

Final Report

The Study of Satisfaction Survey on CAAT Operations, Services and Information, News, Knowledge and Innovation in the Year 2021



Prepared for

The Civil Aviation Authority of Thailand
(CAAT)

Prepared by

CSN RESEARCH LTD.



Preface

The Civil Aviation Authority of Thailand appointed CSN Research Ltd (CAAT) to conduct the survey of people and the operators in aviation industry on the CAAT's operation and information dissemination of news, the knowledge and innovation for the year 2021. The survey results will be analyzed and used to assist businesses in improving the quality of their operations in the future. This project survey report, there are 2 main parts: Part 1 Survey results from the general public and operators the aviation industry. (Quantitative research). The survey will cover the subject of current news perceptions and experiences. Experience and satisfaction with the CAAT's Information dissemination of news, knowledge, and innovations. The expectation and satisfaction in experiencing the service, CAAT's role and image in service, comparison of the CAAT's current image, and general or demographic data of the sample group.

Part 2 of the survey will analyze the results of an in-depth interview analysis conducted with aviation industry operators (Qualitative research). It will cover the content of expectations and needs for services, customer support, and operations. They were assessing perceptions and comprehension of the strategic role of the vision and mission. The CAAT officer's role in guiding and corporate governance reflects the company's values. They evaluated the communication channels, visions, values, strategies, and key action plans that are involved. Additionally, the difficulties and impediments encountered when establishing relationships or communicating with various departments within the CAAT. The survey's findings will include recommendations for information on strategic planning, relationship management, and operational management.

CSN RESEARCH Ltd. sincerely wishes that a study of satisfaction survey on CAAT operations, services and information, news, knowledge, and innovation in the Year 2021 will benefit all relevant sectors and improve the service operational process, by carrying the results forward to achieve the objectives.

CSN RESEARCH LTD.,

15 March 2022

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Executive Summary

The Satisfaction Survey on CAAT Operations, Services, and Information Dissemination of News, Knowledge, and Innovation in the Year 2021 explored two work scopes: the general public and the aviation industry. There were a total of 1,209 samples. The study's objective is to assess and understand the level of satisfaction with the CAAT's operations as well as information dissemination, news, knowledge, and innovation, to continue developing and improving quality, incorporating additional information from the in-depth interview. The objectives are to contribute to a broader understanding of quantitative research studies and identify strategies for responding to the future needs and expectations of the targeted aviation industry. The 15 representative from each segment were invited to participate in the in-depth interview: 4 representatives from aviation agency, 2 representatives from airport training operations, 2 representatives from the flying training school, and 2 representatives from the airport, 1 representative from other operators and 2 representatives from the repair center.

The overall satisfaction score of CAAT's Information Dissemination of News, Knowledge, and Innovation was high (average 3.92, 78.4 %). The general public had a very high overall satisfaction score (average score of 4.10, 81.6 %). In contrast, the aviation industry group had a moderate overall satisfaction (average score of 3.60, 72.4 %), lower than the general public. The most satisfying factor was the availability of reliable, accurate information. In comparison, the appeal of information and the varieties of distribution channels were the least satisfying issues. The ability to put the information to good use and information is up to date and consistent with the current situation were the most important and influential factors in overall satisfaction. However, the CAAT should concentrate on revising the information in relevance to the current situation are requires the CAAT to improve its operations in terms of news dissemination, knowledge, and innovation the most.

According to the CAAT's satisfaction survey, most respondents were highly satisfied with highly overall satisfaction (average 4.05, 81.5 %). The general public is highly satisfy with CAAT's service (average 4.20, or 83.1 %), similar to the aviation industry, which rated CAAT's service satisfaction level as high satisfied (average 3.80, 76.6 %). The most influential factor affecting the overall satisfaction is service personnel, the queuing system, and the international service professional are the top-rated for time and services. At the same time, announcing or informing about procedures and service periods is the most satisfactory issue in terms of service procedures. However, the office operating hours (opening-closing time), an announcement of the process and time of service, including the convenience and simplicity of submitting a form that allows for easy follow-up on feedback, are expected from CAAT to improve its services continuously.

The overall satisfaction with disseminating information CAAT-news and services was high (average 4.00, 80.9%); The overall satisfaction of the general public is higher than aviation industry. (General public, Average score 4.13, 82.6% and Aviation Industry average 3.75, 75.1%) The dissemination of relevant news, standard, relevant easy to understand of regulation and reduction of the documents are the satisfying factors. The factor affecting the overall satisfaction level are developing the communication system to provide prompt service (answering questions, coordinating, following up on solutions or questions). However, the respondent most expected CAAT to improve the service and process the most are to reduce non-essential documents and development of the contact systems to track the process in the electronic format to reduce the paper usage.

Overall satisfaction with the officers' behavioral expression of service was high (mean 3.98, 71.7%) for both groups; however, the satisfaction of the general public is higher than that of the aviation industry. (General Public, Average score 4.14, 76.5% and Aviation Industry, Average 3.69, 62.9). Both groups justified that the CAAT officer's expressing the behavior of not accepting bribes or undue benefits is an issue that most of the respondents observe that CAAT's officer express their behavior the most. While the officer pay attention to problem their mistake and ready to find the solution to

rectify the problem, even if this is outside their responsibility are the least behavioral expression. The factor effecting the satisfaction of the officer's effecting behavioral the most is that the officer strictly follow to the process with unbiased.

