8	4.63	92.6	91.6	3.62	72.4	53.7
2.3 Transparency and Integrity	4.07	81.4	73.0	4.51	90.1	90.6	3.70	74.0	58.3
2.4 Willingness and availability of services with care	4.05	81.1	71.3	4.55	91.0	90.6	3.63	72.7	55.1
2.5 Fairness and non-discriminatory services	4.02	80.4	71.1	4.51	90.2	90.8	3.61	72.2	54.8
2.6 Knowledgeable and skillful (explanation, clarification, advise)	3.98	79.6	69.9	4.43	88.6	89.8	3.60	72.0	53.3
2.7 Consistent and reliably Services	3.98	76.7	69.5	4.42	88.3	89.1	3.62	72.4	53.0
2.8 Operational and Informational Accuracy	3.90	77.9	67.4	4.31	86.2	87.9	3.55	70.9	50.3
2.9 Professionalism (international standards)	3.87	77.5	66.8	4.24	84.8	86.0	3.56	71.3	50.7

Remarks Top 2 Box (%) refers to the proportion of targeted segments who had scored at 4-5

Table 29 Expectation and Satisfactions Affecting the Use of CAAT’s Service on Each Issues (cont.)

Attributes	Total (1,207 samples)			Classified by targeted segments					
				General Public (705 samples)			Aviation Industry (502 samples)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
3. Service Procedure									
Overall expectation affecting service procedure	3.87	77.3	68.1	4.14	82.8	82.5	3.62	72.3	55.2
Overall satisfaction affecting service procedure	3.75	75.0	63.0	4.05	80.9	79.7	3.48	69.2	47.6
3.1 Sequencing of the services as declared	3.73	74.6	63.2	4.01	80.1	78.1	3.48	69.7	49.8
3.2 Posting information about the services processing and time frame	3.63	72.6	58.3	3.88	77.7	74.2	3.40	67.9	43.8
4. Service Facilities									
Overall expectation for service facilities	3.92	78.4	69.3	4.32	86.4	89.7	3.60	72.0	52.9
Overall satisfaction for service facilities	3.82	76.4	63.4	4.26	85.1	86.8	3.46	69.3	44.3
4.1 Cleanliness of CAAT service area	3.93	78.6	68.6	4.4	88.1	90.4	3.55	71.0	51.4
4.2 Service points are appropriate and easy accessible	3.72	74.4	58.4	4.16	83.2	81.2	3.36	67.2	39.7
4.3 Cleared Posting, Symbol Sign of the service area	3.65	73.1	58.4	4.16	83.2	81.2	3.36	67.2	39.7
4.4 Sufficiency of facilities such as waiting seats, rest room	3.36	72.6	53.9	3.92	78.4	69.2	3.40	67.9	41.6

Remarks Top 2 Box (%) refers to the proportion of targeted segments who had scored at 4-5

3) Factors affecting the Overall Satisfaction of CAAT Service

- Overview

The research team applied Pearson Product Moment Correlation Coefficient to test the relationship between two independent variables against each other. We found that in the overview of all the main factors (time, service personnel, service process and services facility). This highly affects the overall satisfaction level. (the correlation is between 0.71 -0.90 and 0.91-1.0) and statistically significant. The services personal achieved the highest correlation score (0.961) followed by time aspects (0.894) Service Properties (0.859) and Services Process (0.837), which indicate that the services personnel are the most important factors and influence on the satisfaction level of the respondents (Table 30-31)

When considering the sub-issue, we found that the factor related to time, service personnel, service procedure and service facilities, affecting the overall satisfaction at the high level (the correlation is between 0.71-0.90).

- General Public

All the main factors attributable to the overall satisfaction at high to a very high level. (the correlation is between 0.71-0.90 and 0.91-1.0) and statistically significant. The services personal achieved the highest correlation score (0.925) followed by time aspects (0.872) Services Process (0.798) and Service Properties (0.783) and, which indicate that the services personnel are the most important factors and influence on the satisfaction level of the respondents.

When considering in each factor we found that most of the factors affecting the overall satisfaction at the high level (had correlation value between 0.71-0.90) and statistically significant. The suitable operating hours, the Cleanliness of Property, the sufficient of the facility, the clarity of the services signage affect the overall satisfaction moderately (correlation score between 0.31-0.70) (Table 30-31)

- Aviation Industry

All the main factors attributable to the overall satisfaction at high to a very high level. (the correlation is between 0.71-0.90 and 0.91-1.0) and statistically significant. The services personal achieved the highest correlation score (0.963) followed by time aspects (0.899) Services Process and Service Properties (0.846) and, which indicate that the services personnel are the most important factors and influence on the satisfaction level of the respondents.

When considering in each factor we found that almost factors affecting the overall satisfaction at the high level (had correlation value between 0.71-0.90) and statistically significant. (Table 30-31)

Table 30 Factors affected toward the Overall Satisfaction of CAAT Service

Attributes	Total (1,207 samples)		Classified by targeted segments			
			General Public (705 samples)		Aviation Industry (502 samples)	
	Correlation value	Interpretation	Correlation value	Interpretation	Correlation value	Interpretation
1. Time	0.894**	High	0.872**	High	0.899**	High
Overall expectation of the time	0.805**	High	0.764**	High	0.805**	High
Overall satisfaction of the time	0.737**	High	0.636**	Moderate	0.772**	High
1.1 Providing services on a first-come, first-served basis (queue system)	0.813**	High	0.766**	High	0.845**	High
1.2 Suitability of an operation hours	0.811**	High	0.784**	High	0.826**	High
1.3 The Convenience and speed of the process	0.813**	High	0.766**	สูง	0.845**	High
1.4 Service is subjected to a specified period of time.	0.811**	High	0.784**	สูง	0.826**	High
2. Service Personnel	0.961**	Very High	0.925**	Very High	0.963**	Very High
2.1 Dress-up Appropriately to the dress code	0.802**	High	0.659**	High	0.773**	High
2.2 Pleasant Personality, Polite, Kindness	0.850**	High	0.739**	High	0.833**	High
2.3 Transparency and Integrity	0.857**	High	0.755**	High	0.857**	High
2.4 Willingness and availability of services with care	0.867**	High	0.779**	High	0.856**	High
2.5 Fairness and non-discriminatory services	0.885**	High	0.829**	High	0.864**	High
2.6 Knowledgeable and skillful (explanation, clarification, advise)	0.871**	High	0.795**	High	0.865**	High
2.7 Consistent and reliably Services	0.881**	High	0.804**	High	0.879**	High
2.8 Operational and Informational Accuracy	0.856**	High	0.799**	High	0.839**	High
2.9 Professionalism (international standards)	0.848**	High	0.806**	High	0.835**	High

Remarks *, ** and *** means having the significantly at 90%, 95% and 99% confidence level respectively.

Table 31 Factors affected toward the Overall Satisfaction of CAAT Service (cont.)

Attributes	Total (1,207 samples)		Classified by targeted segments			
			General Public (705 samples)		Aviation Industry (502 samples)	
	Correlation value	Interpretation	Correlation value	Interpretation	Correlation value	Interpretation
3. Service Procedure	0.837**	High	0.798**	High	0.846**	High
3.1 Overall expectation affecting service procedure	0.822**	High	0.778**	High	0.831**	High
3.2 Overall satisfaction affecting service procedure	0.783**	High	0.740**	High	0.792**	High
4 Sequencing of the services as declared	0.859**	High	0.783**	High	0.846**	High
4.1 the Cleanliness of the property	0.787**	High	0.633**	Moderate	0.769**	High
4.2 the service point is suitable and convenience	0.785**	High	0.673**	Moderate	0.769**	High
4.3 Clear Sign, symbol, and service point	0.758**	High	0.646**	Moderate	0.761**	High
4.4 Sufficient facility such as seating, waiting room, rest room	0.721**	High	0.631**	Moderate	0.742**	High

Remarks *, ** and *** means having the significantly at 90%, 95% and 99% confidence level respectively.

4) Strength and Weakness Analysis of CAAT Service

Strength and Weakness Analysis of CAAT Service by using Strategic Performance Matrix have as shown below:

- Overview

From the CAAT service analysis in each factor that was evaluated (the details shown in Figure 7 and Table 32) found that

(Time Frame)

Every factor assessed in the aforementioned topics was the issues that CAAT should improve when having an opportunity as Queue management, Convenience and quickness of service procedures including service should be on a regular basis and the appropriateness during the opening-closing period. These results shown that CAAT has not done well to all these factors.

(Service Personnel) Almost the entire factors assessed on this topic are those that CAAT was able to do well and was considered to be a strength for the provision of services and should also be maintained such as manners showing to willingness and readiness to serve, knowledge and ability to answer questions, fair service, transparent, professionalism and having the international standards including the suitability to dress.

(Service Procedure) Procedure is in accordance with the announcement was factor that CAAT should improve and fix urgently and posting the signs or informing information about the process and service period. This was factor that CAAT should emphasize and improve further. It can be seen that the service process has no issues that CAAT can do well.

(Service Facilities) Almost the entire factors assessed on this topic are those that CAAT should improve when having the opportunity for the clarify posting, symbol, and service point, service points are appropriate and easy to access including the sufficiency of facilities. However, the cleanliness of CAAT service area was factor that CAAT should be maintained a standard.

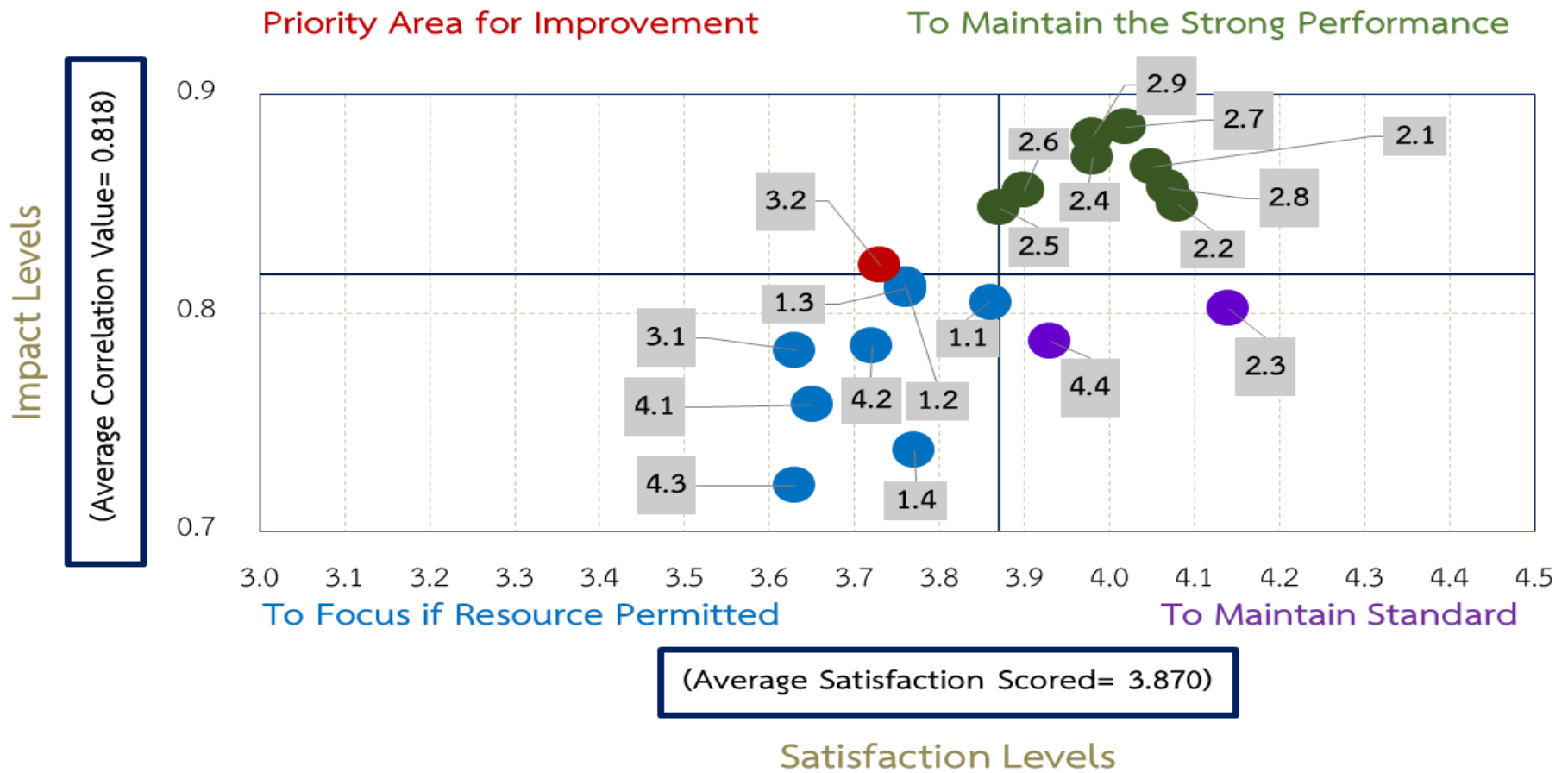


Figure 7 Strength and Weakness Analysis of Overview CAAT Service

Table 32 Strength and Weakness Analysis of Overview CAAT Service

Evaluation Criteria	Priority area for improvement	To focus if resource permitted	Strong performance and shall be maintained	To maintain a standard
Time Frame		1.1 Providing services on a first-come, first-served basis (queue system) 1.2 Convenience and prompt of the service process 1.3 The Convenience and speed of the process 1.4 Appropriateness of the opening-closing time of the office.	-	-
Service Personnel		-	2.1 Politeness and willing to serve 2.2 friendly personality with good etiquette 2.4 Knowledgeable and skillful 2.5 Professionalism (international standards) 2.6 Operation and information Accuracy 2.7 Fairness with no discrimination 2.8 Transparency and honesty 2.9 Consistency of the services	2.3 Dress-up Appropriately according to the dress code
Service Procedure	3.2 Procedure is in accordance with the process announcement	3.1 Clear sign, or informing about the procedure and processing time.	-	-
Service Facilities	-	4.1 Clear Sign, symbol and Service point 4.2 Appropriated Service point and easy accessibility 4.3 Sufficiency facilities such as seating at the waiting area, rest room.	-	4.4 Cleanliness of Property, CAAT service area

- General Public

The evaluation of issue assessment was conducted in each factors and present in Fig 8 and table 33 as follow:

(Time Frame) Every factor assessed in the aforementioned topics are the issues that CAAT has not done well and therefore should rectify it promptly. The issues are the queue management and operational process. The services should have had completed within the declared timeline, apart from this, the CAAT's office hours need to emphasis and improve.

(Service Personnel) According to the respondents, CAAT has done well in this category and can be considered as an organizational strength and to retain. The result point that the respondents appreciate the politeness of the CAAT's services, the officers are well-presented, approachable, knowledgeable with service minded attitude. While the service fairness with no-discrimination has positive note, however the respondents suggested the professionalism with international standard should be improved without delay.

(Service Procedure) CAAT has not done well and should manage them promptly; Clearly posting the sign or notification of the procedure and their processing time; the services have not been delivered according to the declared timeframe.

(Service Facilities) the survey analysis noted on the following issues shall be managed when the opportunity is allowed. The issues are improving the sign, symbol of the services area to easily accessible. It is recommended to ensure sufficient seating in the waiting area and rest rooms; however the cleanliness of the CAAT properties is the favorable issue.

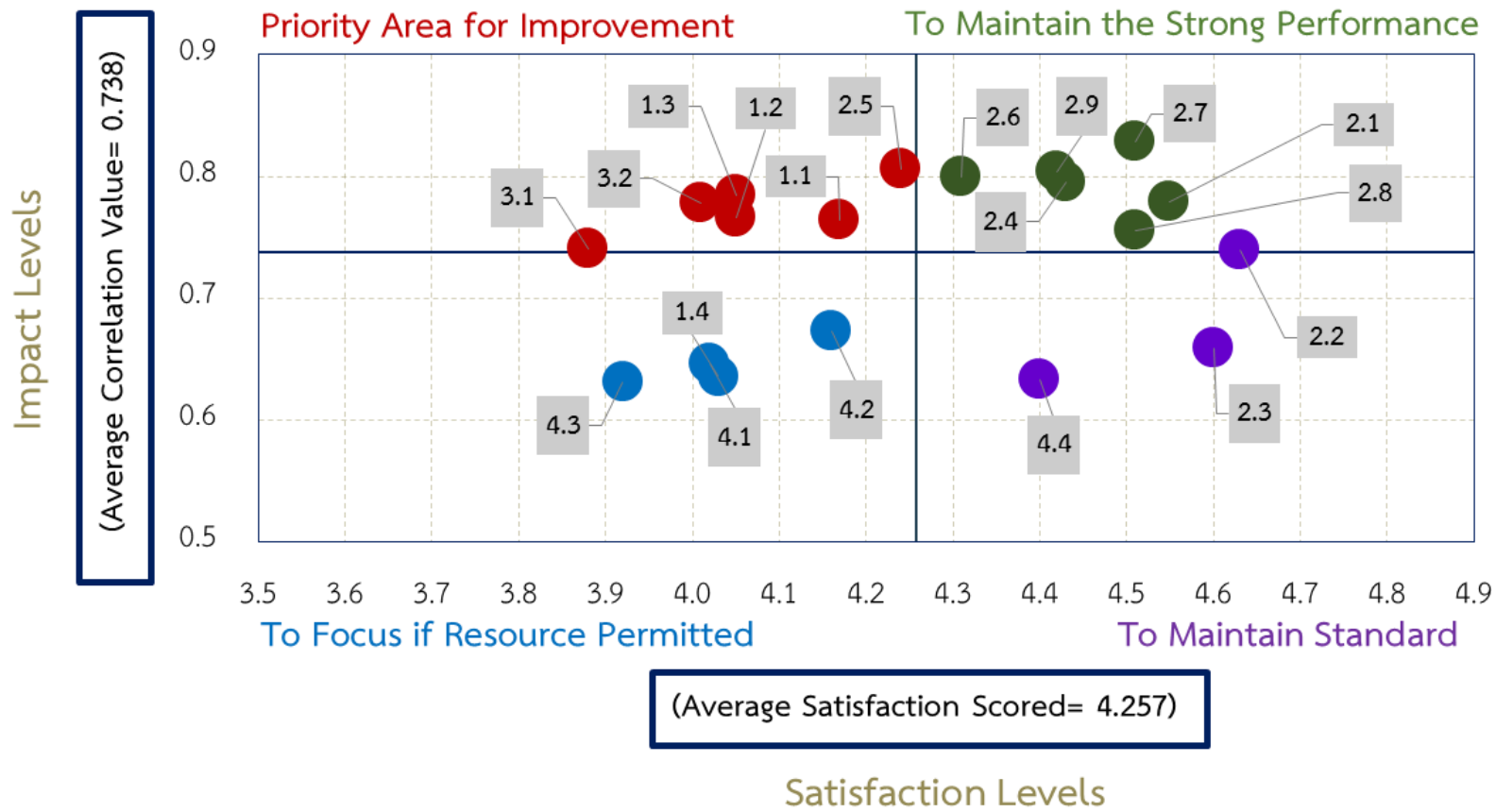


Figure 8 Strength and Weakness Analysis of CAAT Service in General Public

Table 33 Strength and Weakness Analysis of CAAT Service in General Public

Evaluation Criteria	Priority area for improvement	To focus if resource permitted	To maintain the strong performance	To maintain a standard
Time Frame	1.1 Providing services on a first-come, first-served basis (queue system) 1.2 Convenience and prompt of the service process 1.3 The Convenience and speed of the process	1.4 Appropriateness of the opening-closing time of the office.	-	-
Service Personnel	2.5 Professionalism (international standards)	-	2.1 Willingness and readiness to politely 2.4 Knowledgeable and skillful 2.6 Accuracy for operation and provide information (precision, correctness) 2.7 Fairness and Unbiased 2.8 Transparency and honesty 2.9 Consistency to services	2.2 friendly personality with good etiquette 2.3 Suitability of Dress
Service Procedure	3.1 Clear sign, or informing about the procedure and processing time. 3.2 Procedure is in accordance with the announcement	-	-	-
Service Facilities	-	4.1 Clear Sign, symbol and Service point 4.2 Appropriated Service point and easy accessibility 4.3 Sufficiency facilities such as seating at the waiting area, rest room.	-	4.4 Cleanliness of Property, CAAT service area

- Aviation Industry

The result of the

The evaluation of issue assessment was conducted in each factors and present in Fig 9 and table 34 as follow:

(Time Frame) All of the assessment issues listed under this topic require CAAT to improve as priority such as process and speed of the services process; the process shall be completed according to the declared timeline. CAAT shall emphasis their Operation hours and improve; however maintain the first come first serve approach.

(Service Personnel) According to the respondents, CAAT has done well in this category and can be considered as an organizational strength and to retain. The result point that the respondents appreciate the politeness of the CAAT's services, the officers are well-presented, approachable, knowledgeable with service minded attitude. While the International standard, a fairness of professional services fairness with no-discrimination has positive note.

(Service Procedure) Procedure is in accordance with the announcement was factor that CAAT should improve urgently such as a cleared posting, notice board, announcement or information of the procedure and processing time. The emphasis of CAAT's operational hour shall be reminded.

(Service Facilities) Almost the entire factors assessed on this topic are those that CAAT should improve when having the opportunity for the clarity of announcement, symbol, and service point, Service points are appropriate and easy to access including the sufficiency of facilities. However, the cleanliness of CAAT service area was factor that CAAT should be maintained a standard.