The research team presented factors influencing overall satisfaction to identify the service's strengths and weaknesses. There are issues to be taken into account as follows:

1. The CAAT's Information dissemination of news, and innovation discovered that information presented is reliable, accurate, up-to-date the information presented is impartial, with no bias, and includes internationally trusted academic references, which CAAT has done well. It is a strength that should be maintained as the standard. At the same time, CAAT should prioritize revising information presentations in an easily understandable format and communicating information quickly and accurately to be used effectively. There should be a greater emphasis on the way or method in which information is presented to the service operators in terms of media applications or channel accessibility. By focusing on infographic presentations, creating content more visually appealing and engaging for readers, or concentrating on a broader range of 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, and the operating hours should be suitable. The clarity of signs shall have a proper display, including the service point symbol. CAAT should ensure enough 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, international standards, the officers dress appropriately, and the property's cleanliness are standards that CAAT shall maintain.

3. The expression of officers' behavior in the service of the CAAT's service standards should be preserved. CAAT has done an excellent job of enforcing strict and non-discriminatory procedures, which should be considered a strength of the operation. CAAT has demonstrated their good governance approach; however, promoting and developing civil aviation as an efficient and sustainable business requires immediate improvement. Increasing public awareness and service deliverables to align better with CAAT's vision of "Standard to Sustainable" or seeking a new communication path to enhance service quality and service touch point. The officer's expression of service that CAAT officer are doing well and shall be maintained as organizational strength is that the officer strictly follow the operational process on the service standard with no discriminate. In addition to this the clearly follow their responsibilities and duties, no bribery or illegal interests. The officer adhere the importance of user data without violating or disclosing information without permission. These are the factor that CAAT officer shall maintain as their standard. while making an effort to find the best solution supported by service standards or guidelines to ensure prompt and accurate problem resolution. The officer should seek to understand the use to provide the throughout processes and willingness to accept the feedback to improve the service further are the areas that required CAAT to manage promptly. Moreover the officers should also collaborate and assist one another for the service to be delivered in a way that meets the needs of the user.

Nonetheless, the CAAT's image in the past year has shift to the more favorable position. More than 52% of the general public agreed that the CAAT's image has improved than it was in 2020. CAAT has done well in provide fast services, utilizing the modern technology to aid their service deliverable. Only 15% of respondents view that CAAT's image are the same as last year while only 0.7% concur that CAAT's image is worse than 2020 due to lack or no progression of the complaint, the services appeared disrespect and unfriendly.

The in-depth interviews conducted by the CSN Research with the aviation operator has noted on the following key points.

Service Time

1. The officer must be willing to serve regardless of within or outside the operational hours. Example given by the operator who has contacted the CAAT officer during the peak evenin hours but has received no response. Officers should fully operate during business hours and capable of delivering information within the specified time (due to CAAT does not apply the over-time operation)

2. Streamline data delivery in line with the application requirements. For example requesting a letter or documents from CAAT takes multiple processes and await for an authorized person to approve. As well as the authorities resolving the issue quickly to shorten the working time, it will not be too last minute.

3. The officer should respond back to the enquiry within the same working day. The delay in respond should be avoid, yet the 24 hrs contactable to obtain information from CAAT. The updated shall be made within 1-2 days of an agreed timeline.

4. Improvement of the timeline for the standard audit. Standard accreditation should be made faster than it already is.

The respondents, however are concerned about the Covid-19 situation, which CAAT may necessitate adjusting the service time to adapt to changing conditions and meet the data demand or use on time.

Service Personnel

1. The CAAT officers should operate with great service mind; be willing to answer questions and prompt to provide useful information throughoughly especially regulation/ announcement on time. Seervices flexibility is expected to be provided by the CAAT's officer (except anything related to safety)

2. The CAAT officers shall adhere and strictly maintain international service standard; knowledgeable, highly competent in providing precise information. Number of staff shall be sufficient in accordance with Covid-19

3. Budget allocation to enhance the officer knowledge and skill to capable of service standard to enhance officer's ability to deliver the same service standard to meet the operator's needs.

4. Officer should be prompt to respond to the operator within 3 hrs. For example, the operator has submitted the inquiries in the morning, and the CAAT officer replied nearly at the end of the operation hour, which the operator perceived it as a delay in response.

In addition, the respondents added that they have concerned about the adequacy of the CAAT's service officer to suffice CAAT's service operation of each departments including the officer's competency, knowlagable and skillful to provide services within the single standards and exceptional international quality

Service Procedure

1. There should be an in-house system management function that enables officers to coordinate quickly and eliminate redundant procedures including information systems readiness, emphasizing compliance and providing sufficient information to significantly aid the CAAT's service process.

2. The authorized officers should expedite decisions or approvals on matters that affect the agencies' ability to manage time, such as the frequency of meetings of the CAAT's committees.

3. The paperless should be replaced by implement the information technology; However the 100% implementation cannot be done due to unable to upload the documents, yet the initial request trigger by the form completion at 3rd

floors remain necessary. Despite that CAAT's online service should have been improved by reduce unnecessary steps inorder to strameline the process efficiently.

4. An authorized person should have granted decision faster and streamline, to enable the operator's efficiency of time management. By having qualified individuals to grant authorization at multiple levels, thereby reducing the time required for acceptance of the authorization hierarchy.

5. Proactive measures under covid-19 situations include entry restrictions in Thailand, aircraft take-off and landing conditions, and countries with no domestic entry.

6. Onsolidating service workflows into a "one-stop service and streamlining the service's processes/procedures (clear steps/short duration/less documentation and easy to fill out).

7. CAAT should disseminate information about various aviation measures or regulations under COVID-19. The agencies can be informed by attending the meeting, acknowledging the issues, providing relief guidelines, and developing future response plans.

8. The Covid-19 information dissemination of standard or regulation (in the email format to operator or flight instructors to update the teaching curriculum)

9. CAAT should deploy technology applications and develop channels for customer service, including data security management capabilities and information technology systems such as cyber security.

10. CAAT should establish special conditions to support approval of weekend operating areas and improve the efficiency of its online system.

The respondent express their concerned about delays in discretionary consideration and the resolution of long-standing issues, which could result in delays and damages. The use of supporting documents for approval could result in a significant delay in work, in comparison to the past, when documents could be sent afterward.

Final Report
**The Study of Satisfaction Survey on CAAT Operations, Services and
Information Dissemination of News, Knowledge, and Innovation in the
Year 2021**

Chapter 1 Introduction

1.1 Rational Principle

The Civil Aviation Authority of Thailand (CAAT) is a government agency established under the Civil Aviation Authority. The organization motivates by its good management in accordance with its mission. CAAT has prioritized its customer operation as organizational strategic objectives for strengthening and sustainability of the organization. The Key Performance Indicator is how customers are satisfied with CAAT's operations and information dissemination of the news knowledge and innovation. Therefore, to ensure the highest possible standard of operational management and enhance the customer satisfaction level, CAAT has conducted a customer survey to obtain feedback on the service quality satisfaction of CAAT's service and information dissemination of news, the knowledge and innovation. The survey result will be applicable to improve the level of service provided to the general public and aviation industry entrepreneurs.

The corporate strategy Department at CAAT has organized the project “The Study of Satisfaction Survey on CAAT's Operations and Information Dissemination of News, Knowledge, and Innovation in the Year 2021” to obtain the feedback and satisfaction of general public and aviation industry groups. The survey results will be analyzed and used to inform future operations to better meet the organization's objectives.

1.2 Objective

1) To assess and discover the level of satisfaction of the public and aviation industry operators with the CAAT's performance to improve the CAAT's operations.

2) To conduct an assessment and determine the level of satisfaction among the general public and aviation industry operators regarding the dissemination of information, news, the knowledge, as well as innovation.

3) To use the assessment results to improve and enhance the CAAT's operation to improve the quality of the CAAT's services.

1.3 Expected Outcomes

1) To gain the information of customer's satisfaction level toward CAAT's Operation of which can bring forward to improve operational quality

2) To investigate customer's perception level, satisfaction, and expectation toward CAAT's information dissemination of news, the knowledge, and innovation

3) To obtain customer feedback to design a newly/improved 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: Hold a meeting with the responsible team member and the relevant operational team to design the workplan and develop the questionnaire. Phase II: Data collection and fieldwork; and Phase III: Data analysis, including report preparation, as depicted in 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 conducting draft questionnaires, the research team organized meetings with working groups to acknowledge and understand primary roles and related details.

The researchers will engage in group discussions with members of working groups or those directly involved in the CAAT to keep informed and understanding of this important assignment. The details and those involved in utilizing the CAAT's services and discussions about other preliminary issues of this research study are used to plan the development of question lines for future surveys. After that, the research team will develop survey guidelines utilizing the CAAT's activities, data, or metrics. The paper-based questionnaire will be used based on the suitability of the data's nature. The research team will consider the following critical points:

- 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

The research team conducts validity and reliability tests using inferential statistics to ensure the survey questionnaires' effectiveness, determining the instrument's quality. A sample of 20-30 individuals will be used to test the questionnaire.

1.4.2 Data Collection/ Fieldwork

The researchers will collect data from target groups through the use of online questionnaires: 1) the general public of (816 samples); and 2) the aviation industry groups that CAAT have served (393 samples).

1.4.3 Data Analysis and Report Writing

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 a descriptive approach such as % age, mean, and standard deviation, including testing the difference between the sample's mean, utilizing the tables and graphs.