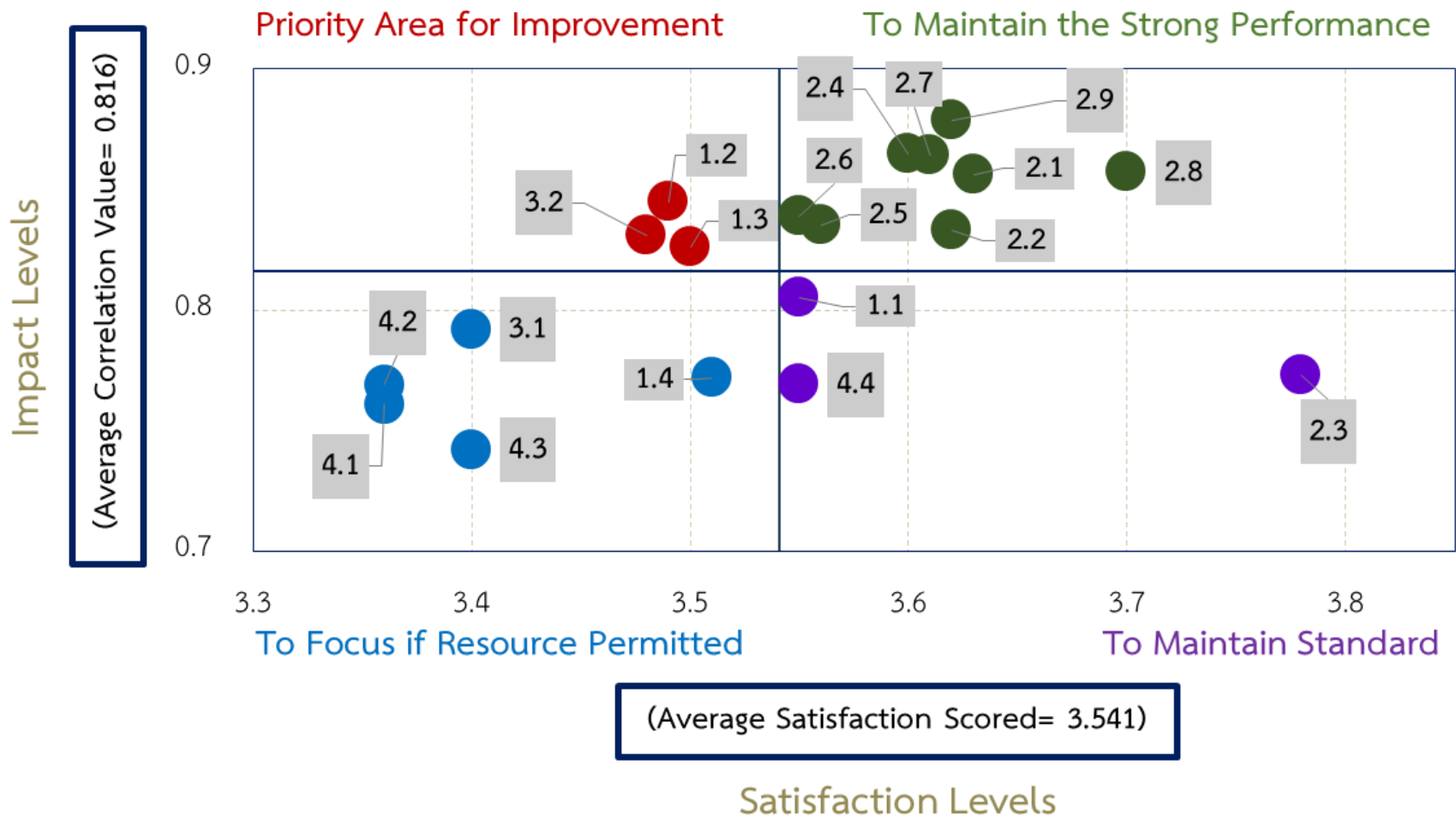


Figure 9 Strength and Weakness Analysis of CAAT Service in Aviation Industry

Table 34 Strength and Weakness Analysis of CAAT Service in Aviation Industry

Evaluation Criteria	Priority area for improvement	To focus if resource permitted	To maintain the strong performance	To maintain a standard
Time Frame	1.2 Convenience and prompt of the service process 1.3 The Convenience and speed of the process	1.4 Appropriateness of the opening-closing time of the office.	-	1.1 Providing services on a first-come, first-served basis (queue system)
Service Personnel	-	-	2.1 Willingness and readiness to politely 2.2 Smiling, polite, good manners 2.4 Knowledgeable and skillful 2.6 Accuracy for operation and provide information (precision, correctness) 2.7 Fairness and Unbiased 2.8 Transparency and honesty 2.9 Consistency to services	2.3 Dress-up Appropriately according to the dress code
Service Procedure	3.2 Procedure is in accordance with the announcement	3.1 Clear sign, or informing about the procedure and processing time.	-	-
Service Facilities	-	4.1 Cleared posting, symbol, and service point 4.2 Service points are appropriate and easy to access 4.3 Sufficiency of facilities such as seating, waiting room, rest room etc..	-	4.4 Cleanliness of Property, CAAT service area

5) Recommendation to Improving CAAT Service

The 855 or 70.8% from the total of 1,207 samples suggested CAAT to improve their services clarity of the aviation regulations or any upcoming announcements or requirements to ensure that the compliance can be maintained (35.9%) followed by requesting CAAT to allow the electronic storage system to allow the online submission and promote paperless environment (29.9%), Accuracy of the service process in relation to the application documents (24.8%) A competent officer to advise and solve problems. (24.4%).

However, for the general public, 40.7 % had concerned that CAAT should improve their operational proficiency to respond, coordinate and resolve problem promptly. 9.9% seeking an update from CAAT on the progression of the issues submitted to CAAT. The Aviation Industry requested that CAAT shall organize the conference or seminar in order to receive matching information on the new regulations. Guidelines for evaluating or clarifying policy plans to manage and resolve problems in covid-19 situations for aviation and aerospace business (Table 35-36)

Table 35 Recommendation to Improving CAAT Service

Recommendation	Total (855 samples)		Classified by targeted segments			
			General Public (477 samples)		Aviation Industry (378 samples)	
	Freq.	%	Freq.	%	Freq.	%
1 Clarity on regulations, aviation regulations, announcements or new requirements to be implemented properly.	307	35.9	69	14.5	238	63.0
2. Electronic document storage system or can be updated on the website so that can approach paperless environment.	263	30.8	104	21.8	159	42.1
3. Providing a clear service period or process.	256	29.9	92	19.3	164	43.4
4. Accuracy of the application documents	212	24.8	57	11.9	155	41.0
5. Competent officers to advise and solve problems.	209	24.4	63	13.2	146	38.6
6. Speediness and Improvement of Operational efficiency	194	22.7	194	40.7	-	-
7 Following up the issue and update the progression periodically.	47	5.5	47	9.9	-	-
8. A well-designed website with user-friendly approach.	21	2.5	21	4.4	-	-
9. Having various channels of insurance to choose.	12	1.4	12	2.5	-	-

Remarks The respondent can choose more than 1 answer

Table 36 Recommendation to Improving CAAT Service (cont.)

Recommendation	Total (855 samples)		Classified by targeted segments			
			General Public (477 samples)		Aviation Industry (378 samples)	
	Freq.	%	Freq.	%	Freq.	%
10. Utilized Online more for Information Dissemination	9	1.1	9	1.9	-	-
11. Sufficient and Cleared Signs for service points	8	0.9	8	1.7	-	-
12. Accentuate on information dissemination of news, body of knowledge to the public thoroughly.	5	0.6	5	1.0	-	-
13. Sufficient facilities should be provided for the users (seating, copy machine)	5	0.6	5	1.0	-	-
14. Applied Zoning System to manage overcrowded area	4	0.5	4	0.8	-	-
15. having more branches / service points for easy access of the service	4	0.5	4	0.8	-	-
16. Officers should be eager to serve (hospitality, providing information).	3	0.4	3	0.6	-	-
17. Should have organized the seminar/ training to receive matching information.	3	0.4	-	-	3	0.8
18. Others	3	0.4	2	0.4	1	0.3

Remarks The respondent can choose more than 1 answer

6) Experience for CAAT Service Usage

6.1) Impression Issues from Experience for CAAT Service Usage

- General Public

From the 309 respondents who have shared their appreciation; it was noted that 48.2% have appreciated the CAAT officer about the usage of the plain language which made the officer's explanation easy to understand. 29.4% favor the service system with less waiting time and hassle-free. 24.3% noticed about the politeness and kindness of the officers, 12% referred to officers were able to continually monitor problems.

Table 37 Impression Issues from Experience for CAAT Service Usage in General Public's perspective.

Impression Issues	General Public (309 samples)	
	Freq.	%
1. The officers provided clear advice and easy to understand	149	48.2
2. the service system with less waiting time and hassle-free	91	29.4
3. The polite and friendly service officers	75	24.3
4. The officers followed up ongoing issues promptly to close the case	37	12.0
5. The officers proactively with a warm welcoming approached	8	2.6
6. The easy to access website and friendly format	7	2.3
7. The officers are well-groom	3	1.0
8. Sufficient Telephone line operation	1	0.3
9. The fast access to the officer	1	0.3

Remarks The respondent can choose more than 1 answer.

- Aviation Industry

For the impressions issues from the using of CAAT's services from the perspective of the aviation industry of 188 samples (as shown in Table 38), it was found that the officers had the knowledge and ability to provide accurate and clear information. It was the issue that most of this segment were most impressed with 26.1% followed by the officers to continuously monitor and solve problems (22.3%), professionalism in operating and maintaining work efficiency to a more international standard (16%), including politeness, friendly and enthusiastic of officers for both of the hospitality and providing information (15.4% equally)

Table 38 Impression Issues from Experience for CAAT Service Usage in Aviation Public's perspective.

Impression Issues	Aviation Industry (188 samples)	
	Freq.	%
1. A well-informed Officers who can provide correct and clear information	49	26.1
2. Officers continuously monitor and solve the problem.	42	22.3
3. Professional Officers with the international standard approach.	30	16.0
4. The service officers are polite and friendly.	29	15.4
5. Officers are eager to service (hospitality, giving information).	29	15.4
6. Emphasize more of Aviation Regulation Information Dissemination thoroughly.	10	5.3
7. The swift service process with less waiting time.	8	4.3
8. Security system to protect information or confidential documents according to the standard	4	2.1
9. Having sufficient officers and support to service	2	1.1

Remarks The respondent can choose more than 1 answer

6.2) Dissatisfied Issues from CAAT's service experiences.

- General Public

The dissatisfied issues collecting from 68 respondents (Table 19) noted that 27.9% dissatisfied about lack of following up on the ongoing issues from the officer , 14.7% refer to the unclear information provided by the officer, in somewhat not mindful of giving information or problem with the line connection when the transferred the line or phone were busy all the time. 11.8% refers to the delayed in Drone Registration and 10.3% with the complicated process attributable to longer process.

Table 39 Dissatisfied Issues from CAAT's service experiences in General Public's perspective.

Dissatisfied Issues	General Public (68 samples)	
	Freq.	%
1. Lack of following up on the ongoing issues from the officers.	19	27.9
2. The officers not mindful giving information/ unclear information given.	10	14.7
3. Inconvenient communication (difficult calls / dropped calls)	10	14.7
4. Delayed in the drone registration	8	11.8
5. Delayed and complicated service procedures lead to long waiting times.	7	10.3
6. slow approval process.	6	8.8
7. The verbally abused and unfriendly service officers	5	7.4
8. It takes a lot of time to process documents.	3	4.4
9. absence of the officer at the reception area.	2	2.9
10. Lack of information from CAAT Public relations and communication	1	1.5

Remarks The respondent can choose more than 1 answer

- Aviation Industry

The 111 respondents from Aviation Industry shared their dissatisfied issues in the table 40. The most dissatisfied issue came from lack of standard and unprofessional officer account for 20.7% followed by incompetent officer who are unable to provide necessary information clearly or provided with the incorreced information (18.9%) the service process was very complicated and time consuming (15.3) and the unstable of the e-services.

Table 40 Dissatisfied Issues from CAAT’s service experiences in General Public’s perspective in Aviation Industry’s perspective

Dissatisfied Issues	Aviation Industry (111 samples)	
	Freq.	%
1. unprofessional officer with lack of standard	23	20.7
2. Incompetent officer to provide information clearly; Incorrect information was given to the respondent	21	18.9
3. the service process was very complicated and time consuming.	17	15.3
4. The E-SERVICE system is unstable.	12	10.8
5. Poor Information Dissemination and knowledge sharing.	10	9.0
6. An unfriendly, impolite service officers	8	7.2
7. Multiple departments involved in documentation submission which require large amount of the document and time consuming.	8	7.2
8. fail to recognize the consequence of incorrectly information provided.	4	3.6
9. Lack of follow up. / Do not listen to problems	3	2.7
10. Impractical Regulations	3	2.7

Dissatisfied Issues	Aviation Industry (111 samples)	
	Freq.	%
11. Inconvenient communication (difficult to call / dropped calls)	1	0.9
12. insufficient officers to attend to the customer	1	0.9

Remarks The respondent can choose more than 1 answer

3.2.4 Role and CAAT Service Image and Recommendation

1) Perception of the CAAT Role and Service Operation

Looking at Table 41 presenting the overview perspective of the perception level affecting the role and service operation of CAAT was at high perception level (average scored 3.62). Both target segments have high score of the perception level; general public (average scored 3.7), Aviation Industry (average score 3.5)

The assessment issue in table 41 also noted that the transparency and good governance is the most highest score (average 3.71) followed by the monitoring and complying with both of standard operating procedure and international standard (average scored 3.68) maintaining and improving equitable and international standard regulatory system (average scored 3.64) continuation of People, system and organization development (average scored 3.62), promoting and developing efficient and sustainable civil aviation activities (average scored 3.59). While the services are under the vision of “Standard toward Sustainability” was the issue that perception level was at the lowest (average scored 3.46).

On the targeted segment perspective, Table 41 noted about the CAAT’ operational transparency and good governance received the highest perception level from the public group (average score 3.87) which is different from the aviation industry which the highest perception level went for maintaining and improving equitable and international standard regulatory system (average scored 3.55). However, "Standards for sustainability" received the lowest perception score for both of the general public and aviation industry (average score 3.49 and 3.41 respectively)

Table 41 Perceiving the Role and Service Operation of CAAT

Attributes	Total (1,207 samples)			Classified by targeted segments					
				General Public (705 samples)			Aviation Industry (502 samples)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
Overall perception	3.62	72.3	56.3	3.70	74.2	62.1	3.50	70.0	47.6
1. Transparency Service Operation and good governance.	3.71	74.3	61.1	3.87	77.5	69.9	3.49	69.7	48.4
2. maintaining and improving equitable and international standard regulatory system.	3.68	73.6	57.2	3.77	75.4	62.4	3.55	71.0	49.7
3. the monitoring and complying with both of standard operating procedure and international standard.	3.64	72.9	57.8	3.75	75.0	64.0	3.49	69.8	48.8
4. continuation of People, system and organization development.	3.62	72.3	56.4	3.71	74.1	61.6	3.49	69.8	49.0
5. Promoting and developing efficient and sustainable civil aviation activities.	3.59	71.8	55.4	3.67	73.5	60.6	3.47	69.3	48.0
6. Services Operations align with the vision of “Standard toward Sustainability”.	3.46	69.2	50.0	3.49	69.9	54.4	3.41	68.2	43.6

Remarks Top 2 Box (%) means the proportion of targeted segments had scored at 4-5

2) Overall Satisfaction toward Role and Service Operation of CAAT

Overall satisfaction level affecting the CAAT’s role and services operation is at highly satisfaction level (average scored 7.09 or 70.9%); however looking at the targeted segment level, the satisfaction score given by the general public is higher than the aviation industry. The general public rated CAAT as highly satisfy (average scored 7.53 or 75.3%), while the aviation industry rated CAAT as moderate (average scored 6.49 or 64.9%). (Table 42)

Table 42 Overall Satisfaction toward Role and Service Operation of CAAT

Targeted Segments	Average	%	(%)		
			Most Satisfied	Moderate Satisfied	Dissatisfied
			(scored 9-10)	(scored 1-8)	(scored 0)
Total (1,207 samples)	7.09	70.9%	22.7%	76.5%	0.8%
- General Public (705 samples)	7.53	75.3%	30.8%	68.2%	1.0%
- Aviation Industry (502 samples)	6.49	64.9%	11.4%	88.0%	0.6%

Remarks

- Most Satisfied means the proportion of targeted segments had scored at 9-10
- Moderate Satisfied means the proportion of targeted segments had scored 1-8
- Dissatisfied means the proportion of targeted segments had scored 0

3) Factors affecting the Overall Satisfaction Levels for Role and Service Operation of CAAT

Factors affected toward the overall satisfaction for the role and service operation of CAAT by using

The Pearson Product Moment Correlation Coefficient were used to test the relationship between two independent factors to evaluate the factors affecting the overall satisfaction for the CAAT role and service operation. It found that all factors effecting the overall satisfaction level at the high to highest level (had correlation value between 0.71-0.90 and 0.91-1.00) and statistically significantly. The continuation of People, system and organization development has the highest correlation value (0.904) followed by Promoting and developing efficient and sustainable civil aviation activities. (0.893) and maintaining and improving equitable and international standard regulatory system (0.887). These results showed the continuation of People, system and organization development was the important factor influencing the satisfaction level predominantly. (Table 43)

Referring to the targeted segment perspective, all of the factors affecting satisfaction level, particularly in the general public group (correlation value between 0.71-0.90) and statistically significant. The continuation of People, system and organization development has the highest correlation value (0.897) followed by Promoting and developing efficient and sustainable civil aviation activities. (0.889) maintaining and improving equitable and international standard regulatory system (0.871). These results are consistent with the overall result (Table 43). In the aviation industry segment, it was found that the result contained level of overall satisfaction (Correlation value is between 0.71-0.90) most of them are statistically significant except for The continuation of People, system and organization development has the highest score at 0.897 which is an important factor influencing the satisfaction level similarly to the general public. the transparent and good governance (0.914) maintaining and improving equitable and international standard regulatory system (0.912). the correlation is between 0.91-1.0 which is considered very high.(Table 43)

Table 43 Factors affected toward the Overall Satisfaction Levels for Role and Service Operation of CAAT

Assessment Issues	Total (1,207 samples)		Classified by targeted segments			
			General Public (705 samples)		Aviation Industry (502 samples)	
	Correlation value	Interpretation	Correlation value	Interpretation	Correlation value	Interpretation
1. The continuation of People, system, and organization development	0.904**	Very High	0.897**	High	0.915**	Very High
2. Efficiently promote and develop civil aviation sustainable	0.893**	High	0.889**	High	0.896**	High
3. Keep and maintain good governance and adhere to International Standard	0.887**	High	0.871**	High	0.912**	Very High
4. Transparency and good governance at CAAT in the overall	0.877**	High	0.854**	High	0.914**	Very High
5. Continuously operate and comply with the rule, regulation, and international standards	0.862**	High	0.861**	High	0.860**	High
6. Services Operation underpin the vision of “Standard for Sustainability”.	0.855**	High	0.844**	High	0.887**	High

Remarks *, ** and *** means having the significantly at 90%, 95% and 99% confidence level respectively.

4) Strength and Weakness Analysis Affecting CAAT's Role and Service Operations

The research team applied the Strategic Performance Matrix to identify Strength and weakness affecting CAAT's role and service operation. The result described as the following:

- Overview

The results of the strength-weakness analysis of the perceived CAAT's operations and services presented in Figure 10 and Table 44 suggested that, CAAT has done well and be considered as CAAT strength are the continuation of People, system, and organization development retaining the organization good governance and adherence to International Standard and both criterial are the main factor attributable to organization sustainability.

Nevertheless, to transfer CAAT standard toward sustainability, this is important and urgently to increase awareness to the public; the general public should convincing about CAAT's improvement of services alliance to the vision "Standard toward Sustainability. Increasing communication channels and improving customer services excellent at each touchpoint are the proposed recommendation on this matter.

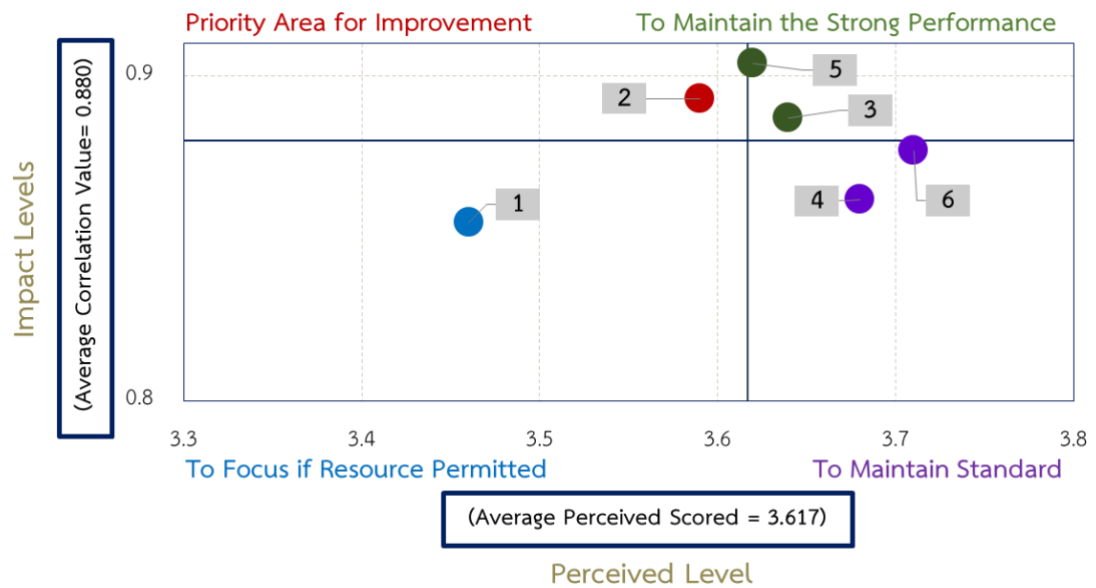


Figure 1 0 Strength and Weakness Analysis Affecting CAAT’s Role and Service Operations

Table 4 4 Strength and Weakness Analysis Affecting CAAT’s Role and Service Operations

Evaluation Criteria	Attributes
Priority area for improvement	2. Efficiently promote and develop civil aviation sustainable.
To focus if resource permitted	1. Services Operation underpin the vision of “Standard for Sustainability”.
To maintain the strong performance	3. Keep and maintain good governance and adhere to International Standard. 5. CAAT Continuously Development of Organization, People and System
To maintain a standard	4. Continuously operate and comply with the rule, regulation, and international standards 6. Transparency and good governance at CAAT, overall.

- General Public

From the results of the strength-weaknesses analysis of CAAT's perception of operations and services from the general public in each issue of the assessment is presenting in the Figure 11 and Table 45, it was found that CAAT has done well and be organizational strength are maintaining and improve the equitable and international standard regulatory system, including CAAT Continuously Development of Organization, People and System.

The issue that CAAT should maintain their standards are preserving good governance and adhere to International Standard as well as CAAT's operational transparency with applicable to good governance, overall.

Nevertheless, to transfer CAAT standard toward sustainability, this is important and urgently to increase awareness to the public; the general public should convincing about CAAT's improvement of services alliance to the vision "Standard toward Sustainability. Increasing communication channels and improving customer services excellent at each touchpoint are the proposed recommendation.