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

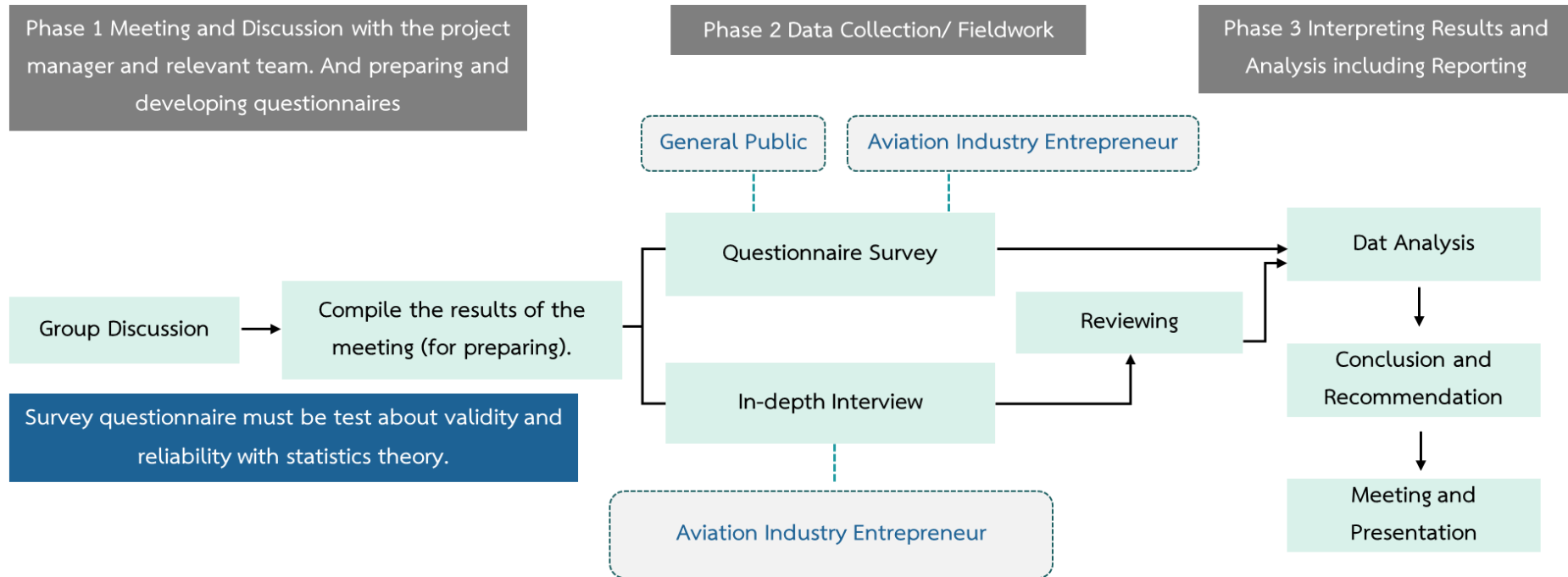


Figure 1 Action Plan

Table 1 Action and Delivery Plan

No	Activities	Action Plan (120 Days)																	
		November				December				January				February				March	
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1	Study, conceptual review and operational planning (1.5 Month)																		
1.1	Planning And Developing the Action Plan	→																	
1.2	Conceptual Review 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 (3 Weeks)																		
2.1	The Survey Tools Validity			→															
2.2	Pilot test The Survey Tool			→															

Table 2 Action and Delivery Plan (cont.)

No	Activities	Action Plan (120 Days)															
		December				January				February				March			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
3. Data Collection/Fieldwork (2.5 month)																	
3.1	Data Collection Process and Coordination					—————→											
4. Data Processing and Analysis (1 month)																	
4.1	Data Analysis from Surveys									—————→							
4.2	Results and Conclusion											—————→					
4.3	Preparation of The Recommendation											—————→					
5 Report Submission Process (within 120 days or approximately 4 month)																	
5.1	Final Report													—————→			

1.5 Definitions

Satisfaction refers to the act of satisfying or the state of being fulfilled; in this context, it refers to the questionnaire respondent's (general public and aviation-industry entrepreneur) satisfaction with 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.

Entrepreneur refers to a person who starts their own business by planning and managing all aspects of the operation themselves while accepting risks that may arise at any time. They seek profits from the operation of their own businesses, which include officers employed in the aviation industry.

Aviation Industry refers to the industry attributable to multidimensional national economies such as the 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 refers to operating at the best ability according to the processes and procedures at an assigned location outlined in an operational procedure. The performance evaluation refers to an outcome of performance justified by their work's efficiency toward goals and objectives. This context refers to the CAAT's operation.

Dissemination information, news, a 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 dissemination of News, Bod of Knowledge and Innovation in the Year 2021 utilizing “survey research methodology.” This research contains seven (7) steps of the survey.

- Step 1:** Research Procedures
- Step 2:** Population and Samples
- Step 3:** Sample Size Calculation
- Step 4:** Survey Tools
- Step 5:** Data Collection
- Step 6:** Quality Control
- Step 7:** Analysis of Data And Statistics

2.1 Research Procedures

The study employs the Quali-Quant Technique, which combines qualitative and quantitative research to cover macro and micro aspects. This research technique acknowledges the value of quantitative analysis in determining the relative importance and correlation of the issues at hand and then conducts qualitative research to expand the multidimensional knowledge. The following details are included:

Table 3 Overview of Research Methodology

Activity		Expected Outcome
Step1: Preparation and planning process		
Activity 1 Preparing and Planning	<ul style="list-style-type: none"> - Meeting with the CAAT team to define clear goals, scope, and guidelines for the survey to optimize the results, including determining the targeted segments. - The primary target group to select a potential sample is studying the secondary data and database preparation by collecting information on the public and the aviation industry. - The CAAT working group provided a contact list for the aviation industry, including helpful information to the CSN team (the research team) for conducting the research. 	<ul style="list-style-type: none"> - Established mutual understanding between the CAAT and CSN research teams and agreed to recognize the study framework, sample size allocation, and timeline.
Activity 2 Design Questionnaire	<ul style="list-style-type: none"> - a questionnaire co-creation process to achieve the survey research objective for operational and information dissemination. A set questionnaire will contain qualitative and quantitative types of questions. - Publishing the questionnaire in Thai and English versions and preparing a survey Link through the SnapSurvey platform to facilitate the respondents who cannot attend the interview by the interviewer directly. - Issuing an introductory letter from CAAT and CSN, including a questionnaire guideline to inform respondents and aviation industry entrepreneurs about arranging an appointment for an interview. 	<ul style="list-style-type: none"> - a validated questionnaire. - roll out the language barrier and sequence of the questions attributable to questionnaire validation.

Table 4 Overview of Research Methodology (cont.)

Activity		Expected Output
Activity 3 Pilot Test	-Pilot Testing the Questionnaire and Questionnaire modification 30 Samples divided into 2 groups; The general public 15 samples, and aviation entrepreneurs, 15 samples.	
Step2: Field work and Data Analysis		
Activity 4 Data Collection/ Fieldwork Preparing	<ul style="list-style-type: none"> - Preparing and setting up a fieldwork team. - Conduct calls for permission to interview along with sending letters or emails, including questions and introduction letters from the CAAT and CSN. -Training interview officer to understand the job description and data collection tool -Identify key individuals to serve as contact centers and establish a schedule for data collection and team accountability. -Using SnapSurvey Software, create online queries by the platform for link surveys. 	<ul style="list-style-type: none"> - Qualified and competent interviewers who can interview the respondent effectively.

Table 5 Overview of Research Methodology (cont.)

Activity		Expected Output
Step2: Data Collection/ Fieldwork and Data Processing (cont.)		
Activity 5 Field data collection	<ul style="list-style-type: none"> - Interviewers gather information through telephone interviews or online questionnaires. - Supervisor went through the completed questionnaire to achieve data integrity. (Completeness in answering information, Clarity of answers, and logic) - monitoring the questionnaire response rate. 	<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 collecting data from the respondents.
Activity 6 Quality control and data validation	<ul style="list-style-type: none"> - at least 20-30 % 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
Activity 7 Creating Database	<ul style="list-style-type: none"> - Recording or Data Entry into Statistic program (SPSS) or Excel platform 	<ul style="list-style-type: none"> - Having accurate data in the statistic program or excel platform.

2.2 Population and Samples

2.2.1 Target Population

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

2.2.2 Sample

CSN Research recognizes the critical nature and accuracy of survey data concerning CAAT operations and services in this study. The intended audience was divided into two segments: the general public and aviation industry entrepreneurs with prior experience with CAAT operations and services. The sample size calculation is based on Kish L's survey sampling method, which requires 1,200 samples to accomplish the study's objectives. CAAT advised CSN on the sample size allocation for each segment and assisted in developing a small token to recognize respondents for their time and participation in the survey.

In this regard, small tokens have been created to express gratitude to interviewees who responded to surveyors or interviewees who underwent face-to-face interviews and those who represented the agency that coordinated them.

2.3 Determining Sample Distributions

The research team will conduct individual surveys of Thai citizens aged 15 or above to accomplish the study's ultimate objective. The use of quantitative and qualitative research methodologies to create survey tools and pilot test them before data collection, data validation, and statistical data analysis.

Creating samples for data collection or collecting survey data for evaluation. The sample size is determined by the general public, of which there is a large number, using statistical guidelines. The research team used calculations to determine the sample size for each evaluation by controlling tolerances to acceptable levels and sampling a certain number of samples. Using Herbert Askin and Raymond R. Colton's formula, this quantitative research survey surveyed 1,200 samples, or the general public and Thai and foreign entrepreneurs, with the 2 main groups of samples:

1) General Public Group (n= 816)

The research team recognized the actual utility of the data. As a result, we propose a strategy for sampling—specifically, the general public group, which is divided into sub-groups.

- Individuals who have filed a complaint or requested registration of a drone with the CAAT (obtain service directly from the CAAT) (n= 816)

Due to the record of people touched and serviced by the CAAT in 2021, the CAAT has a list of 4,270 complainants and 7,278 drone registration requests overall 11,548. According to Krejcie and Morgan, the 313 sample will be necessary due to the 95 % confidential sample size. Apart from obtaining sufficient samples, the research team recognized that increasing the proportion of the group would enable the CAAT to reflect on the quality of service and make better use of available data.

The equation used in this research is 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.
χ^2	=	Table value of chi-square for one degree of freedom at the desired confidence level at 95% ($\chi^2 = 3.841$)
p	=	Population proportion (p= 0.5)

Figure 2 Krejcie & Morgan's Calculation Formula

2) Aviation-Industry Entrepreneur segment (n= 393)

It aims to gain an in-depth understanding of the subject through in-depth interviews, which quantitative research cannot provide. Rather than that, it relies on qualitative research to supplement quantitative research and to determine how best to meet the needs and expectations of potential customers. The research team proposed conducting in-depth interviews with a representative sample of 15 aviation industry operators for qualitative research. A senior interviewer will conduct the one-on-one interview to understand the interviewees' specific needs and provide insights that contribute to the expansion of quantitative research comprehension.

Remarks: The Sample distributions were adjusted as appropriate to in line with actual data collection situations.

2.4 Survey Tool

2.4.1 Data Collection for the Survey

The research team analyzed the Civil Aviation Authority of Thailand's (CAAT) operational and information dissemination models to develop a satisfaction survey form that addresses both satisfaction with CAAT's performance and the dissemination of CAAT's information, news, knowledge, and innovation. The survey questionnaire included a section on acceptable CAAT behaviors that reflected CAAT's core values. Additionally, the research team explored some complaints about CAAT's operations, services, regulations, policies, and suggestions from the CAAT database. The satisfaction survey also incorporated recommendations from the Civil Aviation Authority of Thailand's Board of Directors to ensure that the study objectives were met.

2.4.2 Questionnaire Development

The questionnaire was developed following the scope of work to generate a line of questioning within each area.