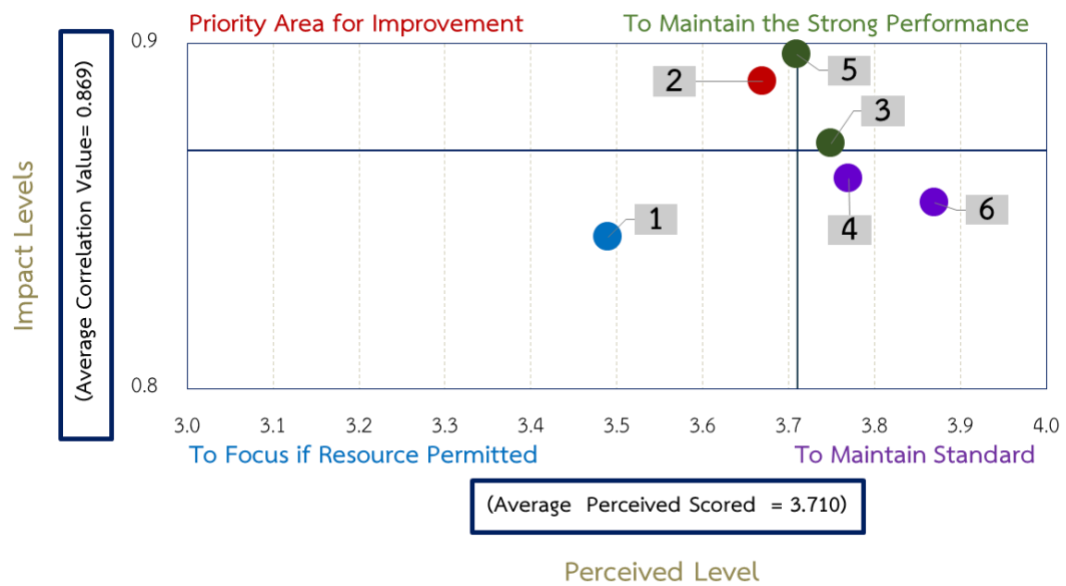


Figure 11 Strength and Weakness Analysis of the Perceiving Role and Service Operation of CAAT in General Public

Table 45 Strength and Weakness Analysis of the Perceiving Role and Service Operation of CAAT in General Public

Evaluation Criteria	Attributes
Priority area for improvement	2. Efficiently promote and develop civil aviation sustainable.
To focus if resource permitted	1. Services Operation underpin the vision of “Standard for Sustainability”.
To maintain the strong performance	3. Maintaining and improve the equitable and international standard regulatory system. 5. CAAT Continuously Development of Organization, People and System.
To maintain a standard	4. Keep and maintain good governance and adhere to International Standard. 6. Transparency and good governance at CAAT, overall.

From the results of the strength-weaknesses analysis of CAAT's perception of operations and services from the Aviation Industry in each issue of the assessment is presenting in the Figure 12 and Table 46, it was found that CAAT has done well and be organizational strength are Maintaining and improve the equitable and international standard regulatory system together with CAAT Continuously Development of Organization, People and System, and lastly the CAAT service is transparent with good governance.

The issue that CAAT should maintain their standards is maintaining and developing a fair and internationally standard.

Nevertheless, to transfer CAAT standard toward sustainability, this is important and urgently to increase awareness to the public; the general public should convincing about CAAT's improvement of services alliance to the vision "Standard toward Sustainability. Increasing communication channels and improving customer services excellent at each touchpoint are the proposed recommendation.

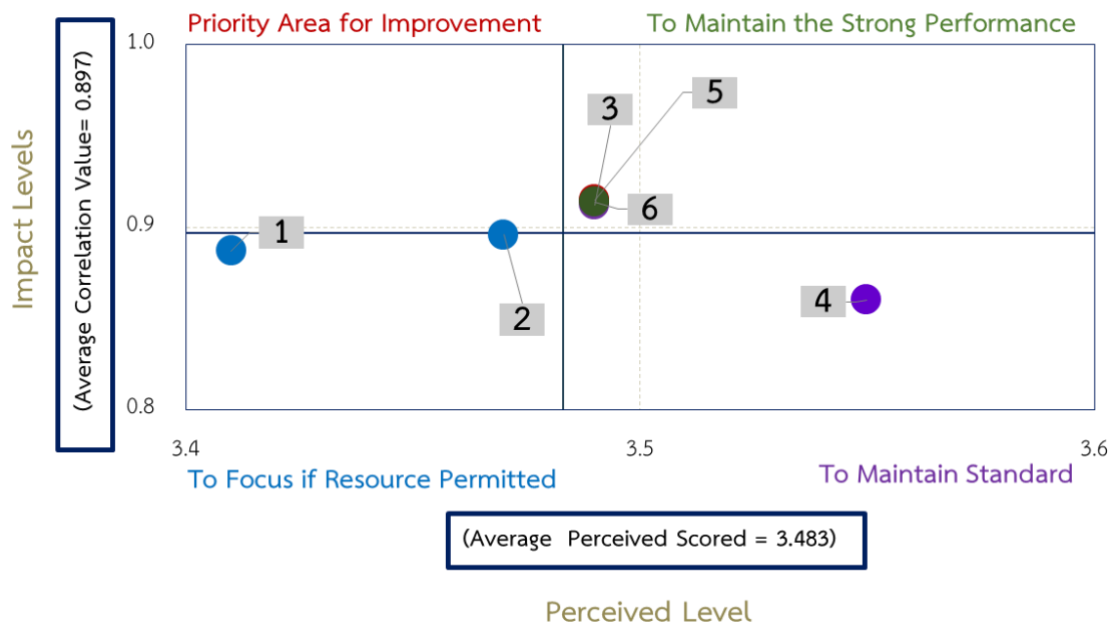


Figure 12 Strength and Weakness Analysis of the Perceiving Role and Service Operation of CAAT in Aviation Industry

Table 46 Strength and Weakness Analysis of the Perceiving Role and Service Operation of CAAT in Aviation Industry

Evaluation Criteria	Attributes
Priority area for improvement	-
To focus if resource permitted	1. Services Operation underpin the vision of “Standard for Sustainability”. 2. Efficiently promote and develop civil aviation sustainable.
To maintain the strong performance	3. Maintaining and improve the equitable and international standard regulatory system. 5. CAAT continuously develop the organization, personnel and the supporting system. 6. Overview of CAAT service is transparency and good governance.
To maintain a standard	4 Keep and maintain good governance and adhere to International Standard.

5) Recommendation to Improving CAAT's Operation and Service

The sample distributions of 861 samples out of a total of 1,207 had suggestions to improve the operation and services of CAAT, especially in term of the reduction in the number of procedures and unnecessary forms of documents (44.1%), followed by the contact system development, follow up the work process in electronic format and also reduce the using of paper documents (39.7%) and the quickness of service (i.e. answering questions, coordination, follow-up or problem) (39.1%), including widespread and easy to understand of the relevant information, standards and regulations (37.5%) (as shown in Table 47)

When considering the kind of the targeted segments, it was found that for the general public (Table 47), it was foreseen that CAAT should emphasize and improve the quickness of service. (answering questions, coordination, follow-up) in the most, which had scored for 40.8%. In addition, this segment also required CAAT to distribute relevant information, standards, and related regulations thoroughly and easily (34.8%) and the development of contact systems, follow up the work process in electronic format and also reduce the using of paper documents (34.1%)

While the aviation industry (Table 47) concerned that CAAT should focus on reducing the number of procedures and unnecessary documentation (56.7%), followed by developing a contact system, follow up the work process in electronic format and also reduce the using of paper documents (45.1%) and should drive and develop the officers to have more academic knowledge (41.9%).

Table 47 Recommendation to Improving CAAT’s Operation and Service

Recommendation	Total (861 samples)		Classified by targeted segments			
			General Public (422 samples)		Aviation Industry (439 samples)	
	Freq.	%	Freq.	%	Freq.	%
1. Reducing the number of unnecessary steps and document formats	380	44.1	131	31.0	249	56.7
2. Electronic system integration to track workflow in electronic form to reduce paper usage.	342	39.7	144	34.1	198	45.1
3. Speed of services (Answering questions, coordination, follow-up)	337	39.1	172	40.8	165	37.6
4. Dissemination of easy-understanding information concerning News, Standards and relevant regulation thoroughly.	323	37.5	147	34.8	176	40.1
5. Designing the website to be more user friendly, easily accessible	250	29.0	67	15.9	183	41.7
6. Enhancing and developing the officer to have more academic knowledge.	184	21.4	-	-	184	41.9
7. Should have the Call center	175	20.3	29	6.9	146	33.3
8. The officer readiness and sufficient	156	18.1	11	2.6	145	33.0
9. Increasing more channels for document submission	128	14.9	-	-	128	29.2
10. Development the airline standards to support regulations	29	3.4	29	6.9	-	-
11. The appropriate CAAT office operation hours	19	2.2	19	4.5	-	-
12. Others	16	1.9	16	3.8	-	-

Remarks The respondent can choose more than 1 answer

6) Behavioral Expression of CAAT's Services Officer

The overall of behavioral expression of CAAT's Services Officer was rated at high level (average scored 7.46 or 74.6%) which is the same rating as in the targeted segment level. The general public gave higher rating scale compare to the aviation industry (average score 8.61 and 7.02 respectively), (Table 48)

The overview information (Table 48) presented that the highest average score (7.91) went for the officer behavioral expression toward maintaining confidential information; the officers asked for the consent before releasing any confidential information. Followed by express the act of accuracy behavior by not accepting bribe or bribery (average scored 7.87), the act of mindfulness and willingness to serve (average scored 7.73). The expression of the officer's efforts to find the needs of the service users are deliberate as well as an effort to resolves the issues even if they are beyond their responsibility are the issues that received the lowest rate at (average scored 7.24 and 7.11, respectively).

The general public (targeted segment level) expressed the highest score (average score 8.61) to the officer behavioral expression toward maintaining confidential information; the officers asked for the consent before releasing any confidential information. The aviation industry gave the highest rate (average score 7.16) to the expression behavior of the act of accuracy , do not take or accepting bribery; however, the expression of the officer's resolves the issues even if they are beyond their responsibility are the issues that received the lowest rate from both targeted segment at average scored 7.49 general public and 6.62 aviation industry Table 48).

Table 48 Expression of CAAT Officers’ Behavior for Service

Attributes	Total (1,207 samples)			Classified by targeted segments					
				General Public (705 samples)			Aviation Industry (502 samples)		
	Average	%	%T3B	Average	%	%T3B	Average	%	%T3B
Overall of expression in CAAT officers’ behavior	7.46	74.6	57.7	8.61	86.1	81.9	7.02	70.2	46.3
1. Maintaining user’s confidential information without violating or unauthorized disclosure of information	7.91	79.1	66.2	8.61	86.1	81.9	7.02	70.2	46.3
2. Act of accuracy behavior by not accepting bribe or bribery	7.87	78.7	66.2	8.43	84.3	79.8	7.16	71.6	48.7
3. Friendly and helpful staff	7.73	77.3	62.7	8.28	82.8	77.4	7.01	70.1	43.9
4. Perform in accordance with the standards, procedures and practices strictly and do not discriminate.	7.55	75.5	60.4	8.15	81.5	74.3	6.79	67.9	42.8
5. Clearly responsible and perform their duty	7.54	75.4	60.3	7.94	79.4	72.9	7.03	70.3	44.2
6. Perform accurate operations in terms of information and workflow	7.37	73.7	56.0	7.86	78.6	70.4	6.73	67.3	37.3
7. Willingly accept the feedback or recommendation from the users to improve the services	7.36	73.6	56.2	7.93	79.3	70.7	6.63	66.3	37.9
8. Pay attention to the problems and mistakes that arise and be ready to find supports/solutions	7.3	73.0	53.1	7.74	77.4	65.6	6.73	67.3	37.2
9. Providing the useful advice/information to the users without having to ask questions	7.3	73.0	54.0	7.83	78.3	69.1	6.62	66.2	34.8
10. Coordinate and support intra-department to meet the needs of the users	7.28	72.8	54.3	7.74	77.4	65.4	6.70	67.0	40.2
11. efforts to find the needs and understanding of the needs of the service users	7.24	72.4	54.0	7.76	77.6	68.2	6.59	65.9	36.1
12. efforts to resolve the issue, even if they are beyond their responsibilities	7.11	71.1	48.4	7.49	74.9	59.5	6.62	66.2	34.3

Remarks Top 3 Box (%) means the proportion of targeted segments had scored at 8-10

7) Factors Affecting Expression of CAAT Officers' Behavior for Service

The Pearson Product Moment Correlation Coefficient that was used to test the relationship between two independent factors found that all factors affecting satisfaction level in the high to the highest level (had correlation value between 0.71-0.90 and 0.91-1.00) overall and statistically significant. The most important factors and had the power of the influence are those that have the high score. In this evaluation dimension, the highest score (0.952) is the officer's ability to practice in standard operating procedures and precautions and do not discriminate. Followed by Pay attention to the problems and mistakes that arise and be ready to find supports/solutions (0.945) (Table 49)

In general public group, paying attention to the problems and mistakes that arise and be ready to find supports/solutions was the most sought after behavioral behavior (0.943), followed by pay high attention with showing the willingness to serve (0.940) and efforts to find the needs and understanding of the needs of the service users(0.939) (Table 49)

In Aviation Industry group, the most sought after behavioral behavior is performing in accordance with the standards, procedures and practices strictly and do not discriminate was (0.959), followed by Pay attention to the problems and mistakes that arise and be ready to find supports/solutions (0.949) and pay high attention with showing the willingness to serve (0.941) (Table 49)

Table 49 Factors affecting Behavioral Expression of CAAT’s Services Officer

Attributes	Total (1,207 samples)		Classified by targeted segments			
			General Public (705 samples)		Aviation Industry (502 samples)	
	Correlation value	Interpretation	Correlation value	Interpretation	Correlation value	Interpretation
1. Performing in accordance with the standards, procedures and practices strictly and do not discriminate.	0.952**	Very High	0.938**	Very High	0.959**	Very High
2. Paying attention to the problems and mistakes that arise and be ready to find supports/solutions	0.946**	Very High	0.943**	Very High	0.949**	Very High
3. Paying attention and willingness to serve	0.945**	Very High	0.940**	Very High	0.941**	Very High
4. Act of Accuracy for both of providing information and service procedures.	0.941**	Very High	0.935**	Very High	0.939**	Very High
5. Efforts to find the needs and understanding of the needs of the service users	0.940**	Very High	0.939**	Very High	0.932**	Very High
6. Willingly accept the feedback or recommendation from the users to improve the services	0.939**	Very High	0.931**	Very High	0.935**	Very High
7. Providing the useful advice/information to the users without having to ask questions	0.935**	Very High	0.929**	Very High	0.933**	Very High
8. Efforts to resolve the issue, even if they are beyond their responsibilities	0.932**	Very High	0.930**	Very High	0.940**	Very High
9. Coordinate and support intra-department to meet the needs of the users	0.926**	Very High	0.923**	Very High	0.921**	Very High
10. Having clear responsibilities and perform their duties accordingly	0.913**	Very High	0.911**	Very High	0.905**	Very High
11. Maintaining user’s confidential information without violating or unauthorized disclosure of information.	0.888**	High	0.835**	High	0.931**	Very High
12. Act of accuracy behavior by not accepting bribe or bribery	0.888**	High	0.873**	High	0.885**	High

Remarks *, ** and *** means having the significantly at 90%, 95% and 99% confidence level respectively.

8) Strength and Weakness Analysis of Behavioral Expression of CAAT's Services Officer

The Strategic Performance Matrix Strength and weakness analysis was used to evaluate Strength and Weakness Analysis of Behavioral Expression of CAAT's Services Officer the results are at (Figure 13 table 50)

- Overview

The strengths-weaknesses analysis to gain the overview of the behavioral expression of CAAT's services officer in each of the issue assessments. It was noted on the figure 13, Table 50 that CAAT do well and be their strength is Perform in accordance with the standards, procedures and practices strictly and do not discriminate. The following points are CAAT's behavioral expression to maintain; CAAT to demonstrate clearly responsible to perform their duty, with act of accuracy and not accepting bribe or bribery, at the same time, maintaining user's confidential information without violating or unauthorized disclosure of information.

The areas that require attention and priority are providing accurate information and workflow, which included provide necessary advice/information to the user promptly without the user asking the question. Pay attention to the problems and mistakes that arise and be ready to find supports/solutions even if beyond their responsibility. Lastly willingly accept the feedback or recommendation from the users to improve the services. Issue that shall be handled when having opportunity is that coordinating and supporting intra-departmental to meet the needs of the users.

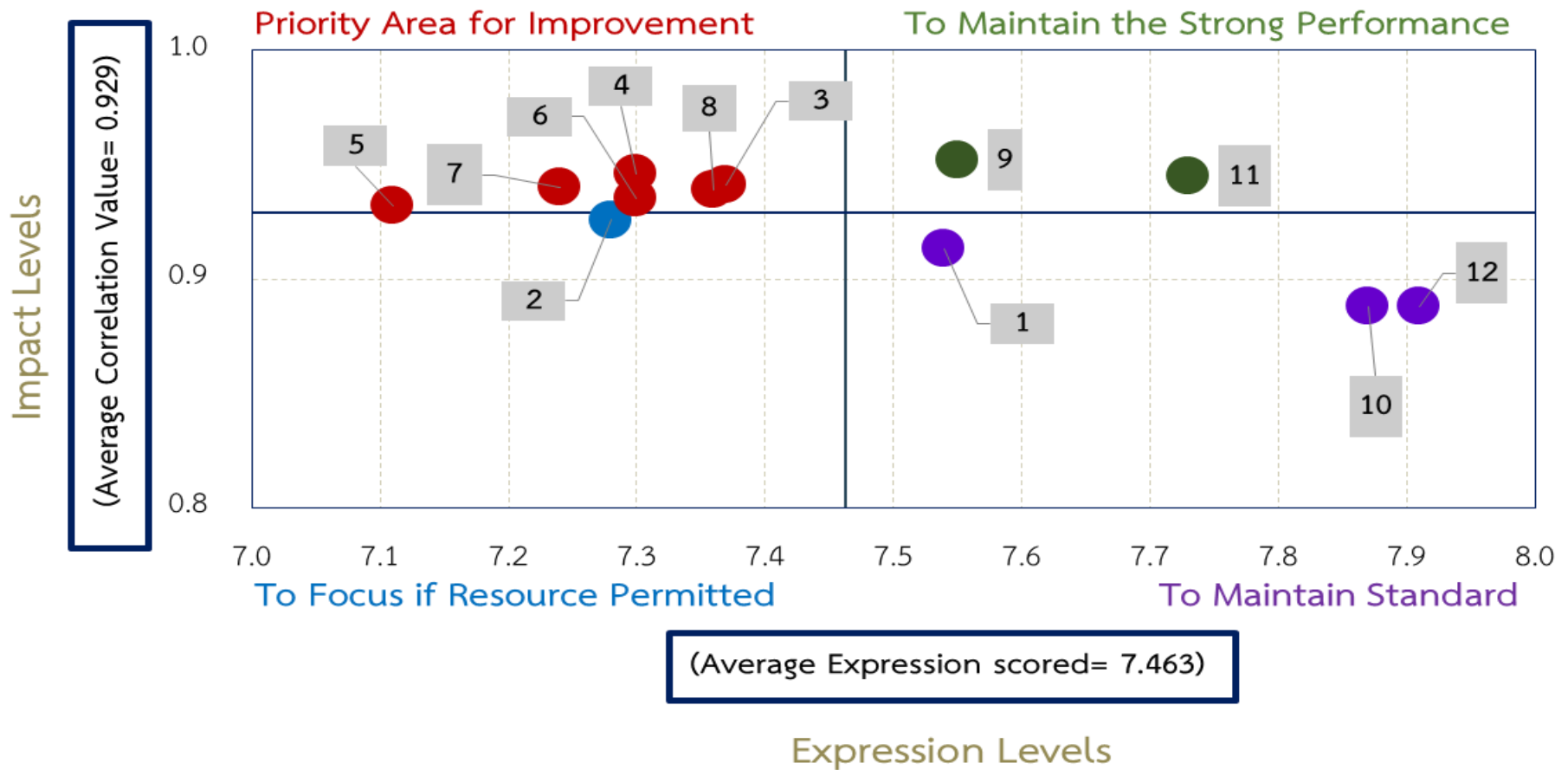


Figure 13 Strength and Weakness Analysis of Behavioral Expression of CAAT's Services Officer

Table 50 Strength and Weakness Analysis of Behavioral Expression of CAAT’s Services Officer

Evaluation Criteria	Attributes
Priority area for improvement	3. Perform accurate operations in terms of information and workflow 4. Pay attention to the problems and mistakes that arise and be ready to find supports/solutions 5. Efforts to resolve the issue, even if they are beyond their responsibilities. 6. Providing the useful advice/information to the users without having to ask questions. 7. Efforts to find the needs and understanding of the needs of the service users. 8. Willingly accept the feedback or recommendation from the users to improve the services
To focus if resource permitted	2. Coordinate and support intra-department to meet the needs of the users
To maintain the strong performance	9. Perform in accordance with the standards, procedures and practices strictly and do not discriminate
To maintain a standard	1. Clearly responsible and perform their duty 10. Act of accuracy behavior by not accepting bribe or bribery 12. Maintaining user’s confidential information without violating or unauthorized disclosure of information

- General Public

The strengths-weaknesses analysis to gain the general public of the behavioral expression of CAAT's services officer in each of the issue assessments. It was noted on the figure 14, table 51, the general public group see that CAAT do well and be their strength is performing in accordance with the standards, procedures and practices strictly and do not discriminate. As well as paying attention and willingness to serve. CAAR shall maintain the following behavioral expression as their standard. The following issue is the Act of accuracy behavior by not accepting bribe or bribery and maintaining user's confidential information without violating or unauthorized disclosure of information

The areas that require attention and priority are coordinating and supporting intra-departmental to meet the needs of the users. Understanding the needs of users without asking the questions. Providing necessary advice/information to the user promptly without the user asking the question or providing accurate information and workflow, which included provide necessary advice/information to the user promptly without the user asking the question. Paying attention to the user and be willing to accept feedback/suggestion for further improvement.

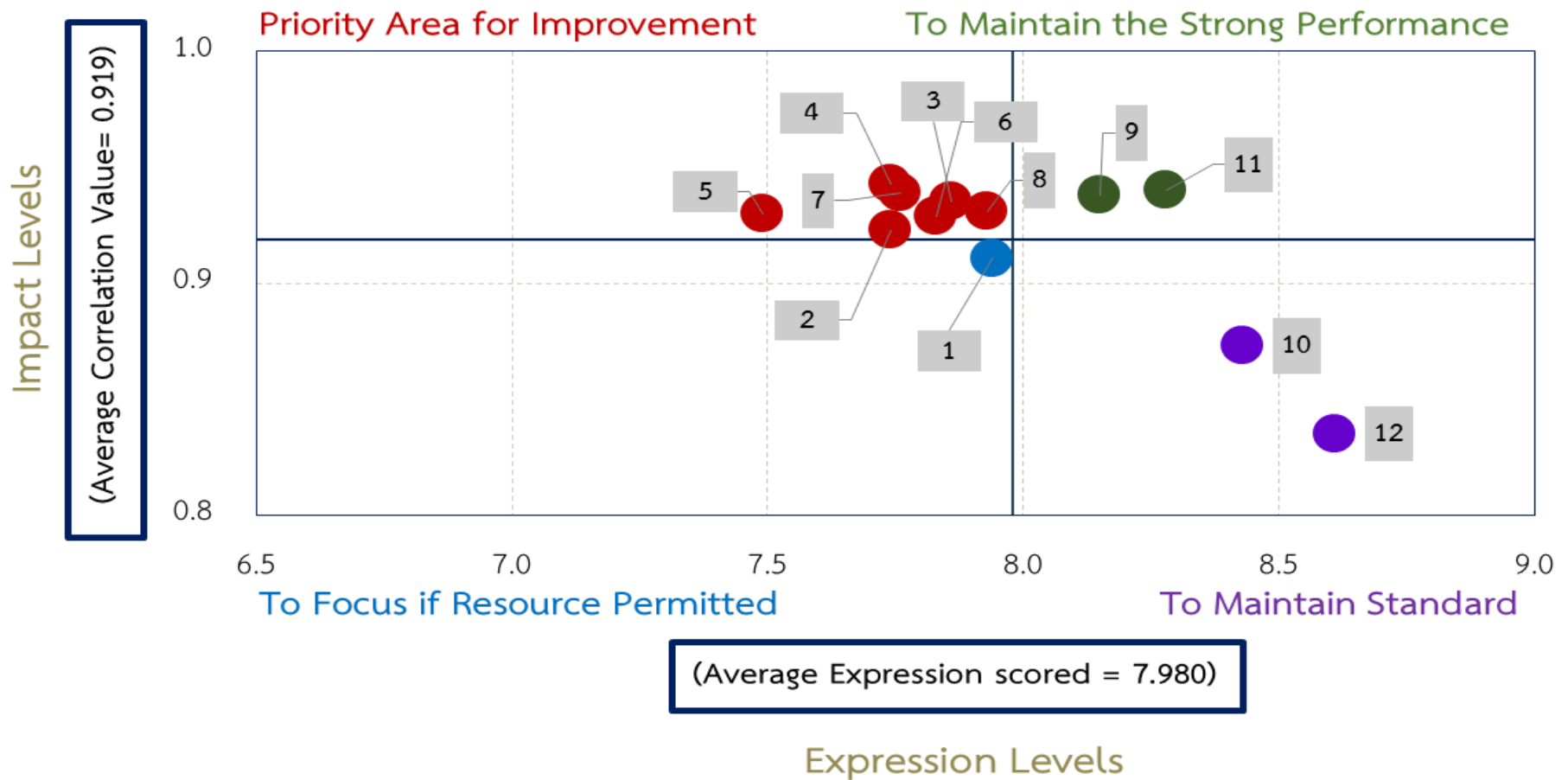


Figure 14 Strength and Weakness Analysis of Behavioral Expression of CAAT’s Services Officer in General Public

Table 51 Strength and Weakness Analysis of the Expression of CAAT Officers' Behavior for Service in General Public

Evaluation Criteria	Attributes
Priority area for improvement	2. Coordinate and support intra-department to meet the needs of the users. 3. Perform accurate operations in terms of information and workflow. 4. Pay attention to the problems and mistakes that arise and be ready to find supports/solutions. 5. Efforts to resolve the issue, even if they are beyond their responsibilities. 6. Providing the useful advice/information to the users without having to ask questions. 7. Efforts to find the needs and understanding of the needs of the service users. 8. Willingly accept the feedback or recommendation from the users to improve the services
To focus if resource permitted	1. Having clear responsibilities and perform their duties.
To maintain the strong performance	9. Perform in accordance with the standards, procedures and practices strictly and do not discriminate. 11. Paying attention and willingness to serve.
To maintain a standard	10. Act of accuracy behavior by not accepting bribe or bribery. 12. Maintaining user's confidential information without violating or unauthorized disclosure of information.

- Aviation Industry

From the Strength and Weakness Analysis of the Expression of CAAT Officers' Behavior for Service in Aviation Industry (Figure 15 and Table 52), it was found that the issue that CAAT do well and consider as their strength are their willingness to provide the services with care and pay attention to the users confidential information without violating their confidential including having clear responsible in their duty; performing their task accurately with no accepting bribery or benefits. These were the issues that CAAT should maintain.

However, the CAAT require attention to these area for improvement by pay attention to the mistake and trying to find the support solutions to solve problems, even if this is out of their responsibility including provide the service fairness without discrimination yet proceeding with accuracy in soling the problem as well as providing correct information without being asked by the user. It is importantly that the officer willingness to accept the feedback/suggestion for further improvement. Emphasizing additionally to intra-department coordination with ability to extend their understanding to the user's needs.

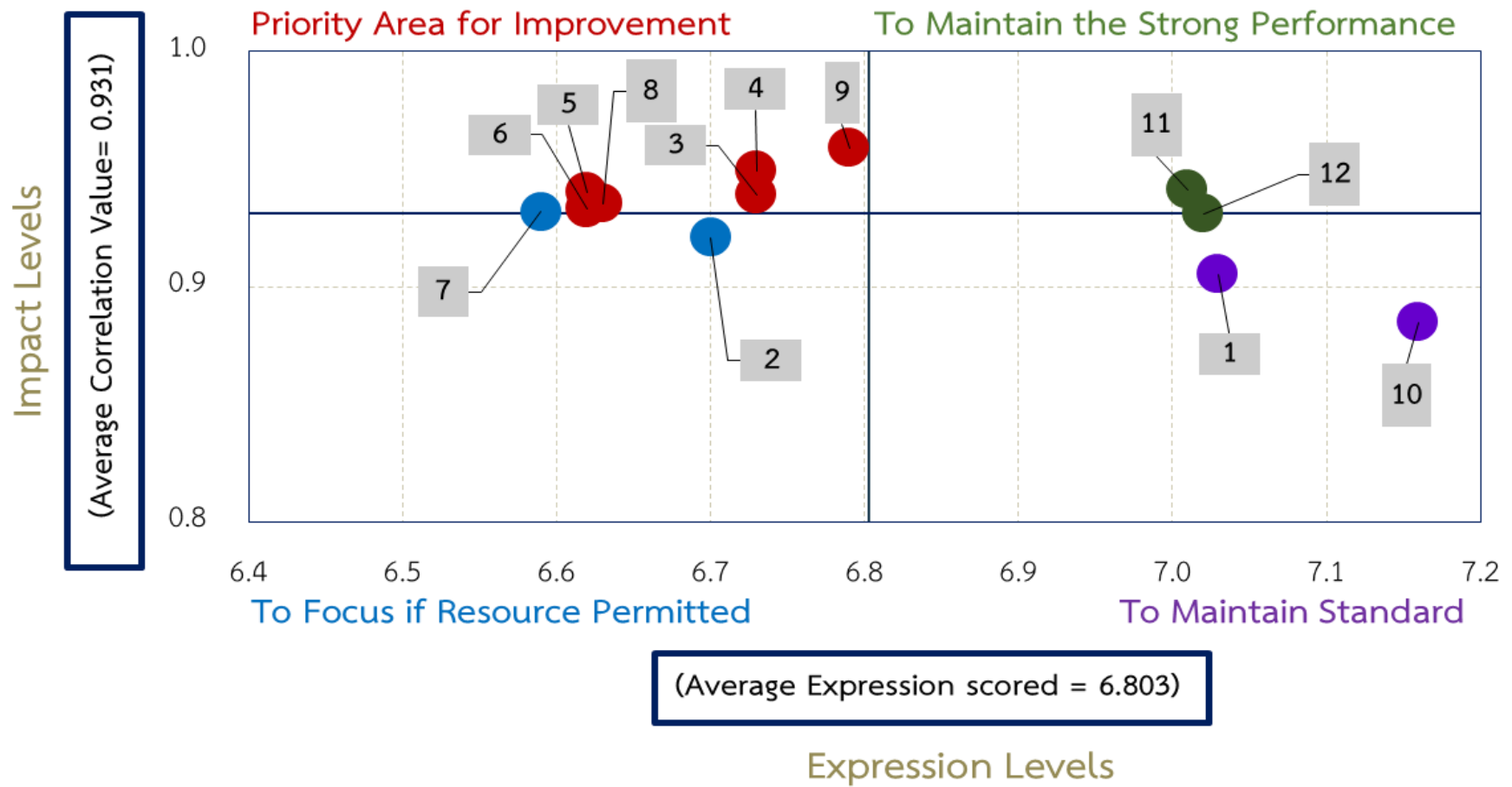


Figure 15 Strength and Weakness Analysis of the Expression of CAAT Officers' Behavior for Service in Aviation Industry

Table 52 Strength and Weakness Analysis of the Expression of CAAT Officers' Behavior for Service in Aviation Industry

Evaluation Criteria	Attributes
Priority area for improvement	3. Perform accurate operations in terms of information and workflow 4. Pay attention to the problems and mistakes that arise and be ready to find supports/solutions 5. Efforts to resolve the issue, even if they are beyond their responsibilities 6. Providing the useful advice/information to the users without having to ask questions 8. Willingly accept the feedback or recommendation from the users to improve the services 9. Perform in accordance with the standards, procedures and practices strictly and do not discriminate
To focus if resource permitted	2. Coordinating and helping each other in each department. In order to provide the service according to the user's needs. 7. Efforts to find the needs and understanding of the needs of the service users
To maintain the strong performance	11. Paying attention and willingness to serve. 12. Maintaining user's confidential information without violating or unauthorized disclosure of information.
To maintain a standard	1. Clearly responsible and perform their duty 10. Act of accuracy behavior by not accepting bribe or bribery

3.2.5 Comparison of the Current Image of CAAT

1) Comparison of the Current Image of CAAT

The CAAT operation in the past 1 year, the overall feedback from the targeted segment, 44.4% feel that, CAAT Image has change positively compare to the year 2020 while 24.1% perceived as similar to the past year, yet 1.6% considered that CAAT’s image is worse than last year. Interestingly there are 361 respondents or 29.9% who has no comment due to they gained experiences with CAAT only in Year 2020 only; therefore they are unable to compare. (Table 53)

On the targeted segment level it found that both groups foresee that CAAT image have changed to better. (public general 44.7%, aviation industry 44.0%) which is in line with the overview.

Table 53 The Current image of CAAT in Comparison

Comparison	Total		Classified by targeted segments			
			General Public		Aviation Industry	
	Freq.	%	Freq.	%	Freq.	%
1. Better than 2019	536	44.4	315	44.7	221	44.0
2. similar/no different	291	24.1	127	18.0	164	32.7
3. Worse than 2019	19	1.6	10	1.4	9	1.8
4. No Comment	361	29.9	253	35.9	108	21.5
Total	1,207	100.0	705	100.0	502	100.0

2) Reasons for the better Image of CAAT in comparison to the Year 2019

- General Public

The 315 of the general public respondents see the improvement of the CAAT image. The main reason is due to CAAT has proactively provide services faster than last year (48.8%) followed by the convenience gained from CAAT’s services from the online channel (21.6%) and CAAT has pay attention to the customer better than last year evidence by their follow up and level of information provided (13.3%) which included the better information dissemination to the public comprehensively (12.7%)

Table 54 Reasons for the better Image of CAAT in comparison to the Year 2019 from General Public

Reasons	General Public (315 samples)	
	Freq.	%
1. Proactive officers, faster services	138	43.8
2. Gained more convenience from online service being added.	68	21.6
3. Better support, inquiries and providing information from the Officer	42	13.3
4. Information Dissemination, News and body of knowledge given to the public thoroughly.	40	12.7
5. Easy access to the website and modernize	25	7.9
6. Competent officers with high standards	12	3.8
7. Continuously monitoring of problems, the issue being updated periodically.	5	1.6
8. Conducting customer satisfaction survey for CAAT’s improvement	4	1.3
9. courteous, welcoming officer	3	1.0
10. Cleanliness Property	2	0.6
11. well-organized zoning area and looks splendid.	1	0.3

Remarks The respondent can choose more than 1 answer

-Aviation Industry

The 221 respondents from Aviation Industry commented that CAAT's image is better than last year. 35.5% of the respondent shared that the officers are more competent with higher standards. Followed by the 23.1% feel that the officers are more competent in providing respond to inquiries while 14.9% mentioned about better technology integration. (Table 55)

Table 55 Reasons for the Current Image of CAAT that is better than in 2019 by Aviation Industry

Reasons	Aviation Industry (221 samples)	
	Freq.	%
1. The officers are more competent with higher standards.	78	35.3
2. The officers are more competent in providing respond to inquiries	51	23.1
3. better technology integration	33	14.9
4. Proactive officers, faster service	19	8.6
5. Better support, inquiries and providing information from the Officer	18	8.1
6. Information Dissemination, News and body of knowledge given to the public thoroughly	8	3.6
7. Sufficient officers to provide the services.	7	3.2
8. Politeness and friendly service officers.	3	1.4
9. an applicable regulation with international standard	2	0.9
10. Clean and modernized Property	1	0.5
11. Organizational differentiation by conducting customer satisfaction survey for CAAT's improvement.	1	0.5

Remarks The respondent can choose more than 1 answer

3) Reasons for the current image of CAAT that have not changed from 2019

- General Public

The 127 respondent from the general public feel that the current image of CAAT are the same when comparing to year 2019, Reasons present in Table 56 The 17.3% of the respondent voiced that the application/form submission process are the same and has no change, followed by 15% stated that the services are as good as last year, however 15% feel that the service process are complicate and time-consuming similar to last year. 14.2% added that information dissemination still unimproved.

Table 56 Reasons for the current image of CAAT that have not changed from 2019 in General Public

Reasons	General Public (127 samples)	
	Freq.	%
1. The application/form submission process are the same and has no change	22	17.3
2. The service is as good as before, The officer are able to provide recommendation as well as last year.	19	15.0
3. The service process have had been time consuming and complicated since last year with no improvement	19	15.0
4. No improvement of Information Dissemination, facing similar problem as last year.	18	14.2
5. The service is still fast and as good as before.	17	13.4
6. Following up on complaints which it had no progression, similar situation as last year.	16	12.6
7. The service is as good as before by Politeness and friendly service officers.	7	5.5
8. The time taken for approval have had been slow, as usual	6	4.7
9. The website looks unattractive, not up-to-date with no improvement.	3	2.4
10. Officers do not pay attention when giving information and have not yet provide advice which is similar to last year.	3	2.4
11. Clean Property as before	1	0.8

Remarks The respondent can choose more than 1 answer

- Aviation Industry

The 164 respondent from the aviation industry who views that the current image of CAAT has not changed since 2019, the reason present at Table 57,

87.2%, of the respondent mentioned that the application/form submission process are the same and has no change with no reduction of the submission documents . 4.3% mentioned that the officer has not paid much attention to the information given as well as not pay attention in giving information.

Table 57 Reasons for the current image of CAAT that have not changed from 2019 in Aviation Industry

Reasons	Aviation Industry (164 samples)	
	Freq.	%
1. There is no reduction in the document submission process and Reduction in the number of documents submission	143	87.2
2. Unorganized Officers and the process is not at the standard as it should be.	7	4.3
3. the officer has not paid much attention and has not provided information. (this is similar to last year)	7	4.3
4. Encountering the COVID-19 situation The business of aviation has been caught up, yet there are no new guidelines.	3	1.8
5. Officers attached themselves to the government officer identity; feeling superior to the user and therefore anticipate to well-receive the respect from user.	3	1.8
6.Slow approval process as before.	1	0.6

Remarks The respondent can choose more than 1 answer

4) Reasons for the current image of CAAT that are worse than in 2019

- General Public

The 10 respondent from general public voiced that the CAAT services are worse than year 2019. The Table 58 presents the reason given. The 80% of the respondent mentioned about no progression of their complaint, 10% referred to the verbally abusive by the call center and 10% mentioned about unclear information given by the officer related to the documents/forms.

Table 58 Reasons for the CAAT’s current image of CAAT worsen than in 2019 by General Public

Reasons	General Public (10 samples)	
	Freq.	%
1. No progression in term of follow up and complaint	8	80.0
2. the verbally abusive by the call center	1	10.0
3. Explanation about the documents/form were unclear	1	10.0

Remarks The respondent can choose more than 1 answer

- Aviation Industry

The 09 respondent from general public voiced that the CAAT services are worse than year 2019. The Table 59 presents the reason given.

The 44.4 % of the respondents mentioned about the officers has changed the rule without notification, 33.3% mentioned about impolite, unfriendly services, lastly 22.2% due to the officer had explained the information very briefly.

Table 59 Reasons for the CAAT’s current image of CAAT worsen than in 2019 by Aviation Industry

Reasons	Aviation Industry (9 samples)	
	Freq.	%
1. Regulation was changed without notice	4	44.4
2. The service officers is impolite or appear unfriendly	3	33.3
3. The explanation of the rules and regulations was very briefly/unclear.	2	22.2

Remarks The respondent can choose more than 1 answer

5) Overall suggestions for improvement

The 1302 respondents has recommend CAAT to improve their overall image by pay attention to the speed of the services, prompt respond to the questions and pay attention to the problem (36.2%) Impovement of accessibility (33.6%) Electronic Integration to improve the tracking process of CAAT’s services operations (27.1%) (Table 60)

According to the targeted segment level, the 36.3% of general public pointed that speed-up the process by pay attention to the problem with prompt services will be the priority, followed by systematic and easy to access the system (33.6%) Electronic Integration to improve the tracking process of CAAT’s services operations (21.1%) which is in the similar direction to the overall. Contrast with the aviation industry that recommend the CAAT to facilitate the system accessibility (47.4%) and providing easy to understand documents to the information/announcement(43.9%), Keep abreast of the timely information provided(40.7%)

Table 60 Overall suggestions for improvement

Recommendation	Total (1,032 samples)		Classified by targeted segments			
			General Public (540 samples)		Aviation Industry (492 samples)	
	Freq.	%	Freq.	%	Freq.	%
1. Paying attention to the problem by provide information promptly with speedy of process.	374	36.2	196	36.3	178	36.2
2. Easy to access to Information system.	347	33.6	114	21.1	233	47.4
3. Tracking procedure at CAAT shall be made electronically	280	27.1	147	27.2	133	27.0
4. Keep abreast of the information, provide information timely.	273	26.5	73	13.5	200	40.7
5. Communication shall be made in the lay term.	265	25.7	49	9.1	216	43.9
6. Unnecessary reduction of the process such as Drone registration.	199	19.3	85	15.7	114	23.2
7. Clearly identify a service schedule and process	193	18.7	67	12.4	126	25.6
8. Accurate list of submission documents	170	16.5	46	8.5	124	25.2
9 sufficient number of the officer for services	137	13.3	19	3.5	118	24.0
10. Others	72	7.0	72	13.3	-	-

Remarks The respondent can choose more than 1 answer

3.2.6 General or Demographic Information

The 1,305 respondents have participated in the the study of satisfaction survey on CAAT operations, services and information dissemination, news, body of knowledge and innovation in the Year 2020, The overview of sample distributions found that most of the respondent male (59.1%) who are between 30-39 years old (39.8%) (had age average at 36.3 years), graduated with a bachelor's degree (70.1%) and have residences in Bangkok (57.9%). (Table 61 - 68)

1) General Public

There were 803 general public respondents, participated in this study, 67.5% of the respondents are male age between 30-39 years or 39.1%. Most of the respondent completed bachelor degree (70.1%), have been employed at the private company (46.8%) and lives in the upcountry (52.7%)

2) Aviation Industry

There were 502 Aviation Industry respondents in this study. 52% are female with between 30-39 years old (41%) with age average of 35.6 years old, most of them have bachelor degree (70.1%) have been working in the aviation industry related to airline corporate business (61.8%) average year of experience are 10.3 years (experiences greater than 10 years 35.3%) most of them are flight attendant (28.7%) working at the operational level (71.9%) and lives in Bangkok (74.9%)

Table 61 General or Demographic Information

Demographic Information	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Freq.	%	Freq.	%	Freq.	%
1. Gender						
- Male	771	59.1	542	67.5	229	45.6
- Female	522	40.0	261	32.5	261	52.0
- Male to Female	6	0.5	-	-	6	1.2
- Female to Male	6	0.5	-	-	6	1.2
2. Age						
- Below 20 years	10	0.8	10	1.2	-	-
- 20-29 years	341	26.1	194	24.2	147	29.3
- 30-39 years	520	39.8	314	39.1	206	41.0
- 40-49 years	290	22.2	194	24.2	96	19.1
- 50-59 years	114	8.7	66	8.2	48	9.6
- equal or greater than 60 years	30	2.3	25	3.1	5	1.0
Age (Average: Years)	36.3 years		36.7 years		35.6 years	

Table 62 General or Demographic Information (cont.)

Demographic Information	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Freq.	%	Freq.	%	Freq.	%
3. Highest level of education						
- lower than Junior High School	2	0.2	1	0.1	1	0.2
- Junior High School	6	0.5	6	0.7	-	-
- Senior High School / Vocational Certificate	74	5.7	36	4.5	38	7.6
- Diploma/High Vocational Certificate	52	4.0	45	5.6	7	1.4
- Bachelor's Degree	915	70.1	563	70.1	352	70.1
- Master's Degree	238	18.2	139	17.3	99	19.7
- Doctoral Degree	18	1.4	13	1.6	5	1.0

Table 63 General or Demographic Information (cont.)