Table 6 Research Approach and Questionnaire Development

Data Collection Tools	General Public Satisfaction Survey	Aviation Industry Satisfaction Survey
Section 1 Media consumption and news channels from January 1, 2021, to now	✓	✓
Section 2 Satisfaction with information dissemination of CAAT's news, knowledge and innovation and recommendation from January 1, 2021, to now	✓	✓
Section 3 The level of expectations and satisfaction and dissatisfaction with the use of the service with recommendations from 1 January 2021 to now	✓	✓
Section 4 Overview of CAAT's role and service image from 1 January 2021 to now	✓	✓
Section 5 Respondent General Information	✓	✓

The research questionnaire design is in alignment with the research objectives. Each survey query structure is summarized below:

Table 7 General public and Aviation Industry Questionnaire Structure (Questionnaire details shown in Appendix B and Appendix C)

	General Information	Satisfaction	Recommendation
Factor to Survey	<ul style="list-style-type: none"> • Using media to stay informed • Channels to receive CAAT's knowledge and Innovation • Experience in interacting with and utilizing the CAAT's services • Recognizing service operations roles and functions in the overview • The experience served by the CAAT officer • Comparison of past and present operational image 	<ul style="list-style-type: none"> • Satisfaction with the CAAT's information dissemination, knowledge, and innovation • Satisfaction with CAAT services at serviced department or operation • Satisfaction with the overall operations of the CAAT • The CAAT officers' competency and level of behavior expression In the user's eyes 	<ul style="list-style-type: none"> • Other recommendations to improve CAAT's news, knowledge, and innovation dissemination • Other recommendations to improve the operational process.
Data Analysis Approach	<ul style="list-style-type: none"> • Analyze the service user experience in multiple dimensions, such as • CAAT's information collection channels • CAAT service quality from each department • The officer's conduct reflects the organization's values. 	<ul style="list-style-type: none"> • Analyzing the factors affecting satisfaction • Analyzing the relationship between factors that will affect satisfaction. 	<ul style="list-style-type: none"> • Recommendation to improve the operation of the service

2.5 Data Collection

The CAAT- approved Satisfaction Survey questionnaire was used during fieldwork or online to collect survey information from the assigned sample groups. There were two methods for conducting a satisfaction survey.

1. Data collection via online queries on the SnapSurvey platform. The questionnaire was distributed via email invitations or text messages to mobile devices.

2. Telephone Interview

Remark: the URL to access online questionnaires

1. General Public

- (Thai Version) : <https://wh1.snapsurveys.com/s.asp?k=163955133233>

- (English Version) : <https://wh1.snapsurveys.com/s.asp?k=163955133233>

2. Aviation Industry

- (Thai Version) : <https://wh1.snapsurveys.com/s.asp?k=164022624291>

- (English Version) : <https://wh1.snapsurveys.com/s.asp?k=164022624291>

2.6 Quality Control

The research team is capable of large-scale data collection, quality control, data processing, and analyst-statistician work. The team is fully integrated by full-time and part-time personnel ranging from the interviewer, interview supervisor, field-work manager, data analyst manager, and project manager. Each member of the team is accountable for and responsible for the following job responsibilities:

2.6.1 Team Training

Before their project assignments, all officers must attend and complete the required training. The team members assigned to this assignment have received training on the study's objectives, tools, operations, appropriate fieldwork training and basic troubleshooting.

2.6.2 Data collection via Telephone/Online Survey

An interviewer can interview the CAPI program if it is more convenient for the interviewee. The field manager sends a query link to the respondent's email address who wishes to complete the questionnaire online. Queries are recorded in the Snap Survey program, which can download data in Excel format for further validation.

2.6.3 Questionnaires Validation after the interview

The Supervisor has checked and verified the completeness of all questionnaires and performed the logic check as part of the quality control process. During the fieldwork, the supervisor handled the missing interview questions.

2.6.4 Level of Quality Control

QC officers randomly selected at least 30% of the questionnaires for audit quality checking to ensure accurate and complete data collection before data entry into the system.

2.6.5 Data Entry

Approximately 30% of the data will be used for parallel runs in compliance with the ISO9001:2000. When the inconsistency in the data is discovered, the incorrect data will be resolved.

2.7 Analysis and Statistics

2.7.1 Data Analysis

The statistical software was used to conduct descriptive and inferential statistical analyses of the data. The report's summary will be written in Thai and English. The research team includes proofreaders.

2.7.2 Statistics for Research Analysis

In 2021, a survey of general public satisfaction and the aviation industry regarding the CAAT's performance and dissemination of news, knowledge, and innovation was conducted. The Research Team analyzed data using descriptive statistics, such as frequency distribution, percentage, and mean, to describe customer satisfaction levels.

Additionally, the international standards are typically used to assess satisfaction on 5 levels. It can be beneficial to compare the results of previous satisfaction surveys in the manner of comparative satisfaction surveys that can be used in conjunction with previous research. The CAAT's service customer satisfaction survey includes a breakdown of the average satisfaction criteria by rating range.