Demographic Information	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Freq.	%	Freq.	%	Freq.	%
4. Occupation (Only in General Public)						
- Government Agency / State Enterprise sector	-	-	150	18.7	-	-
- Private employee	-	-	376	46.8	-	-
- Freelance	-	-	56	7.0	-	-
- Business sector	-	-	150	18.7	-	-
- Student	-	-	36	4.5	-	-
- Farmer	-	-	4	0.5	-	-
- Housewife/Retired /Unemployed	-	-	25	3.1	-	-
- Others	-	-	9	1.1	-	-

Table 64 General or Demographic Information (cont.)

Demographic Information	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Freq.	%	Freq.	%	Freq.	%
5. Business involved in the aviation industry						
- Airlines	-	-	-	-	310	61.8
- Airport Operation, Cargo and Ground Handling	-	-	-	-	124	24.7
- Flight Training School	-	-	-	-	27	5.4
- Aeronautical Radio	-	-	-	-	25	5.0
- Repair Station	-	-	-	-	15	3.0
- Aerospace Design and Development	-	-	-	-	1	0.2
- Aerospace Manufacturing and Assembly	-	-	-	-	-	-
6. Aviation industry experience						
- less than 5 years	-	-	-	-	122	24.3
- 5-10 years	-	-	-	-	175	34.9
- More than 10 years	-	-	-	-	177	35.3
Aviation industry experience (Average: Years)	-		-		10.3 years	

Table 65 General or Demographic Information (cont.)

Demographic Information	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Freq.	%	Freq.	%	Freq.	%
7. Characteristics of work performed in the aviation industry						
- Aircrew/Flight Attendant	-	-	-	-	144	28.7
- Airport Operations Crew / Groundcrew	-	-	-	-	48	9.6
- Operation And Information Officer	-	-	-	-	46	9.2
- Cyber Security	-	-	-	-	44	8.8
- Flight Dispatcher	-	-	-	-	26	5.2
- Technical Engineer	-	-	-	-	21	4.2
- Aircraft Pilot	-	-	-	-	20	4.0
- QA Officer/ Quality Controlled Officer	-	-	-	-	20	4.0
- Maintenance Technician	-	-	-	-	14	2.8
- Air Traffic Controller	-	-	-	-	11	2.2
- Flight Instructor	-	-	-	-	9	1.8
- Airport Service Officer	-	-	-	-	7	1.4

Table 66 General or Demographic Information (cont.)

Demographic Information	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Freq.	%	Freq.	%	Freq.	%
7. Characteristics of work performed in the aviation industry (cont.)						
- Aeronautical Radio / Communications Operator	-	-	-	-	6	1.2
- Transport Academic / Operations Academic	-	-	-	-	6	1.2
- Cargo	-	-	-	-	5	1.0
- Administrations	-	-	-	-	5	1.0
- Executive	-	-	-	-	5	1.0
- Pilot Management Department And Aviation Standards	-	-	-	-	4	0.8
- Airline Ground Support Equipment Operator	-	-	-	-	3	0.6
- Schedule Planning Officer	-	-	-	-	3	0.6
- Maintenance Supervisor	-	-	-	-	2	0.4
- Airline Food Service	-	-	-	-	1	0.2
- Cabin Crew	-	-	-	-	1	0.2

Table 67 General or Demographic Information (cont.)

Demographic Information	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Freq.	%	Freq.	%	Freq.	%
7. Characteristics of work performed in the aviation industry (cont.)						
- Trainee	-	-	-	-	1	0.2
- Document Control Officer	-	-	-	-	1	0.2
- Human Resource Officer	-	-	-	-	1	0.2
- Technical Service	-	-	-	-	1	0.2
- Pilot Management And Flight Standard	-	-	-	-	1	0.2
- Flight Operations Document Officer	-	-	-	-	1	0.2
- Refused	-	-	-	-	45	9.0

Table 68 General or Demographic Information (cont.)

Demographic Information	Total (1,305 samples)		Classified by targeted segments			
			General Public (803 samples)		Aviation Industry (502 samples)	
	Freq.	%	Freq.	%	Freq.	%
8. Positions in Aviation Industry						
- Top Management	-	-	-	-	14	2.8
- Middle Management	-	-	-	-	61	12.2
- Supervisor	-	-	-	-	66	13.1
- Officer	-	-	-	-	361	71.9
9. Currently Address						
- Bangkok	756	57.9	380	47.3	376	74.9
- Upcountry	549	42.1	423	52.7	126	25.1

3.3 Results of In-Depth Interview Analysis of Aviation Industry Entrepreneurs

3.3.1 Expectation and Needs affecting Services, Customer Supporting and Operations

1) Analyze and Prioritize the Expectations and Needs of Aviation Industry Entrepreneurs.

From the in-depth interviews, it was found that each agency or organization has different relationships and business contexts with CAAT. As such there will be a different in the viewpoint/attitude there for we have differentiated the need/expectation, data analysis and priority into 4 groups (Airlines, Airport Operation, Flight Training School, Repairing Center) so that CAAT can enjoy clear direction of the needs and expectations of each sub-group. More importantly for their improvement and implementation necessary. The issue were sequenced as (first priority, most important) as presented in Table 69-75

Table 69 Priority of Expectation

Expectation	Aviation Industry Entrepreneurs			
	1. Airlines	2. Airport Operation	3. Flight Training School	4. Repairing Station
	(9 persons)	(2 persons)	(2 persons)	(3 persons)
<p>1. Time Frame</p> <p>Officers should be strictly in compliance with their working hours</p> <p>For example</p> <p>Experiences gained from contacting CAAT at 11.00 and 16.30 hr. it appeared that the telephone line unanswered. After several attempts, the phone line was answered however the concerned person has already left for the day. The respondent was advised to call again next working day.</p>	<p>1. Officers should have been working efficiently during the working hours, resulting in an ability to be able to provide necessary information on time. (CAAT does not work overtime)</p>	<p>1. Speedy provide information as declared in the guideline</p> <p>For example</p> <p>Experience gained from the respondent has requested an endorsement letter from CAAT which the letter has multiple process and require multiple authorizer which is time consuming.</p>	<p>1. should have the officer on a stand by after work so that an urgent issue can be handled appropriately.</p> <p>Officers should be able to work overtime in some occasions by at least we are able to contact the officers directly. Especially when there are urgent issues. CAAT still have officers to support on this matter or can help for solving in the tentative.</p>	

Table 70 Priority of Expectation (cont.)

Expectation	Aviation Industry Entrepreneurs			
	1. Airlines	2. Airport Operation	3. Flight Training School	4. Repairing Station
	(9 persons)	(2 persons)	(2 persons)	(3 persons)
2. Service Personnel	<p>1. Officers should have service mind attitude</p> <p>2. Assigning key contact persons to be working directly with the assigned airlines and responsible for information dissemination.</p>	<p>1. The Officers should be able to answer questions related to regulations comprehensively including reply back to the inquirer within the working hours.</p>	<p>1. Officers should be able to comply and to maintain quality at the level of the international standard austerely.</p>	<p>1. Officers should have the knowledge and expertise by able to provide clearly advices especially relevant regulations or laws for both of domestic and international. They should be not pushing the agencies to follow up from the website by themselves.</p>

Table 71 Priority of Expectation (cont.)

Expectation	Aviation Industry Entrepreneurs			
	1. Airlines	2. Airport Operation	3. Flight Training School	4. Repairing Station
	(9 persons)	(2 persons)	(2 persons)	(3 persons)
3. Service Procedure	<p>1. Prompt coordination amongst the departments to work in harmonized</p> <p>2. Staff and Information system readiness to strictly comply with the regulation including an ability to provide correct, accurate information promptly</p>	<p>1. Speedy system operation management within the organization yet unnecessary processes reduction.</p>	<p>1. Speedy system operation management within the organization yet unnecessary processes reduction.</p> <p>2. Speedup the decision making process by proper coordination of an authorization process such as having internal meeting within CAAT more often.</p>	<p>1. apply paperless environment by integrating IT solution to enable document submission online. Apparently the completed document has to submit at 3rd floor.</p>

Table 72 Priority of Expectation (cont.)

Expectation	Aviation Industry Entrepreneurs			
	1. Airlines	2. Airport Operation	3. Flight Training School	4. Repairing Station
	(9 persons)	(2 persons)	(2 persons)	(3 persons)
4. Service Facilities	Has not had any experiences with the services facilities, however assume that the services center should locate conveniently near the main airport to facilitate travelling time.	1. One-stop Service shall be known publicly. Understandably that CAAT is undergoing the process to push for the online services. However the CAAT is a main services provider therefore the general public will visit CAAT	1. Service Center at the 3 rd floor should have more space available especially seating at the waiting area. Perhaps apply zoning so that the atmosphere looks presentable, and not crowded.	1. Expanding the waiting area to comply with Covid-19 social distancing.

Table 73 Priority of Needs

Needs	Aviation Industry Entrepreneurs			
	1. Airlines	2. Airport Operation	3. Flight Training School	4. Repairing Station
	(9 persons)	(2 persons)	(2 persons)	(3 persons)
1. Time Frame	1. The agency to made aware of the CAAT's Operation hours.	1. CAAT should have the same working day operation rather than having 2-3 days processing	1. If the delay of the process is anticipated, the officer should inform back to the applicant (1-2 days in advance) so that challenge can be rectified.	1. CAAT should arrange some officers who can support and solve urgent problems during 5:00-6:00 PM.
2. Service Personnel	<p>1. Service personnel should be working proactively to provide service in time and collaborate between departments.</p> <p>2. Should provide more training to add more skill to the officer to handle the basic tasks instead of accepting the document only.</p>	<p>1. Each party's coordination should provide information related to governance and auditing</p> <p>2. Contacting or Feedback to the agencies should provide faster information by it should not wait more than 3 hours.</p>	<p>1. Contacting or feedback with the agencies to provide faster information.</p> <p>For example, They had some experience contacting CAAT in the morning, but the officer requested to recheck the information. Found that they feedback when almost end of the working hour. From this situation, CAAT officers worked and feedback too late.</p>	<p>1. Maintaining the quality of service in term of service officer to be more such as the establishment parties/ departments that provide information about specific regulations and rules</p> <p>2. To concern about proper communication etiquette, the officers, should not speak too casually with customers or users.</p>

Table 74 Priority of Needs (cont.)

Needs	Aviation Industry Entrepreneurs			
	1. Airlines	2. Airport Operation	3. Flight Training School	4. Repairing Station
	(9 persons)	(2 persons)	(2 persons)	(3 persons)
3. Service Procedure	<p>1. Promptness of authority's decisions to approve more quickly. By promoting the authorized persons who can support various levels, there's no need to wait for only one person.</p> <p>2. Pro-Active measures corresponding to the COVID-19 period, such as travel measures to Thailand, boarding time conditions of aircraft, countries that do not allow entry into and out of the country, etc.</p>	<p>1. Promptness of authority's decisions to approve more quickly. By promoting the authorized persons who can support various levels, there's no need to wait for only one person.</p> <p>2. Promptness of delivering documents</p> <p>3. Publicize information related to various aviation measures or regulations that should be careful that consistent with the circumstances COVID-19 units have been informed. Discuss the meeting to acknowledge the problems and guidelines for leniency, including various action plans in the future.</p>	<p>1. Improving processes/procedures in the service. (Clear procedures / Fast timing / Fewer documents, Easy to complete)</p> <p>2. Delivering information related to various aviation measures or regulations that should be careful under the circumstances of COVID-19 for the agencies to be informed. (CAAT may send a letter or email to provide a recommendation that the instructor can use further)</p>	<p>1. Applied the technology and development of customer service channels, including enhancing capacity in security management such as cybersecurity.</p>

Table 75 Priority of Needs (cont.)

Needs	Aviation Industry Entrepreneurs			
	1. Airlines	2. Airport Operation	3. Flight Training School	4. Repairing Station
	(9 persons)	(2 persons)	(2 persons)	(3 persons)
4. Service Facilities	-	1. The office's overall image and atmosphere are modern, allocating space not to feel crowded. There is a seating area to sit and serve in the strict queue order.	1. CAAT May consider expanding the area more extensively from the original, or consider a new location, but remain in the Don Mueang area, including Add an office near Suvarnabhumi Airport	1. The importance of managing the property under the COVID-19 circumstances, such as publicity of the safety measures that apply to the users, is aware of and aware of the importance.

3.3.2 Evaluation of Perception and Awareness toward Vision and Mission, Roles and Strategic, CAAT Officers' Behavior reflected Core Values Procedures.

1) Perception toward CAAT's Vision and Mission

Overall perception toward CAAT's Vision and Mission was 77.9% while the overall level of behavior was slightly lower as 72.6% that shown in (Table 76).

When considering in each issues assessed in Table 76, it was found that CAAT's service is transparency and good governance, it is major issues that is mostly recognized from the aviation industry entrepreneur's opinions. While followed by the maintaining and improving equitable and international standard regulatory system (79.4%), the continuously monitor and implement standards and recommended practices of international organizations (79.3%), developing the organization, its personnel and the supporting system (76.7%), Services are in alignment with the vision (75.3%) and the promoting and developing efficient and sustainable civil aviation activities (73.8). However considering each issues in the behavioral expression in Table 76, it was found to be consistent with the perception.

Furthermore, when considering the strengths issues that CAAT could perform superiors and reflect the main vision and mission found that

- Changing in term of vision, mission including relevant requirement or regulation would be reported throughout the clarification in the committee meeting. Representatives from relevant departments are regularly invited to attend and exchange views and opinions. This results were the development and enhancing of a supervisory system to have standards and fairness to the relevant agencies.

- Encourage training for increasing the quality of service to officers including increasing the amount of officers in order to respond to users too more quickly and it's a considered point to develop and support the quality of personnel to have a higher standard.

- CAAT includes all regulation and protocol documents and making a manual, handbook It made the CAAT's officers in the organization are able to aware the rules, regulations by acknowledging each other and practicing strictly.

- CAAT has announced a preliminary approach to the aviation auditing for aims to provide relevant agencies that could prepare and acknowledge the conditions or results which arise from the audit. Furthermore CAAT's officers have provided some advice on how to proceed to pass various requirements. It could help the enabling the department to plan and manage the organization to be ready for the auditing.

- CAAT has adjusted the context of organizational to be more modern and in line with international requirements. Which can be reflected from the adjustment of international requirements or standards including encourage to meet European Aviation Safety Agency (EASA) standards, which will further enhance Thai aviation safety with a focus on improving aviation safety and reducing the risk of passenger's safety.

- CAAT's management has acted more pro-active policy as reflected by their visited to meet with the agencies and made the relationship with the International Authority including preparing a tentative plan to solve with every situation from the level of normal, moderate to worst. Since before this EASA came to check the standard of Thai airline and ready to approve a license to fly into EU countries according to the TCO (Third Country Operators) program to assist airlines with international safety standards for being able to fly to European member states.

However, there are some issues that most of the aviation industry entrepreneurs realized that CAAT should improve and develop more. There are the following issues:

- The operations also delays in publicizing development policies particularly in the aviation business policy. It affected the preparation time of some agencies decreased. The operators in the relevant department do not have more time to study or understand as they should. As a result, sometimes errors contrary to the declared requirements.

- CAAT officers often provide answers from personal's feelings or understanding. They tend to stick to their experiences rather than directly responding under the applicable standard principles causing the lack of confidence in the information received.

- CAAT should increase the role in cooperation with international organization more especially encouraging CAAT's officers to participate in the International Civil Aviation Organization (ICAO) in order to raise the quality of Thailand to be on part with international levels.

Table 76 Perception toward CAAT’s Vision and Mission

Opinions	Total		1. Airlines		2. Airport Operation		3. Flight Training School		4. Repairing Station	
	(16 persons)		(9 persons)		(2 persons)		(2 persons)		(3 persons)	
	(%)		(%)		(%)		(%)		(%)	
	Aware	Behavior	Aware	Behavior	Aware	Behavior	Aware	Behavior	Aware	Behavior
Overview of Vision and Mission	77.9	72.6	78.6	76.1	83.3	65.0	70.0	58.3	77.6	77.6
1. Overview of CAAT service is transparency and good governance.	83.3	80.0	81.3	83.8	85.0	60.0	80.0	75.0	90.0	86.7
2. To maintain and improve equitable and international standard regulatory system.	79.4	72.5	77.8	71.1	85.0	70.0	65.0	55.0	90.0	90.0
3. To continuously monitor and implement standards and recommended practices of international organizations.	79.3	74.7	78.8	78.8	85.0	65.0	85.0	70.0	73.3	73.3
4. CAAT continuously develop the organization, its personnel and the supporting system.	76.7	73.3	80.0	80.0	80.0	70.0	65.0	45.0	70.0	75.0
5. Services are under the vision of “Standard toward Sustainability”.	75.3	69.4	78.8	71.1	80.0	60.0	65.0	65.0	70.0	73.3
6. To promote and develop efficient and sustainable civil aviation activities.	73.8	66.0	75.6	72.5	85.0	65.0	60.0	40.0	70.0	66.7

2) Perception toward CAAT's Roles and Strategic

Overall perception toward CAAT's Roles and Strategic was 74.5% while the overall level of behavior was slightly lower as 70.5% that shown in (Table 77).

When considering in each issues assessed in Table 77, it was found that the continuously implementation of regulatory mechanisms, it is major issues that is mostly recognized from the aviation industry entrepreneur's opinions (86.3%). While followed by the arranging for the development of a supervisory system in accordance with international standards (77.5%), being the center of information and knowledge of aviation for supporting the research, development and innovation (70.7%), the enhancing strengthening the strength and sustainability of the organization (70%) and the promoting and develop a sustainable aviation industry (66.7%) respectively. However considering each issues in the behavioral expression in Table 77, it was found to be consistent with the perception.

Furthermore, when considering the strengths issues that CAAT could perform superiors and reflect the main roles and strategic found that

- CAAT has more stringent in law, enforcement requirements and regulatory systems based on international standards. They could be seen from adjusting details of the requirements or procedures to be more in line with international airlines including adjusting the auditing requirements (Surveillance) to be modern and complete

- There is a clear guideline for the officers, it made it possible to comply with the Technical Guidance, including if there is some changing in relevant conditions or practices, CAAT will expedite the process of notification and acknowledgment in order to be able to comply properly

- Had more information on announcements, advice and interesting news about the law, relevant regulations and updated COVID-19 situation were published on CAAT official website. It made to able to search or update news information.

- There is an agreement on sharing information about aviation measures with foreign countries (MOU) as a data collection center for using to improve the quality to meet with international principles.

However, there are some issues that most of the aviation industry entrepreneurs realized that CAAT should improve and develop more. There are the following issues:

- Requirements or regulations issuing should ask or discuss the opinions or conducting workshop with the practitioners in the relevant departments before issuing an enforcement notice. CAAT should focus on issuing requirements that are truly consistent with operational guidelines for the guidelines are effective and could be in full enforcement.

- CAAT should support and increase the officers' skills and knowledge about international aviation law or regulations. Due to the recently, it is imperative that the organization/ agencies in the aviation industry relies on expertise and guiding the right course of action as CAAT is a governing organization in the aviation industry. From some experience found that CAAT officers still understand the mismatched requirements and provide inconsistent answers or guidelines. As a result, they realized that CAAT should emphasize more accessing to knowledge within CAAT personnel or have an education from seminar including relevant knowledge examination. Which the above approaching, it will make the officers too more active to develop their potential working to be ready and to raise the quality of service for the better.

- CAAT should provide opportunities for relevant external agencies to attend lectures or seminars hosted by CAAT, because they realized that it will provide an opportunity to connect and gain awareness of the CAAT's organizational context and acknowledge the progressing in some activities and guidelines for the implementation of various missions. It also needs relevant agencies to be able to help or jointly discuss guidelines in various situations, which is seen as the starting point for strengthening the organization, causing CAAT to see guidelines for further development or improvement of the service. It is also a sustainable development in term of knowledge development and building networks in the future as well (Partners).

- Increasing the number of CAAT officers in monitoring the quality of aviation safety standards to be sufficient for the number of airports in Thailand and including the selection of qualifications of personnel to be inspected. They should be complete in accordance with the number of airports used and registered for supporting CAAT to continually and consistently apply the regulatory mechanism.

Table 77 Perception toward CAAT’s Roles and Strategic

Opinions	Total		1. Airlines		2. Airport Operation		3. Flight Training School		4. Repairing Station	
	(16 persons)		(9 persons)		(2 persons)		(2 persons)		(3 persons)	
	(%)		(%)		(%)		(%)		(%)	
	Aware	Behavior	Aware	Behavior	Aware	Aware	Behavior	Aware	Behavior	Aware
Overview of Roles and Strategic	74.5	70.5	78.0	75.9	70.0	62.0	67.0	56.0	72.7	71.3
1. To continuously implementation of regulatory mechanisms.	86.3	81.9	87.8	85.6	85.0	65.0	80.0	75.0	86.7	86.7
2. To arrange for the development of a supervisory system in accordance with international standards	77.5	75.6	75.6	77.8	75.0	75.0	85.0	70.0	80.0	73.3
3. To enhance strengthening the strength and sustainability of the organization	70.0	67.9	77.1	72.9	55.0	55.0	65.0	65.0	66.7	66.7
4. To be the center of information and knowledge of aviation for supporting the research, development and innovation	70.7	66.7	77.5	73.8	65.0	65.0	50.0	35.0	70.0	70.0
5. To promote and develop a sustainable aviation industry	66.7	59.3	71.3	67.5	70.0	50.0	55.0	35.0	60.0	60.0

3) Perception toward Behavior of CAAT's Officers to Core Values

Procedures.

Overall behavior of CAAT officers to core values procedures was 77.3% that shown in (Table 78). When considering in each issues assessed in Table 78, it was found that three main issues that CAAT officers could perform behavior at a high level are 1) Officers performed based on accuracy. Not accepting bribes or illegal benefits (90.6%), followed by providing priority with the user's information without violating or disclosure without permission. (88.5%), and the officers have clear responsibilities and perform their duties. (81.9%) while the ability of providing useful advice or information to users which the user does not need to ask (69.3%) is an issue that the aviation industry group sees as CAAT can show as less as possible.

Furthermore, when considering the strengths issues that CAAT could perform superiors and reflect the core values procedures found that

- CAAT's officers were able to receive requirement and coordinate assistance to relevant departments as well including being able to provide some advice and additional knowledge.

- CAAT has restructured the operations of officers that could to work faster and to be enthusiastic for helping the users as well. For example, the issuing a construction permit from 5 months to 30 days originally considered.

- The officers had notified the results of document approval. Which they will notify about the additional documents for the users could get to approval.

- Ability to answer questions of some officers could to provide answers in a systematic and accurate manner. They could refer to the requirements according to each item as well. Which represents professionalism in providing information.