When determining the level of satisfaction, it is divided into 5 levels of average satisfaction using the following formula:

Table 8 Criteria for Interpreting the Average scored and Percentage scored

Evaluation Criteria	Average Score Level	Percentage Point Level
Most Satisfied/ Most Perceive	4.21 – 5.00	90.1 - 100.0%
Very Satisfied/ Very Perceive	3.41 – 4.20	70.1 - 90.0%
Moderately satisfied/ Moderately Perceive	2.61 – 3.40	50.1 – 70.0%
Less Satisfied/ Less Perceive	1.81 – 2.60	30.1 – 50.0%
Least Satisfied/ Least Perceive	1.00 – 1.80	0.0 – 30.0%

Reference: Sanjutha Jamroonwat (2559)

2.7.3 Data Analysis

1) Descriptive Statistics

The research team interprets the data using descriptive statistics and statistical software. The research information will be presented as a percentage, an average, and a variance which will explain in the table or graph format to provide a clear picture of this study.

2) Inferential Statistics

2.1) Analysis of Factors affecting satisfaction Level

The Pearson Product Moment Correlation Coefficient was used to identify independent two-variable relationships in which each variable measured data on an interval scale affecting satisfaction level. The value of the Correlation Coefficient will be determined, and the significance level will be justified in Table 9 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	Moderate
0.01 – 0.30	Low

2.2) Strategic Performance Matrix Analysis- Impact Analysis that affects the overall satisfaction level

Strategic Performance Matrix Analysis is a method for determining the impact of various factors on overall satisfaction levels. The Strategic Performance Matrix is a 4X4 matrix used to determine which areas are vital and should be maintained and which areas require improvement based on their impact. The researcher will use the Impact and Satisfaction matrices to assist in submitting recommendations to CAAT.

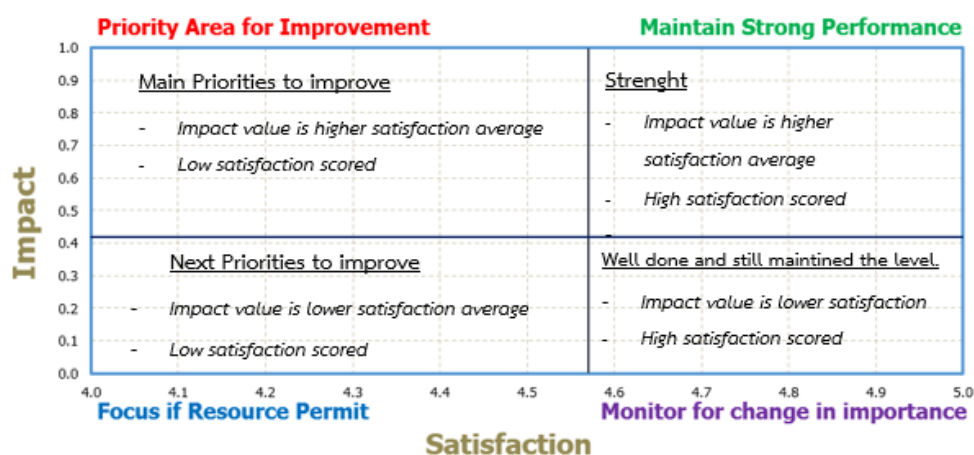


Figure 3 Strategic Performance Matrix Analysis

Chapter 3 Results and Discussion

3.1 Investigation of Proficiency of Survey Tools

Following the development of survey tools and questionnaires, the vendor management Committee reviewed and approved the draft version of the questionnaire. The research team created a survey questionnaire, and a pilot test was conducted. Thirty (30) samples from two target groups were tested for the questionnaire.

- General Public, who have submitted their complaint to CAAT concerning the CAAT's services (N=15)
- Aviation Industry entrepreneur who has been served by CAAT (n =15)

The research team conducted a pilot test for questionnaire validity testing, which requires the accuracy and interpretation of the questionnaire's questions to measure the responses accurately. The questionnaire validation test conducted by interviewing the targeted respondents of this survey revealed that respondents had a good understanding of the questionnaire's content and were capable of responding to questions according to the interviewer's interpretation.

The Cronbach's Alpha, a coefficient of reliability, was applied. An acceptable score is greater than 0.7; Table 10 presents that the Cronbach's Alpha value is 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

Questionnaire Set	Cronbach's Alpha
1) Overview of reliability for both questionnaires: General Public and Aviation Industry	0.969
(1) General Public (who have obtained services from CAAT directly)	0.971
(2) Aviation Industry	0.965

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

The data of 1,209 respondents interviewed for the survey title “The Study of Satisfaction Survey on CAAT Operations, Services and Information Dissemination of News, Knowledge, and Innovation in the Year 2021” was collected and analyzed. Of the 816 samples are from the general public, 393 samples are from Aviation Industry Entrepreneur. The results of the analysis will be presented in 6 sections as below:

Section 1 Perception and News Tracking Experiences

Section 2 Experience and Satisfaction with CAAT’s Information Dissemination news, knowledge and Innovation

Section 3 Expectation and Satisfaction with CAAT’s services and recommendation

Section 4 Role and CAAT’s Service Image and Recommendation

Section 5 The comparison of the CAAT image

Section 6 General Information and Demographics

3.2.1 Perception and News Tracking Experiences

1) News Tracking

The overall data on how respondents tracked news for the last 30 days via media channels are summarized in Table 11. According to the survey results, 47.7% monitor news daily, while 43.4 % monitor news occasionally. 8.9% stated they hadn't followed any news in the last 30 days. The Public segment is consistent with the Aviation Industry Entrepreneur segment; 395 respondents, or 48.4%, indicated that they keep track of the news, while 48.1% indicated they keep up with the news daily and 46.3% keep tracking the news occasionally.

Table 11 Frequency of News and Information Consumption via Media Channels.