- Officers were enthusiastic to keep feedback and providing accurate information to users. Which demonstrates their focus on finding and trying to meet the users' needs

- In case of the officers could not provide some information, they will explain the information at firstly. And for providing completely and correctness information, they will advise the relevant departments to contact them by providing a number to contact the department or officers directly or sometimes there is a periodic follow-up of progress.

- In case of urgency situation, the officers were trying to resolve the problem as well as seeking information, supporting, helping to coordinate with relevant external agencies even though overtime working hour.

- Officers had concerned with the users' opinions (Voice of Customers), which can be seen from the applied of information technology in the survey on the satisfaction via google form instead of answering the questionnaire by paper.

- In case of urgent situation that needed to follow up, the officers have never requested special privileges or offered bribes to make the operation quickness. It shown that CAAT has emphasized on transparent working principles in accordance with the principles of good governance.

However, there are some issues that most of the aviation industry entrepreneurs realized that CAAT should improve and develop more. There are the following issues:

- Some of them had ever sent documents to process the license, it turned out that after 1 month, and there was a follow-up to inquire about the progression with the officers in the relevant department. But they notified that the documents were not found and asked to submit a new document again.

- Sometimes there were the delay in internal coordination between departments, it made the agencies to follow up with several inquiries.

- Ability to provide information or communication, explanation especially International aviation law and regulations including the officers who could not provide correct and consistent information. It was something that CAAT should develop the officers' skills for providing more information. Because they sometimes was unable to explain clearly and fully understand it. It made the agencies or users confuse.

- To support urgent solving problem, CAAT should add a 24-hour hotline channel because the problems often occurred at any time that not limited just working hours

Table 78 Perception toward Behavior of CAAT Officers to Core Values Procedures.

Opinions (Scored High to Low)	Total	1. Airlines	2. Airport Operation	3. Flight Training School	4. Repairing Station
	(16 persons)	(9 persons)	(2 persons)	(2 persons)	(3 persons)
	%	%	%	%	%
Overview of Behaviors	77.3	82.0	65.5	53.2	86.6
1. Officers performed based on accuracy. Not accepting bribes or illegal benefits.	90.6	95.6	70.0	80.0	96.7
2. Officers provides priority with the user's information without violating or disclosure without permission.	88.5	87.5	90.0	80.0	93.3
3. Officers have clear responsibilities and perform their duties.	81.9	81.1	80.0	85.0	83.3
4. Officers had willingness to service and careful the users.	79.4	83.3	70.0	55.0	90.0
5. Officers pay attention to problems and mistakes that occurred. In addition, ready to find solutions to help and solve problems.	78.0	81.1	70.0	50.0	90.0
6. Officers could practice in standard operating, procedures and precautions and do not discriminate.	77.3	81.1	80.0	45.0	86.7
7. Officers tried to fix the problem. Even if it is out of their responsibility.	74.2	84.3	50.0	40.0	85.0
8. Officers are coordinating and helping each other in each department. In order to provide the service according to the user's needs.	73.3	88.6	45.0	40.0	90.0
9. Officers operated with accuracy for both of providing information and service procedures.	71.9	72.2	65.0	50.0	90.0
10. Officers pay attention and accepting feedback or suggestions of users for developing better services.	71.4	77.5	70.0	10.0	76.7
11. Officers could provide useful advice or information to users. Which the user does not need to ask.	69.3	77.5	55.0	50.0	70.0
12. Officers tried to find out the needs and understand the needs of the users intently	69.3	75.0	55.0	45.0	85.0

3.3.3 Evaluate the Effectiveness of Relevant Channels for Communication of Visions Core Values, Strategies and Operations.

1) Frequency of Coordination with CAAT

For the frequency of coordination with CAAT as shown in Table 79 found that the mostly aviation industry entrepreneurs would contact with CAAT at least 1 time per month (87.5%)

Table 79 Frequency of Coordination with CAAT

Frequency	Total		1. Airlines		2. Airport Operation		3. Flight Training School		4. Repairing Station	
	(16 persons)		(9 persons)		(2 persons)		(2 persons)		(3 persons)	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Less than once a year	1	6.3	0	0.0	0	0.0	0	0.0	1	33.3
At least 1-2 times per quarter	1	6.3	0	0.0	1	50.0	0	0.0	0	0.0
At least 1 time per month	14	87.5	9	100.0	1	50.0	2	100.0	2	66.7

2) Experience of Receiving Information from CAAT's Channels

From this results from experience of receiving information from CAAT's channels in aviation industry entrepreneurs as shown in Figure 16 is found that in the recently, most of them receive information through the CAAT official website and CAAT officers for 100%, followed by they got the information from Academic Conference (93.8%), Airline officers (75%), while printing media and radio (18.8%) are the least channels to receive information. While it was found that some received channels from CAAT's E-mails, Posters in the airport and government letters.

When considering the desired channels for CAAT to disseminate information as shown in Figure 17, it is found that in the overview of requirement, mostly aviation industry entrepreneurs' still need CAAT to distribute information as CAAT officers (100%) and CAAT's official website and Academic Conference (93.8%). While they want CAAT to support the distribution through Facebook applications and online media (75%). Whereas television and radio media are the channels that they needed less because that they did not meet the needs of daily life or operations in the current situation.

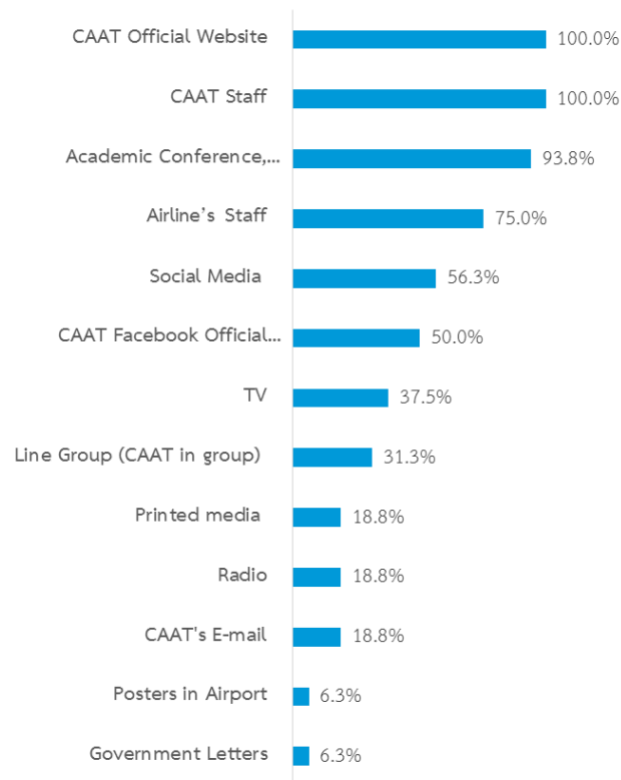


Figure 16 Experience of Receiving Information from CAAT's Channels of Aviation Industry Entrepreneurs (The respondent can choose more than 1 answer)

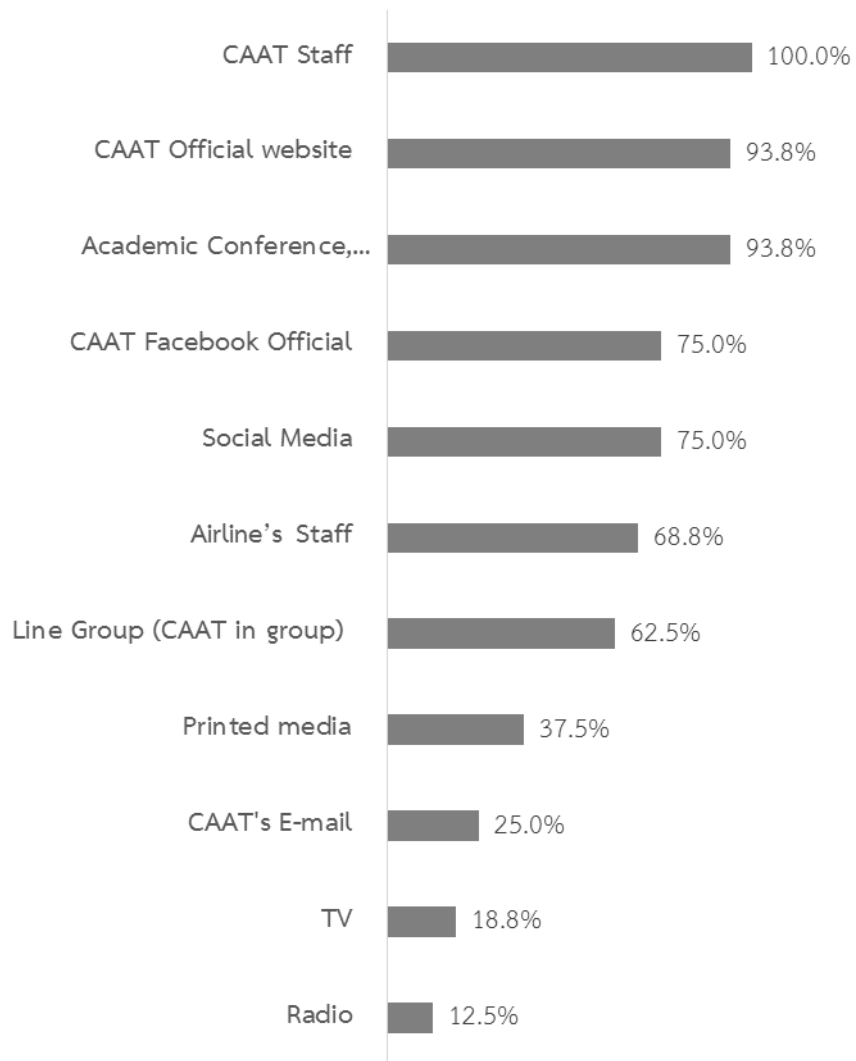


Figure 17 Aviation Industry Entrepreneurs' Needs toward CAAT Disseminate Information through CAAT's Channels (The respondent can choose more than 1 answer)

However, when considering the information that mostly of aviation industry entrepreneurs concerned and needed from CAAT as following these:

1) CAAT should summarize laws and regulations in each specific country which had issues that are consistent such as CLMV countries or Europe, etc. So that they can be easily applied. Because of mostly laws and regulations are similar, CAAT may specify some precautions in each country to more consider. It could help them to quickly guide and easy to use or study to prepare for the audit from CAAT) including if there are anything might be change or update the new rules or regulations, CAAT should notify the relevant agencies immediately.

2) If CAAT has guideline measures or action plan or Pro-active policy that are compatible with the COVID-19 situation that are relevant to the operations or audit in the aviation industry. CAAT should be distributed for acknowledgment, so the agencies could prepare to handle and plan the management guidelines within the organization.

3.3.4 Problems / Obstacles in Enhance the Relationship or Communicate with CAAT and Recommendation for Improvement

Recently, the contacting and coordinating with relevant agencies, there will be both offline and online platform. Mostly organization/ agencies will be able to contact CAAT's officers via telephone or sometimes they will contact via email at the same time. Coordinator or key contact person will serve to requirements and forward/ delivering the information to the relevant departments.

In this regard, the coordination or contacting, it was found that CAAT was able to perform well and made the operation and service process smoothly and completely. In viewing and opinion of the aviation industry entrepreneurs concerned as these:

1) CAAT's officers are willing to provide the best service and enthusiastic to help or solve problems including finding information to support in answering. They could do better than before and also enhancing the organization's image.

2) CAAT's officers adhere to morality, no bribes are accepted and being able to work under good governance principles including to comply with and enforce rules or regulations with other organizations/ agencies by equally and enforced under the measures prescribed.

3) Overview of the organization and operations for both the service procedures and officers including the audit pattern. More roles, organizations management or regulations are adjusted to be in line with international standards. CAAT attempted to more efforts are being made to study the regulations on international aviation measures. It made the operations or coordination more flexible than before.

4) In the auditing, CAAT's officers will provide advice and guide directions as well as advantage information to organizations carrying out activities in accordance with applicable standards and also able to pass the assessment.

However, there are some problems that arise during the coordination which if CAAT considers and is aware of such amendments, it may improve the quality of operation and building a good relationship. The problems and obstacles arising from the experience of working together with CAAT in previously are as follows.

1) Sometimes Answering questions or providing advice, some CAAT's officers will provide answers from their feelings and experiences rather than searching or based on actual data. That's affect to confidence in the correctness of the information

Occasionally, the organization/ agencies inquiries or did not understand some contents of the document published on the website or attached letter. They necessary required to contact CAAT's officers directly to inquire about such questions. Found that some of them would provide the answers based on their opinion or experience at that time, they did not attempt to search or inquire for confidence. From this reason, it was causing to lack confidence and are concerned about their operations because if the agency did not work properly, it might affect and breach the conditions in various quality systems involved. In addition, some officers provided the information that did not matching the appearing on the website. From the reasons mentioned above, it affected the credibility and image of the organization as CAAT is an organization about controlling and monitoring involved in the aviation industry

In this regard, CAAT may have to emphasize or communicate more information to relevant personnel on the conciseness and dissemination of information including bringing the information system into management in order to be more systematic

or appoint a team that can answer questions or discussing specific agenda issues which must have a primary responsibility persons to supervise and control all the work processes.

2) Many organizational divisions and hierarchies affected too difficult to reach CAAT's departments which have responsible and took time to deliver information.

CAAT has various divisions or departments which the management of such internal structure like this, it is an obstacle in cross-departmental coordination. Which the aforementioned operations system reflects a lot of inflexibility and lack of promptness in the transmission of information. In addition to this operation, it also affected the inability to deliver information or documents on time. However, CAAT may have to establish conditions or a systematic coordination monitoring plan by setting the time, and tracking results are recorded every time with the receiving's date including who is the next coordinator or received the subject or requirement for being able to easily follow up and easy to coordinate further. CAAT may bring an information technology system to develop a program or a system for monitoring the operation process's progression. This method will help the organization/ agencies could know the operations in the current situation (Can bring the tracking code number in the system)

3) Information published on CAAT official website for both Thai and English version, there were no consistency. (For example Thai version, there is information on regulations or enforcement measures. It could be downloaded as a soft file (pdf file) while English version, there was no such information to upload like Thai version)

Because of some organization/agencies have foreign officer or executives, if there was no such information. It made them had waste time to translate and also have a risk for occurring the error in the accuracy and completeness of information. Therefore, every time for an announcement or enforcement, CAAT should be prepared in the form of more information by able to support foreign languages comprehensively in line with the Thai version's usage.

4) Miscommunication is main causing to occur the errors of submitted and must follow up several times

Sometimes the information's communication to other departments was incomplete, it caused to receiving incomplete information or did not receive the information required including delays in delivery. The organizations/ agencies may need to contact directly with the relevant CAAT's departments. In the case of urgent issues, CAAT should allow them directly contact with the relevant department for reducing errors in the delivery of information and increasing the promptness of operations or even introducing some key contact persons who are from other departments to know for improving the coordination' timing and achieve consistent perception and understanding about requirements. Furthermore the key contact persons should always be a review for accuracy before submitting for reducing the errors and it's a path to show the potential of CAAT's operations as well.

Chapter 4 Conclusion and Recommendation

Conclusion

The Study of Satisfaction Survey on CAAT Operations, Services and Information, News, knowledge, and Innovation in the Year 2020. The quantitative study was conducted of which 1305 respondents were interviewed in this study. The target segments were classified as the general public 803 respondents and the aviation industry entrepreneur 502 respondents. The result can be described as below

The overall of the current news awareness and news tracking experiences noted that more than half of the respondent or 62.4% followed the news on the daily basis. Facebook were the primary source of the information (87.1%) followed by Line (53.2%), Television (50%) while the print media such as newspapers, magazines, and journals. The least followed channel is 10%. Facebook remains the main channel where most samples follow the news, with 55.2% of the data being followed. When considering with the kind of segments, it found that both the general public and the aviation industry had aligned in the same direction as the overview. However, in term of perceiving toward CAAT organization found that 41.7% of samples acknowledged CAAT was a state enterprise. Meanwhile 31.4% perceive CAAT as an independent government agency which neither a government nor state (which is the correct answer). Only 17.4% in the general public were given the correct answer, where by the correct answer from the aviation industry are at 53.8% (higher than the general public)

For the acknowledgement of CAAT's information, news, knowledge, and innovation found that official CAAT website was a main media channel approximately 65.2%. While most of both segments still required CAAT to publicizing via the official CAAT website that was a main media channels and also along with the social media usage such as Facebook, Line, etc. (41.1%). Then, Shops or companies that sell the drones were also the important channel for the general public to be able to CSN RESEARCH LTD. I147 obtain CAAT's information (8.8%). Meanwhile the receiving CAAT

information through conferences, seminars and exhibitions was also an important channel for the aviation industry that had scored for 21.3%.

For the analysis of satisfaction toward publicizing of CAAT's information, news, knowledge, and innovation, it was at very satisfied level in the overview by having the average overall satisfaction equal to 3.59 out of 5 scored. Then, the general public had scored more than the aviation industry. However, the operations and service had the highest average satisfaction scored was the reliability and accuracy of information whereas the interesting information and several of media channels was the issues that had the lowest satisfaction scored. Meanwhile, the analysis of the factors affected toward the overall satisfaction by using Pearson Product Moment Correlation Coefficient found that every factor evaluated had affected toward the overall satisfaction level in the high level (had correlation value between 0.71-0.90) and significantly. Especially in term of practical information was an important factor and had influenced to the satisfactions level of targeted segments mostly (Had correlation value 0.828).

However, considering strength-weakness of CAAT's information dissemination, body of knowledge and innovation, it noted that CAAT has done well and should maintain as their strength on providing internationally reliable academic reference, un-bias information and relevancy to the current situation. At the same time, the CAAT's focus should be on providing information in an easy-to-understand format and communicating information quickly and timely so that it can be utilized timely. Additional emphasis should be placed on the process or the presentable information to reach more users which include media application or select appropriate channels that are more responsive such as pushing for infographics presentations to make the contents more attractive and appealing to the readers, or publishing across a wide variety of channels (online media) etc. For the recommendation that most of the respondent required CAAT to improve were the operation in the field of publicizing the news and educating people thoroughly (54.3%), followed by easier access to information and storage systems by applying information technology (38.3%).

For the analysis of satisfactions toward using CAAT Service in the general public and the aviation industry, the results were as follows:

From the using of CAAT's services survey among the general public found that 31.5% have used the service regarding to drone registration or a license related to drones from Flight Formalities Department (FFD) and 31.4% have used the services regarding to the passenger rights or complaints, such as delayed flights, flight cancellation (Economic Regulation Department: ERD). This include the respondents who were using services at CAAT's service center on the 3rd floor, Laksi IT Square for 24.9%, while only 12.2% have never used CAAT services.

In the aviation industry, CAAT departments that most of them had the most opportunity to use the service in the top 5 ranking are the Flight Operations Standards Department (OPS), a main department that they used the service approximately for 24.5%, followed by the Aviation Security and Facilitation Standards Department (SFD) (13.3%), Personnel Licensing Department (PEL) (12%) Safety and Aircraft Engineering Department (AIR) (9.4 percent) and Aerodrome Standards Department (AGA) (8.2%). The respondents that used the least number of services (less than 1 percent) were Internal Audit Office (IAO), Human Resource Management Department (HRD), Financial Accounting and Budgeting Department (FAB) and Corporate Strategy Department (CSD). From the analysis of satisfactions toward using CAAT Service, it was at very satisfied level in the overview by having the average overall satisfaction equal to 3.87 out of 5 scored (77.4%). When considering the overall satisfaction in each factor found that the overall satisfactions of time frame had average satisfaction scored 3.78 (75.6%), the service personnel had average satisfaction scored 4.00 (80%), the service procedure had average satisfaction scored 3.75 (75%) and the service facilities had average satisfaction scored 3.82 (76.4%) (That was from a full rating of 5 scored). Then, when considering with the attributes in each factor found that providing services on a first-come, first-served basis (queue system) was a factor that had the most satisfaction scored for time frame (average scored 3.86), Suitability of Dress was a factor that had the most satisfaction scored for the service personnel (average scored 4.14) at the same time, the arranging service procedures as declared received the highest satisfaction in the service procedure (average scored 3.73). And the cleanliness of the premises within the CAAT. Received the highest satisfaction factor in the property area (average 3.93). For analysis of the factors affecting overall satisfaction levels based on Pearson's simple correlation coefficient, the company's coefficient of the overall satisfaction level was analyzed. It is

noted that the people operation is the factor that influence overall satisfaction at the highest correlation (0.961) followed by timing factor (0.894) the premise (0.859) and service procedures. (0.837)

However, considering the strengths and weaknesses of the service, it is important to focus on solving the problem of queue management. The convenience and speed of the procedures provided. The service should be performed accordance with the specified period of time and suitability during opening and closing hours. The sequencing of the service procedures should be processed as declared. In addition, the clarity of the signage, the symbols, the public relations of the service point or the information about the procedures and duration of the service. The Convenience and suitability of the service point such as sufficient seating area and restrooms. Meanwhile, operational policies, especially manners, express willingness, and readiness to provide services. Knowledge and ability to answer questions, provide fair service, transparency, grooming and cleanliness of the location, is something that the CAAT should maintain. In addition, if CAAT keen to improve the quality of the services, the CAAT should focus on clarifying on regulations, aviation regulations, the announcements, or new requirements so that it can be properly executed (35.5%). Followed by e-document storage or enhance the paperless by allowing the e-document to upload (30.8%). The well-defined services process and duration (29.9%) the work efficiency to handle applicants or resolving the issues are also noted.

In addition, the general public appreciated the clear and easy to understand advice from the CAAT's officer the most, while the aviation industry gave the highest score to the officer's capability to provide accurate and clear information. However, the non-follow up or lack of support in solving the problems and the unprofessional and non-standard work of the officers is an issue that the respondents depreciated the most.

The result of CAAT's role and services image has been evaluated below:

The results of the overall analysis, the role of process and service overview at CAAT are at high level of awareness. The average score is 3.62 from total score 5 (72.3%). The role and such service image received the highest awareness of the average scored went to transparency in working according to good governance principles. The

lowest score went for the service based on the vision of "Standard for Sustainability". At the same time, Analysis of factors affecting overall satisfaction levels based on Pearson's simple correlation coefficient found that all of the evaluation factors affect the high and highest satisfaction score with statistically significant especially to the continuous development of organizations, personnel, support systems is the most important factor and influences the level of satisfaction of the respondent (Correlation value is 0.904)

However, considering the strengths, weaknesses of the overall awareness of the processes and services of the BOT. It was found that maintaining and developing a fair and international standard governance system, including the continuous development of organizations, personnel, support systems are the factors that CAAT has done well and be the strength. In this regards, the factor that the CAAT should maintain is to continuously monitor and comply with international organizations' standards and recommendations. In addition, having an overview of transparency in working according to good governance principles. The factor that CAAT should improve urgently is to promote and develop civil aviation business to be efficient and sustainable. It suggests CAAT to find a way to communicate with users to be truly informed and exposed. This is to raise awareness and improve the processes and services at CAAT. In addition to that CAAT should focus on reducing the number of procedures and forms of unnecessary documents (44.1%) and the development of contact systems. Tracking processes electronically to reduced paper usage (39.7%)

For the analysis of the behavioral expression of the officers in the service. The overall score is very high, with an average of 7.46 points out of 10 points (74.6%). The role of officers with the highest average behavioral expression scores is that officers' value the user's data without breaching or disclosing information without permission. The role of the officer with the lowest score went to the officer's efforts to find needs and understand the user's need, including attempts to solve problems, even if they are beyond their responsibilities. At the same time, Analysis of factors affecting overall behavioral expression levels based on Pearson's simple correlation coefficient. It was found that, all of the main factors evaluated has affects to the overall level of satisfaction at a very high and high level (Correlation between 0.71-0.90 and 0.91-1.00) and statistically significant. Especially with the standard of operation of which the strict procedures and practices and

non-discrimination are the important factors and influence the level of expression of the officer's behavior at highest correlation (0.952)

However, considering the strengths, weaknesses of the expression of the behavior of the officers in the service, it is found that the standard practice by strict process and procedure with non-discrimination is the factor that CAAT has done well and considered as their operational strength. CAAT shall maintain their standard on the following factors: working accurately on their well-define tasks with no acceptance of bribery and kept information confidentially with no violation or disclosing unauthorized information. The factor that CAAT will need to urgently improve are CAAT's efforts to find and understand the need of the user and continue to provide information and procedures or effort to solve problems without the need to ask questions, including the officer pay attention to receive feedback for service improvement.

From the operational of the services in the past 1 year, the overview of the majority of respondent (44.4%) feel that CAAT's image has improved from the last year (2019). The enthusiasm of the officer to provide the fast services in the main reason given to CAAT (43.8%) while the well-organized, more standardized by the CAAT is the main reason that aviation industry feel the improvement of services (35.3%). However, 24.1 feel that CAAT's image remain the same or no change. Only 1.6% feel the worst direction of image than in 2019. The reason explains the worst score is lack of follow up or no progression of the complaint and the officer change details or regulations without notice.

Recommendations for improving the overall of the CAAT services noted that CAAT should have pay attention to service speed. Prompt answer to the question and pay attention to resolve problem is the main reason most people want to improve their services (36.2%) followed by easily accessible to the information systematically (33.6%) and consider the management of the contact system to track the process of the CAAT in electronic form (27.1%). This guideline will achieve the customer's expectation and that will enhance company's organizational image.

Qualitative research surveys with in-depth interview analysis among the 16 aviation industry respondents. The respondent can be classified by characteristics of the aviation group as followed; 9 respondents are from airline. 2 respondents are from

Aviation Authority, 2 respondents are from Aviation School, 3 respondents are from Repair Center.

Expectations and needs for services, customer support, and operations noted that respondent most expected the CAAT to strictly operate during the operated hours and be able to deliver the information required within the specified time. Apart from that relevant organization expected to have direct contact with CAAT outside the business hours to solve the basic issue when the urgent matter occurred. Most agencies expected the CAAT staff to have clear knowledge and understanding specially to law and regulation applicable to the national and international level. This is the main factor to promote the CAAT professional image. For the service procedures, the system should be managed within the organization that can be coordinated quickly through the information system to allow the speed of decision making with time efficiency. The one-stop service shall be emphasis more. Although there is currently a push to use more internet channels, the office remains the primary service center especially to the general public user. For the management policy, CAAT should consider increasing the seating area and modernized service space to feel less crowded.

For feedback analysis on the vision and mission of the CAAT. The Aviation respondents gave the highest perceive score to work transparency in accordance with good governance principles (83.3%) followed by maintaining and developing a fair and international standard governance system (79.4 per cent) This is reflected in the notification of changes in vision or mission, including relevant requirements or regulations, through clarification in the resolutions of the meeting by invite the stakeholders to attend and exchange ideas. This is the development of a standardized and fair regulatory system with the relevant authorities, as well as to modernize the organizational context and comply with international requirements. This is based on international adjustments to requirements or standards, as well as a push to meet European Aviation Safety Agency (EASA), which further enhances Thailand's aviation safety. It focuses closely on improving aviation safety and reducing passenger safety risks. Some of the issue that most aviation industry expected CAAT to improve are the CAAT's delay in news release. In particular, the policy of developing aviation businesses, which affects the preparation time of some agencies, is reduced, of which attributable to the error due to lack of time in preparation

or study the information. Therefore, CAAT's participation in the International Civil Aviation Organization (ICAO) is recommended as this will enhance Thailand's quality to international standards.

For the results of the analysis of opinions on the strategic role of CAAT. The aviation industry operators most perceived factor is the adoption of regulatory mechanisms has been continuously implemented (86.3%) followed by the development of the governance system in accordance with international standards (77.5%). This is reflection of law enforcement with stricter regulatory requirements and systems in accordance with international standards. Adjusting the details of the requirements or procedures to be more consistent with foreign airlines. This includes adjusting surveillance requirements to be up-to-date and complete, or establishing clear officer guidelines. This makes it possible to meet technical guidance. If there is a change of the relevant condition or guideline the CAAT are prompt to keep all relevant parties informed. The area that aviation industry suggested CAAT to improve are that CAAT should focus on the importance of issuing requirements that are truly consistent with the guidelines. So that the guidelines are effective and completely enforceable.

For the analysis of opinions on the conduct of the officers, the CAAT. reflect the organizational core values found that the top 3 first expressed behavior are that the staff worked on an accuracy basis without accepting bribes or benefits. (90.6%) followed by maintaining the user's confidential information without breaching or disclosing the information without permission (88.5%) And officers are clearly responsible and carry out their duties (81.9%). The lowest expression behavior went for the ability to provide useful advice or information to the user without the user asking question.

For communication channels, visions, values, strategies and related key action plans. It was found that the respondents contact CAAT in average of once a month at minimum. 100% of the information were obtained through website and the CAAT's officer while the lowest information channel went for printing and radio. Considering the channels required by the CAAT on the information dissemination, it was noted that the respondent still wanted the CAAT to disseminate information through officer (100%) followed by the website of the CAAT and seminars (93.8 %) Meanwhile, the demand increase on

information dissemination via online through Facebook and online (75%) while unnecessary option went for television and radio which the respondents consider these channels as irrelevant to the current trend.

For problems that arise during coordination, the CAAT will have greater work quality if the CAAT can improve the process related to how CAAT answering questions or giving advice to the user of which some officers provide answers based on feelings and experiences, rather than queries or based on real information. In response to inquiries, it affects confidence in the accuracy of information or the division of work within a large number of organizations and sequences. The inconsistency information appear in different languages can be improved. (In the Thai version, there is information on regulations or enforcement measures, which can be downloaded as a soft file (pdf file). There is no such information in English)

In term of CAAT's strategic plan preparation including relationship building plan, it was found that the issue that CAAT shall emphasis regularly is to conduct annual discussion with the relevant aviation industry to discuss on the mission and supports to push for policy agreements or expand cooperation with relevant agencies in organizing training or pushing for cooperation in the preparation of new useful projects to effectively understand the measure and follow the guideline effectively. As such CAAT profession image will be improved through the support of the online system for internal management.

Recommendation

1. Applying information technology systems in the organization to increase efficiency.

As a form of public trouble and obstacles or agencies using services to process petitions or follow-up progress from complaints or requests, documents that require the handover of large amounts of documents to the authorities and learning to understand the procedures correctly and completely. This includes a fair amount of time to consider each application process. As a result, the operational process is often delayed and needs to be coordinated to monitor progress. It is encouraged that the information technology should be implemented at CAAT to speed up workflows and can monitor the status of applicants more conveniently. For example, there has been a push for more agencies to file the applications and upload documents online. The use of information technology will result in an increase in the level of service and access to external agencies or the public. It is also a tool that supports more efficient control. In addition, the adoption of such information technology requires preparation and understanding for the relevant group of users or staff to support the work involved in the development of this information technology system in order to utilize it more effectively and to enhance the image of the digitalization.

2. Forming cooperation between the government and the public in knowledge exchange and joint activities. Relationships building and develop understanding of regulations and Requirements to sustain the Aviation Business.

Some of the public aviation group still facing with the information accessibility and require support from agencies involved in the aviation and aircraft business of which include the relevant requirement and their obligations to properly process of equipment. The CAAT or the relevant authorities should aware the needs and expectations of the people. As such the public relation is necessary to achieve the understanding of the problem and the facts. So that the problem can be addressed and resolved accordingly. Therefore, this is necessarily to develop the tools to keep the people informed as efficiently and appropriately possible. For example, assign the officer to train the Aviation operational

staff and interested people on the theoretical and practical matters which will give an opportunity to the concerned person to ask question directly. In addition to that CAAT should provide manual or Easy-to-understand video materials and published for use in preliminary studies. CAAT should assigned the point of contact to further collaboration and to develop body of knowledge yet promote sustainability.

3. Utilizing proactive public relation to create understanding and to push for the compliance of relevant rule and regulation.

Currently, CAAT's public relations are very limited, therefore the general public are not aware of CAAT's mission, obligation, duty, and activities of which include the CAAT's mandatory rules and regulations including CAAT's customer relations activities. CAAT's information mostly disseminated through brochure or printed format instead of online, therefore the information will be made available only to the government sectors or aviation related agency. To ensure the information accessibility, the information dissemination should have been distributed widely to the large audience. The media such as "Application" or "New Media" is widely used to reflect globalization era. The brochure or handbill shall be used only to keep an audience informed of the general information such as corporate introduction. The annual report is another printed material to be used for the official circulation to represent the financial performance. CAAT should organize activities to reflect Corporate Social Responsibility and environment that follow the good governance and responsibility towards organization sustainability both internal and external.

CAAT should invite the representative from general public, government, students and entrepreneur to attend the meeting or training. These activities aim to promote the understanding of basic information. After that, CAAT should publicize via line or e-mail, as well as create a Facebook Page official to allow for follow-up and sharing of pages. CAAT Public relations must be carried out in conjunction with the preparation of publications such as handbook, flyers or documents that are distributed to the general public in various houses so that people or those who do not use social media can also be informed. It also emphasizes the image of being an agency that oversees and develops to enhance people's understanding.

4. Arranging the annual discussion between the CAAT team and Aviation Industry to provide an update of the CAAT mission as well as discuss further on the collaboration to achieve the policy agreement.

The CAAT management should have booked for an annual discussion with Aviation Industry to present the mission vision and goals as well as keep the aviation industry informed of the policies as well as expected supports from the relevant parties. This is to enhance the evaluation readiness. This idea will create future opportunity to discuss about the relevant policy attributable to country strength.

5. Extending collaboration with educational agency to co-create the projects to carry forward the understanding on aviation requirement related to rule and regulations correctly.

Emphasis on government agencies involved in the country remains what CAAT has to be aware. The extending collaboration with aviation industry through seminar or training activities are recommended. Such activities will promoting relationship with the aviation industry, yet create connection with the operational level to let them aware of the CAAT's services directly. Apart from that the project initiation to support the operational level will yield CAAT's business sustainable as well as be aware of the risks associated with passenger safety. The benefits of such activities will help to strengthen relations with the agency and will upturn the CAAT's business opportunity.

6. Enhancing the professional image of information provided by CAAT's officers.

CAAT has many divisions with multiple sub-divisions and each of sections has clear responsibility. The management of such internal structures may hinder cross-departmental coordination for the agencies or organizations that work with CAAT. Some of the issues require supports from multiple department; however, the agency cannot contact the relevant department by themselves. They have to rely on their CAAT's first contact person to coordinate all of the activity internally. In addition to spending time coordinating, it also risks conveying misinformation, or sometimes the officer's response is unclear. Therefore, this is recommended CAAT to provide regular training to the officer

which can be done through e-learning to enhance their competency to all of the departments to understand all of the CAAT's basic information thoroughly. The basic knowledge can be evaluated via testing or self-evaluation. It can help streamline operations and enhance professional image at CAAT.

Appendix

Appendix A

Survey Questionnaire for Study Satisfaction Survey on CAAT
Operations, Services and Information, News, Knowledge and
Innovation in the Year 2020

(General Public)

Appendix B

Survey Questionnaire for Study Satisfaction Survey on CAAT
Operations, Services and Information, News, Knowledge and
Innovation in the Year 2020

(Aviation Industry)

Appendix C

In-Depth Interview Discussion Guide for Aviation Industry Entrepreneur

Appendix D

Results of Satisfaction Affecting CAAT service Classified by Relevant Departments

Appendix D1 Satisfactions Affecting CAAT Service Classified By Departments Of General Public

Attributes	(ERD) / (FFD) (Complaints + Drone)			Complaints (ERD)			Drone Registration (FFD)			Service Center Lak-si		
	(505 samples)			(252 samples)			(253 samples)			(200 samples)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
1. Time Frame												
Overall expectation for time frame	3.98	79.6	69.8	3.88	77.5	63.0	4.03	80.6	73.2	4.37	87.3	95.5
Overall satisfaction for time frame	3.93	78.6	69.0	3.63	72.6	55.6	4.08	81.6	75.6	4.31	86.1	92.5
1.1 Providing services on a first-come, first-served basis (queue system)	3.91	78.2	70.1	3.65	73.0	60.0	4.04	80.7	75.0	4.48	89.6	95.5
1.2 Convenience and prompt of the service process	3.83	76.6	68.4	3.49	69.9	58.0	3.99	79.9	73.6	4.32	86.4	92.0
1.3 Service performed on a specified period of time.	3.84	76.8	66.8	3.49	69.9	55.6	4.01	80.2	72.4	4.30	86.1	91.4
1.4 Appropriateness of the opening-closing time of the office.	4.19	83.8	80.8	3.95	78.9	68.4	4.30	86.1	86.6	3.84	76.9	68.3
2. Service Personnel												
Overall expectation for service personnel	4.30	86.0	83.7	4.17	83.4	73.6	4.34	86.8	87.0	4.63	92.7	96.5
Overall satisfaction for service personnel	4.38	87.6	85.1	4.00	80.0	66.0	4.51	90.1	91.4	4.62	92.3	96.0
2.1 Willingness and readiness to politely service	4.39	87.9	84.5	4.18	83.5	76.5	4.46	89.3	87.0	4.72	94.3	97.0
2.2 Smiling, polite, good manners	4.46	89.2	86.8	4.22	84.3	80.4	4.53	90.6	88.7	4.81	96.1	96.5
2.3 Suitability of Dress	4.58	91.7	93.7	4.33	86.7	85.7	4.62	92.3	94.8	4.62	92.3	98.0

Remarks %T2B means the proportion of targeted segments had scored at 9-10

Appendix D2 Satisfactions toward CAAT Service Classified by Departments of General Public (cont.)

Attributes	(ERD) / (FFD) (Complaints + Drone)			Complaints (ERD)			Drone Registration (FFD)			Service Center Lak-si		
	(505 samples)			(252 samples)			(253 samples)			(200 samples)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
2. Service Personnel (cont.)												
2.4 Knowledgeable and skillful (explanation, clarification, advise)	4.31	86.1	84.0	4.06	81.2	70.6	4.38	87.7	88.3	4.57	91.3	96.0
2.5 Professionalism (international standards)	4.22	84.5	81.8	3.94	78.8	71.2	4.31	86.3	85.2	4.26	85.2	90.5
2.6 Accuracy for operation and provide information (precision, correctness)	4.26	85.2	81.7	4.02	80.4	69.2	4.34	86.7	85.7	4.37	87.4	94.5
2.7 Fairness and Unbiased	4.43	88.7	86.3	4.19	83.8	76.9	4.51	90.3	89.4	4.59	91.8	95.5
2.8 Transparency and honesty	4.43	88.7	86.0	4.17	83.3	70.8	4.52	90.3	90.6	4.58	91.7	95.4
2.9 Consistency to services	4.31	86.2	84.4	4.02	80.4	67.3	4.41	88.1	90.0	4.53	90.6	94.0
3. Service Procedure												
Overall expectation for service procedure	4.26	85.2	81.7	4.06	81.2	72.3	4.34	86.7	85.4	4.01	80.1	83.5
Overall satisfaction for service procedure	4.14	82.8	77.6	3.62	72.3	56.9	4.35	87.0	85.9	3.94	78.8	82.0
3.1 Signing, announcing or informing about the procedure and period of operation	3.88	77.7	70.8	3.53	70.6	56.5	4.02	80.4	76.2	3.88	77.6	78.0
3.2 Procedure is in accordance with the announcement	4.09	81.9	76.4	3.57	71.4	54.0	4.30	85.9	85.2	3.91	78.2	80.0

Remarks %T2B means the proportion of targeted segments had scored at 9-10

Appendix D3 Satisfactions toward CAAT Service Classified by Departments of General Public (cont.)

Attributes	(ERD) / (FFD) (Complaints + Drone)			Complaints (ERD)			Drone Registration (FFD)			Service Center Lak-si		
	(505 samples)			(252 samples)			(253 samples)			(200 samples)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
4. Service Facilities												
Overall expectation for service facilities	4.29	85.9	83.3	3.75	75.0	58.3	4.38	87.6	87.2	4.34	86.8	95.5
Overall satisfaction for service facilities	4.22	84.4	79.4	3.33	66.7	45.8	4.36	87.2	84.6	4.29	85.7	93.5
4.1 Clarify posting, symbol, and service point	3.97	79.4	72.2	3.55	71.0	50.0	4.03	80.5	75.0	4.06	81.2	84.0
4.2 Service points are appropriate and easy to access	4.03	80.6	72.9	3.48	69.5	47.6	4.10	82.1	76.3	4.28	85.5	88.5
4.3 Sufficiency of facilities such as seating, waiting room, rest room etc.	4.10	82.0	77.5	3.47	69.5	47.4	4.18	83.5	81.2	3.77	75.4	62.0
4.4 Cleanliness of CAAT service area	4.36	87.2	86.3	3.55	71.0	60.0	4.46	89.3	89.7	4.44	88.8	94.0

Remarks %T2B means the proportion of targeted segments had scored at 9-10

Appendix D4 Overall Satisfactions toward CAAT Service Classified by Departments of General Public

Attributes	(ERD) / (FFD) (Complaints + Drone)				Complaints (ERD)				Drone Registration (FFD)				Service Center Lak-si			
	(505 samples)				(252 samples)				(253 samples)				(200 samples)			
	Average	%			Average	%			Average	%			Average	%		
		Most Satisfied	Moderate Satisfied	Dissatisfied		Most Satisfied	Moderate Satisfied	Dissatisfied		Most Satisfied	Moderate Satisfied	Dissatisfied		Most Satisfied	Moderate Satisfied	Dissatisfied
Overall Satisfactions	7.18 (71.8%)	35.6%	60.6%	3.8%	6.13 (61.3%)	23.4%	69.8%	6.7%	8.23 (82.3%)	47.8%	51.4%	0.8%	8.29 (82.9%)	38.0%	62.0%	-

Remarks

- Most Satisfied means the proportion of targeted segments had scored at 9-10
- Moderate Satisfied means the proportion of targeted segments had scored 1-8
- Dissatisfied means the proportion of targeted segments had scored 0

Appendix D5 Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Average)

Attributes	OPS	SFD	PEL	AIR	AGA	AIS	ANS	SMD	Lak-si	APD	LEG	ITD	ERD	FFD	QAD	IAO	HRD	FAB	CSD
(Amount: samples)	(123)	(67)	(60)	(47)	(41)	(40)	(31)	(25)	(21)	(8)	(8)	(7)	(6)	(6)	(5)	(3)	(2)	(1)	(1)
1. Time Frame																			
Overall expectation for time frame	3.51	3.69	3.63	3.80	3.49	3.44	3.86	3.65	3.71	3.63	4.25	3.71	3.00	3.33	3.50	3.33	3.00	3.00	3.00
Overall satisfaction for time frame	3.54	3.48	3.24	3.67	3.36	3.28	3.76	3.65	3.71	3.75	3.50	3.57	2.80	3.33	3.25	3.33	3.00	3.00	3.00
1.1 Providing services on a first-come, first-served basis (queue system)	3.61	3.54	3.46	3.70	3.36	3.39	3.81	3.65	3.75	3.63	4.00	3.57	2.50	3.60	3.25	3.33	2.50	3.00	2.00
1.2 Convenience and prompt of the service process	3.55	3.52	3.29	3.64	3.37	3.28	3.79	3.70	3.76	3.75	3.50	3.43	2.40	3.33	3.25	3.33	2.50	3.00	3.00
1.3 Service performed on a specified period of time.	3.51	3.58	3.28	3.58	3.41	3.36	3.83	3.65	3.67	3.88	3.25	3.29	3.20	3.33	3.75	3.33	2.50	3.00	3.00
1.4 Appropriateness of the opening-closing time of the office.	3.54	3.54	3.22	3.78	3.49	3.31	3.72	3.54	3.65	3.88	4.00	3.57	2.75	3.50	3.50	3.33	3.00	3.00	3.00
2. Service Personnel																			
Overall expectation for service personnel	3.80	3.83	3.76	3.74	3.48	3.50	4.06	3.65	3.71	3.88	4.00	3.43	3.40	3.33	3.40	3.33	3.00	4.00	3.00
Overall satisfaction for service personnel	3.67	3.76	3.39	3.51	3.30	3.38	3.94	3.65	3.76	3.75	3.57	3.43	3.20	3.50	3.40	3.33	3.00	4.00	3.00
2.1 Willingness and readiness to politely service	3.65	3.83	3.42	3.77	3.48	3.43	4.07	3.73	3.60	3.75	3.67	3.29	2.60	3.50	3.75	3.33	3.50	4.00	3.00
2.2 Smiling, polite, good manners	3.67	3.86	3.32	3.79	3.48	3.42	3.97	3.68	3.57	3.75	3.50	3.43	2.60	3.33	3.50	3.33	3.50	4.00	3.00
2.3 Suitability of Dress	3.80	3.94	3.71	3.91	3.53	3.50	4.03	3.86	3.86	4.13	4.00	3.57	3.60	3.40	3.50	3.33	3.50	4.00	3.00
2.4 Knowledgeable and skillful (explanation, clarification, advise)	3.63	3.91	3.51	3.47	3.33	3.40	4.00	3.73	3.62	3.63	3.33	3.43	2.80	3.50	3.75	3.33	3.00	4.00	3.00
2.5 Professionalism (international standards)	3.70	3.73	3.31	3.53	3.28	3.38	3.97	3.70	3.70	3.63	3.57	3.29	3.20	3.50	3.00	3.33	2.50	4.00	3.00

Appendix D6 Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Average) (cont.)

Attributes	OPS	SFD	PEL	AIR	AGA	AIS	ANS	SMD	Lak-si	APD	LEG	ITD	ERD	FFD	QAD	IAO	HRD	FAB	CSD
(Amount: samples)	(123)	(67)	(60)	(47)	(41)	(40)	(31)	(25)	(21)	(8)	(8)	(7)	(6)	(6)	(5)	(3)	(2)	(1)	(1)
2. Service Personnel (cont.)																			
2.6 Accuracy for operation and provide information (precision, correctness)	3.67	3.70	3.29	3.55	3.30	3.25	3.97	3.70	3.67	3.88	3.43	3.57	3.00	3.33	3.20	3.33	2.50	4.00	3.00
2.7 Fairness and Unbiased	3.72	3.70	3.34	3.77	3.38	3.43	4.03	3.48	3.70	3.63	3.86	3.43	3.40	3.50	3.40	3.33	2.50	4.00	3.00
2.8 Transparency and honesty	3.76	3.83	3.54	3.89	3.53	3.41	4.14	3.70	3.80	3.75	4.00	3.43	3.20	3.33	3.20	3.33	2.50	4.00	3.00
2.9 Consistency to services	3.68	3.74	3.47	3.62	3.40	3.45	3.97	3.70	3.76	3.75	3.67	3.57	3.20	3.50	3.40	3.33	3.00	4.00	3.00
3. Service Procedure																			
Overall expectation for service procedure	3.50	3.58	3.36	3.73	3.26	3.33	3.64	3.50	3.70	3.75	3.33	3.57	2.60	3.33	3.20	3.33	3.00	4.00	3.00
Overall satisfaction for service procedure	3.59	3.75	3.64	3.91	3.44	3.43	3.76	3.46	3.70	4.00	4.00	3.57	2.80	3.33	3.00	3.33	3.00	4.00	3.00
3.1 Signing, announcing or informing about the procedure and period of operation	3.38	3.55	3.21	3.58	3.30	3.21	3.54	3.54	3.65	3.75	3.00	3.43	2.60	3.17	3.40	3.33	3.00	4.00	3.00
3.2 Procedure is in accordance with the announcement	3.50	3.58	3.36	3.73	3.21	3.28	3.72	3.58	3.75	3.75	3.00	3.71	2.60	3.33	3.20	3.33	3.00	4.00	3.00

Appendix D7 Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Average) (cont.)

Attributes	OPS	SFD	PEL	AIR	AGA	AIS	ANS	SMD	Lak-si	APD	LEG	ITD	ERD	FFD	QAD	IAO	HRD	FAB	CSD
(Amount: samples)	(123)	(67)	(60)	(47)	(41)	(40)	(31)	(25)	(21)	(8)	(8)	(7)	(6)	(6)	(5)	(3)	(2)	(1)	(1)
4. Service Facilities																			
Overall expectation for service facilities	3.58	3.75	3.76	3.77	3.39	3.32	3.85	3.45	3.58	4.00	3.83	3.57	2.60	3.20	3.20	3.33	3.00	4.00	3.00
Overall satisfaction for service facilities	3.46	3.55	3.49	3.66	3.24	3.29	3.62	3.41	3.53	3.88	3.33	3.29	2.80	3.20	3.60	3.33	3.00	4.00	3.00
4.1 Clarify posting, symbol, and service point	3.36	3.45	3.45	3.55	3.00	3.17	3.71	3.38	3.42	3.88	2.83	3.00	2.60	3.00	3.40	3.33	2.00	4.00	3.00
4.2 Service points are appropriate and easy to access	3.34	3.39	3.46	3.48	3.11	3.25	3.58	3.36	3.53	3.88	3.00	3.14	3.00	3.20	3.20	3.33	2.00	4.00	3.00
4.3 Sufficiency of facilities such as seating, waiting room, rest room etc.	3.32	3.64	3.38	3.57	3.22	3.34	3.54	3.32	3.58	3.88	3.33	3.14	2.40	3.20	3.20	3.33	2.00	4.00	3.00
4.4 Cleanliness of CAAT service area	3.53	3.65	3.60	3.77	3.36	3.34	3.73	3.50	3.65	3.88	3.67	3.43	2.60	3.40	3.40	3.33	2.50	4.00	3.00

Appendix D8 Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Percentage)

Attributes	OPS	SFD	PEL	AIR	AGA	AIS	ANS	SMD	Lak-si	APD	LEG	ITD	ERD	FFD	QAD	IAO	HRD	FAB	CSD
(Amount: samples)	(123)	(67)	(60)	(47)	(41)	(40)	(31)	(25)	(21)	(8)	(8)	(7)	(6)	(6)	(5)	(3)	(2)	(1)	(1)
1. Time Frame																			
Overall expectation for time frame	70.2	73.7	72.5	76.0	69.7	68.7	77.2	73.0	74.3	72.5	85.0	74.3	60.0	66.7	70.0	66.7	60.0	60.0	60.0
Overall satisfaction for time frame	70.7	69.6	64.7	73.5	67.2	65.6	75.2	73.0	74.3	75.0	70.0	71.4	56.0	66.7	65.0	66.7	60.0	60.0	60.0
1.1 Providing services on a first-come, first-served basis (queue system)	72.2	70.8	69.1	74.1	67.2	67.9	76.3	73.0	75.0	72.5	80.0	71.4	50.0	72.0	65.0	66.7	50.0	60.0	40.0
1.2 Convenience and prompt of the service process	70.9	70.4	65.9	72.9	67.4	65.6	75.7	73.9	75.2	75.0	70.0	68.6	48.0	66.7	65.0	66.7	50.0	60.0	60.0
1.3 Service performed on a specified period of time.	70.2	71.5	65.6	71.6	68.2	67.2	76.6	73.0	73.3	77.5	65.0	65.7	64.0	66.7	75.0	66.7	50.0	60.0	60.0
1.4 Appropriateness of the opening-closing time of the office.	70.8	70.7	64.5	75.6	69.7	66.2	74.5	70.8	73.0	77.5	80.0	71.4	55.0	70.0	70.0	66.7	60.0	60.0	60.0
2. Service Personnel																			
Overall expectation for service personnel	75.9	76.7	75.3	74.9	69.5	70.0	81.3	73.0	74.3	77.5	80.0	68.6	68.0	66.7	68.0	66.7	60.0	80.0	60.0
Overall satisfaction for service personnel	73.4	75.2	67.8	70.2	66.0	67.5	78.7	73.0	75.2	75.0	71.4	68.6	64.0	70.0	68.0	66.7	60.0	80.0	60.0
2.1 Willingness and readiness to politely service	73.0	76.7	68.5	75.3	69.5	68.5	81.3	74.5	72.0	75.0	73.3	65.7	52.0	70.0	75.0	66.7	70.0	80.0	60.0
2.2 Smiling, polite, good manners	73.3	77.3	66.4	75.7	69.5	68.4	79.4	73.6	71.4	75.0	70.0	68.6	52.0	66.7	70.0	66.7	70.0	80.0	60.0
2.3 Suitability of Dress	75.9	78.8	74.2	78.3	70.5	70.0	80.6	77.3	77.1	82.5	80.0	71.4	72.0	68.0	70.0	66.7	70.0	80.0	60.0
2.4 Knowledgeable and skillful (explanation, clarification, advise)	72.7	78.2	70.2	69.4	66.5	68.0	80.0	74.5	72.4	72.5	66.7	68.6	56.0	70.0	75.0	66.7	60.0	80.0	60.0
2.5 Professionalism (international standards)	74.0	74.5	66.1	70.6	65.5	67.5	79.3	73.9	74.0	72.5	71.4	65.7	64.0	70.0	60.0	66.7	50.0	80.0	60.0

Appendix D9 Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Percentage) (cont.)

Attributes	OPS	SFD	PEL	AIR	AGA	AIS	ANS	SMD	Lak-si	APD	LEG	ITD	ERD	FFD	QAD	IAO	HRD	FAB	CSD
(Amount: samples)	(123)	(67)	(60)	(47)	(41)	(40)	(31)	(25)	(21)	(8)	(8)	(7)	(6)	(6)	(5)	(3)	(2)	(1)	(1)
2. Service Personnel (cont.)																			
2.6 Accuracy for operation and provide information (precision, correctness)	73.3	73.9	65.8	71.1	66.0	65.0	79.4	73.9	73.3	77.5	68.6	71.4	60.0	66.7	64.0	66.7	50.0	80.0	60.0
2.7 Fairness and Unbiased	74.3	73.9	66.8	75.3	67.5	68.5	80.7	69.6	74.0	72.5	77.1	68.6	68.0	70.0	68.0	66.7	50.0	80.0	60.0
2.8 Transparency and honesty	75.2	76.6	70.7	77.8	70.5	68.2	82.8	73.9	76.0	75.0	80.0	68.6	64.0	66.7	64.0	66.7	50.0	80.0	60.0
2.9 Consistency to services	73.7	74.8	69.3	72.3	68.0	69.0	79.3	73.9	75.2	75.0	73.3	71.4	64.0	70.0	68.0	66.7	60.0	80.0	60.0
3. Service Procedure																			
Overall expectation for service procedure	70.1	71.5	67.1	74.7	65.1	66.5	72.8	70.0	74.0	75.0	66.7	71.4	52.0	66.7	64.0	66.7	60.0	80.0	60.0
Overall satisfaction for service procedure	71.8	74.9	72.9	78.2	68.7	68.5	75.2	69.2	74.0	80.0	80.0	71.4	56.0	66.7	60.0	66.7	60.0	80.0	60.0
3.1 Signing, announcing or informing about the procedure and period of operation	67.6	71.0	64.2	71.6	65.9	64.1	70.8	70.8	73.0	75.0	60.0	68.6	52.0	63.3	68.0	66.7	60.0	80.0	60.0
3.2 Procedure is in accordance with the announcement	70.1	71.5	67.1	74.7	64.2	65.6	74.4	71.7	75.0	75.0	60.0	74.3	52.0	66.7	64.0	66.7	60.0	80.0	60.0

Appendix D10 Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (Percentage) (cont.)

Attributes	OPS	SFD	PEL	AIR	AGA	AIS	ANS	SMD	Lak-si	APD	LEG	ITD	ERD	FFD	QAD	IAO	HRD	FAB	CSD
(Amount: samples)	(123)	(67)	(60)	(47)	(41)	(40)	(31)	(25)	(21)	(8)	(8)	(7)	(6)	(6)	(5)	(3)	(2)	(1)	(1)
4. Service Facilities																			
Overall expectation for service facilities	71.5	75.0	75.3	75.5	67.9	66.3	76.9	69.1	71.6	80.0	76.7	71.4	52.0	64.0	64.0	66.7	60.0	80.0	60.0
Overall satisfaction for service facilities	69.2	71.0	69.8	73.2	64.7	65.8	72.3	68.2	70.5	77.5	66.7	65.7	56.0	64.0	72.0	66.7	60.0	80.0	60.0
4.1 Clarify posting, symbol, and service point	67.2	69.0	69.0	70.9	60.0	63.3	74.2	67.6	68.4	77.5	56.7	60.0	52.0	60.0	68.0	66.7	40.0	80.0	60.0
4.2 Service points are appropriate and easy to access	66.8	67.8	69.1	69.5	62.2	65.0	71.7	67.3	70.5	77.5	60.0	62.9	60.0	64.0	64.0	66.7	40.0	80.0	60.0
4.3 Sufficiency of facilities such as seating, waiting room, rest room etc.	66.4	72.8	67.6	71.4	64.3	66.8	70.8	66.4	71.6	77.5	66.7	62.9	48.0	64.0	64.0	66.7	40.0	80.0	60.0
4.4 Cleanliness of CAAT service area	70.6	73.0	71.9	75.5	67.2	66.8	74.6	70.0	73.0	77.5	73.3	68.6	52.0	68.0	68.0	66.7	50.0	80.0	60.0

Appendix D11 Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (%T2B)

Attributes	OPS	SFD	PEL	AIR	AGA	AIS	ANS	SMD	Lak-si	APD	LEG	ITD	ERD	FFD	QAD	IAO	HRD	FAB	CSD
(Amount: samples)	(123)	(67)	(60)	(47)	(41)	(40)	(31)	(25)	(21)	(8)	(8)	(7)	(6)	(6)	(5)	(3)	(2)	(1)	(1)
1. Time Frame																			
Overall Expectation of the Time	47.1	59.3	55.9	66.7	48.7	43.6	75.9	56.5	57.1	62.5	100.0	42.9	40.0	16.7	50.0	33.3	-	-	-
Overall satisfaction of the Time	47.9	46.3	35.6	58.7	38.5	38.5	69.0	60.9	57.1	62.5	75.0	42.9	20.0	16.7	25.0	33.3	-	-	-
1.1 Providing services on a first-come, first-served basis (queue system)	52.5	48.0	49.1	59.1	41.7	42.1	74.1	52.2	55.0	62.5	75.0	42.9	-	40.0	25.0	33.3	-	-	-
1.2 Convenience and prompt of the service process	48.8	44.2	39.7	62.2	36.8	33.3	71.4	60.9	61.9	75.0	75.0	28.6	-	16.7	25.0	33.3	-	-	-
1.3 Service performed on a specified period of time.	49.2	48.1	43.9	55.6	41.0	43.6	69.0	56.5	57.1	62.5	50.0	28.6	40.0	16.7	75.0	33.3	-	-	-
1.4 Appropriateness of the opening-closing time of the office.	45.8	46.3	37.9	66.7	45.9	41.0	65.5	50.0	60.0	87.5	100.0	42.9	-	33.3	50.0	33.3	-	-	-
2. Service Personnel																			
Overall expectation for service personnel	60.7	69.7	57.6	63.8	42.5	50.0	83.9	47.8	57.1	75.0	85.7	42.9	40.0	16.7	40.0	33.3	-	100.0	-
Overall satisfaction for service personnel	54.1	62.1	39.0	53.2	32.5	42.5	74.2	52.2	57.1	75.0	57.1	42.9	40.0	33.3	40.0	33.3	-	100.0	-
2.1 Willingness and readiness to politely service	56.1	66.7	42.4	57.4	42.5	45.0	86.7	63.6	50.0	62.5	66.7	28.6	20.0	33.3	75.0	33.3	50.0	100.0	-
2.2 Smiling, polite, good manners	55.3	66.7	37.3	63.8	42.5	42.1	77.4	54.5	47.6	75.0	66.7	28.6	20.0	33.3	50.0	33.3	50.0	100.0	-
2.3 Suitability of Dress	61.8	75.4	57.6	70.2	52.5	50.0	87.1	72.7	61.9	100.0	83.3	57.1	60.0	20.0	50.0	33.3	50.0	100.0	-
2.4 Knowledgeable and skillful (explanation, clarification, advise)	54.5	71.2	49.2	44.7	42.5	40.0	74.2	63.6	47.6	50.0	66.7	28.6	20.0	33.3	75.0	33.3	-	100.0	-
2.5 Professionalism (international standards)	54.5	60.6	40.7	48.9	35.0	40.0	76.7	60.9	60.0	50.0	71.4	28.6	20.0	33.3	20.0	33.3	-	100.0	-

Remarks %T2B means the proportion of targeted segments had scored at 9-10

Appendix D12 Satisfaction affecting CAAT Service Classifiable by Departments of Aviation Industry (%T2B) (cont.)

Attributes	OPS	SFD	PEL	AIR	AGA	AIS	ANS	SMD	Lak-si	APD	LEG	ITD	ERD	FFD	QAD	IAO	HRD	FAB	CSD
(Amount: samples)	(123)	(67)	(60)	(47)	(41)	(40)	(31)	(25)	(21)	(8)	(8)	(7)	(6)	(6)	(5)	(3)	(2)	(1)	(1)
2. Service Personnel (cont.)																			
2.6 Accuracy for operation and provide information (precision, correctness)	54.5	56.1	40.7	51.1	35.0	32.5	77.4	65.2	52.4	75.0	71.4	57.1	20.0	16.7	20.0	33.3	-	100.0	-
2.7 Fairness and Unbiased	59.3	60.6	42.4	63.8	47.5	42.5	86.7	43.5	50.0	62.5	71.4	28.6	40.0	33.3	40.0	33.3	-	100.0	-
2.8 Transparency and honesty	56.2	69.2	48.2	71.7	50.0	43.6	89.7	56.5	60.0	75.0	85.7	42.9	40.0	16.7	20.0	33.3	-	100.0	-
2.9 Consistency to services	54.5	62.1	44.8	51.1	42.5	45.0	73.3	60.9	57.1	62.5	66.7	42.9	40.0	33.3	40.0	33.3	-	100.0	-
3. Service Procedure																			
Overall expectation for service procedure	47.1	49.2	44.1	66.7	38.5	37.5	60.0	50.0	55.0	62.5	50.0	57.1	20.0	16.7	40.0	33.3	-	100.0	-
Overall satisfaction for service procedure	53.3	61.0	54.2	77.8	41.0	47.5	72.0	45.8	55.0	75.0	83.3	57.1	20.0	16.7	20.0	33.3	-	100.0	-
3.1 Signing, announcing or informing about the procedure and period of operation	40.7	51.7	35.1	62.2	37.8	33.3	54.2	54.2	45.0	62.5	33.3	42.9	20.0	16.7	40.0	33.3	-	100.0	-
3.2 Procedure is in accordance with the announcement	49.6	49.2	45.8	66.7	39.5	35.9	68.0	58.3	60.0	75.0	50.0	57.1	20.0	16.7	20.0	33.3	-	100.0	-

Remarks %T2B means the proportion of targeted segments had scored at 9-10

Appendix D13 Satisfactions toward CAAT Service Classified by Departments of Aviation Industry (%T2B) (cont.)

Attributes	OPS	SFD	PEL	AIR	AGA	AIS	ANS	SMD	Lak-si	APD	LEG	ITD	ERD	FFD	QAD	IAO	HRD	FAB	CSD
(Amount: samples)	(123)	(67)	(60)	(47)	(41)	(40)	(31)	(25)	(21)	(8)	(8)	(7)	(6)	(6)	(5)	(3)	(2)	(1)	(1)
4. Service Facilities																			
Overall expectation for service facilities	49.2	63.3	61.0	72.7	31.6	39.5	76.9	40.9	52.6	62.5	66.7	42.9	-	20.0	40.0	33.3	-	100.0	-
Overall satisfaction for service facilities	41.7	50.0	47.5	59.1	26.3	34.2	61.5	40.9	52.6	62.5	33.3	28.6	20.0	20.0	60.0	33.3	-	100.0	-
4.1 Clarify signboard of the Public Relation Symbol	36.7	50.0	46.6	52.3	16.2	25.0	66.7	38.1	36.8	62.5	16.7	28.6	20.0	20.0	40.0	33.3	-	100.0	-
4.2 Appropriate Services Point and Conveniently Assessible.	34.2	42.4	45.6	52.3	24.3	30.6	62.5	36.4	47.4	62.5	33.3	28.6	40.0	20.0	40.0	33.3	-	100.0	-
4.3 Adequate Facilities such as seating at waiting area, restroom	37.2	56.9	41.4	52.3	29.7	36.8	50.0	27.3	52.6	62.5	33.3	28.6	20.0	20.0	40.0	33.3	-	100.0	-
4.4 Cleanliness of CAAT Service Area	46.3	55.0	56.1	65.9	41.7	39.5	73.1	50.0	60.0	62.5	66.7	28.6	20.0	40.0	40.0	33.3	-	100.0	-

Remarks %T2B means the proportion of targeted segments had scored at 9-10

Appendix D14 Overall Satisfactions toward CAAT Service Classified by Departments of Aviation Industry

CAAT Departments	Average	%	(%)		
			Most Satisfied	Moderate	Dissatisfied
			(scored 9-10)	(scored 1-8)	(scored 0)
1. Flight Operations Standards Department (OPS)	6.47	64.7%	12.2%	87.0%	0.8%
2. Aviation Security and Facilitation Standards Department (SFD)	6.94	94.4%	19.4%	79.1%	1.5%
3. Personnel Licensing Department (PEL)	6.03	60.3%	10.0%	86.7%	3.3%
4. Airworthiness and Aircraft Engineering Department (AIR)	6.55	65.5%	10.6%	89.4%	-
5. Aerodrome Standards Department (AGA)	6.22	62.2%	7.3%	92.7%	-
6. Aeronautical Information Services Department (AIS)	6.10	61.0%	5.0%	95.0%	-
7. Air Navigation Services Standards Department (ANS)	7.23	72.3%	22.6%	77.4%	-
8. Aviation Safety Management Department (SMD)	6.88	68.8%	4.0%	96.0%	-
9. CAAT Service Center, 3rd floor IT Square Lak-si	6.57	65.7%	14.3%	81.0%	4.7%
10. Aviation Industry Promotion Department (APD)	6.13	61.3%	-	87.5%	12.5%
11. Legal Department (LEG)	6.0	60.0%	-	100%	-
12. Information and Communication Technology Department (ITD)	6.57	65.7%	14.3%	85.7%	4.0%
13. Economic Regulation Department (ERD)	6.00	60.0%	16.7%	83.3%	-
14. Flight Formalities Department (FFD)	5.83	58.3%	16.7%	83.3%	-
15. Quality Assurance Department (QAD)	6.40	64.0%	-	100%	-
16. Internal Audit Office (IAO)	5.33	53.3%	-	100%	-
17. Human Resource Management Department (HRD)	4.50	45.0%	-	100%	-
18. Financial Accounting and Budgeting Department (FAB)	2.00	20.0%	-	100%	-
19. Corporate Strategy Department (CSD)	5.00	50.0%	-	100%	-

Remarks Most Satisfied means the proportion of targeted segments had scored at 9-10/ Moderate Satisfied means the proportion of targeted segments had scored 1-8/ Dissatisfied means the proportion of targeted segments had scored 0