Frequency	Total		Classified by targeted segments			
			General Public		Aviation Industry	
	Freq.	%	Freq.	%	Freq.	%
1. Occasionally	577	47.7	395	48.4	182	46.3
2. Everyday/ Almost Every day	525	43.4	336	41.2	189	48.1
3. Not at all	107	8.9	85	10.4	22	5.6
Total	1,209	100.0	816	100.0	393	100.0

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

According to the overview data collected from 1,102 respondents, 81.3 % use Facebook as their primary media channel for keeping up with the news in the last 30 days, followed by television (39.2%), Line application (39%), YouTube (36.4 %), Instagram (17.2 %), and Twitter (15.6%) respectively. In comparison, radio is the most popular mode of communication (9%). The General Public and Aviation Industry also share a similar view. Both groups cite Facebook (80%) as their primary source of information and news (87.7% of the general public and 68.8 % of the aviation industry, respectively) indicated in Table 12.

Table 13 provides additional information about the primary media used for news tracking if only one choice is permitted; both segments chose Facebook as their primary media for news tracking at 56.6 %, followed by the Line application (11.9 %) and television (8.4 %). These results are consistent when looking at individual segment group perspectives

Table 12 A Media Channel for News and Information

Channel	Overall (n=1,102)		Sample Characteristics			
			General Public (n=731)		Aviation Industry (n=371)	
	number	%	number	%	number	%
Facebook	896	81.3	641	87.7	255	68.7
Television	432	39.2	254	34.7	178	48
Line	430	39	241	33	189	50.9
Youtube	401	36.4	281	38.4	120	32.3
Instagram	190	17.2	100	13.7	90	24.3
Twitter	172	15.6	106	14.5	66	17.8
Other Website	146	13.2	50	6.8	96	25.9
Print media such as Newspapers, Magazines, Journals	138	12.5	40	5.5	98	26.4
Radio	99	9	39	5.3	60	16.2
Other: _____	21	1.9	7	1	14	3.8

Remarks: The respondent can choose more than 1 choice.

Table 13 The main channel for the following information

Channel	Overall (n=1,102)		Sample Characteristics			
			General Public (n=731)		Aviation Industry (n=371)	
	number	%	จำนวน	number	%	%
Facebook	624	56.6	483	66.1	141	38
Line	131	11.9	53	7.3	78	21
Television	93	8.4	58	7.9	35	9.4
YouTube	89	8.1	78	10.7	11	3
Other Website	78	7.1	22	3	56	15.1
Twitter	32	2.9	18	2.5	14	3.8
Print media (Newspapers, Magazines, Journals)	26	2.4	7	1	19	5.1
Other: _____	15	1.4	5	0.7	10	2.7
Radio	7	0.6	4	0.5	3	0.8
Instagram	7	0.6	3	0.4	4	1.1

Remarks: The respondent can choose only 1 answer

3.2.2 Experience And Satisfaction In Disseminating Information, News, Knowledge And Innovation Of CAAT.

1) Experience In Disseminating Information, News, Knowledge And Innovation Of CAAT.

After analyzing the experience of receiving information, news, knowledge, and innovation from CAAT, it was discovered that most information is obtained via the website. (www.caat.or.th) accounted for 63.7% followed by news obtained via social media platforms such as Facebook, Line, Twitter, Instagram, and Youtube (37.1 %). CAAT Facebook Official (CAAT.Thailand) (24.6 %), CAAT officer (16.4%), and airline / airport personnel (12.6%). (as in Table 14).

Given the characteristics of the sample group in Table 15, it was determined that the CAAT's website remains the primary source of information and news for both the general public and the aviation industry, followed by social media and the CAAT's Facebook (which accounted for 53.4% and the aviation industry group accounted for 85%). The channel is in keeping with the overall. However, it was discovered that the Line Group, which includes CAAT, is another critical channel for the general public to access CATT information (2.9 %). Receiving information from CAAT officers remains an essential channel of communication in the aviation industry 48.1 %

Table 14 Experience In Disseminating Information, News, Knowledge And Innovation Of CAAT

Channels	Overall (n=1,209)		Sample Characteristics			
			General Public (n=816)		General Public (n=393)	
	number	Percent	number	Percent	number	Percent
1. Official website (www.caat.or.th)	770	63.7	436	53.4	334	85
2. Social Media (Facebook, Line, Twitter, Instagram, Youtube)	448	37.1	330	40.4	118	30
3. CAAT Facebook Official (CAAT.Thailand)	297	24.6	151	18.5	146	37.2
4. CAAT Officer	198	16.4	9	1.1	189	48.1
5. Airline's Staff / Airport's Staff	152	12.6	11	1.3	141	35.9
6. Academic Conference, Seminar, and Exhibition	90	7.4	3	0.4	87	22.1
7. Television	79	6.5	23	2.8	56	14.2
8. Line Group that CAAT is part of the group	71	5.9	24	2.9	47	12
9. Online News Agency	61	5	13	1.6	48	12.2
10. Media from government agencies such as Centre for the Administration of COVID-19/ Ministry of Public Health / Ministry of Foreign Affairs (Covid info)	57	4.7	8	1	49	12.5
11. Print media such as Newspapers, Magazines, Journals	31	2.6	7	0.9	24	6.1
12. Other website	23	1.9	16	2	7	1.8
13. Radio	16	1.3	5	0.6	11	2.8
14. CAAT Email	9	52.9	4	44.4	5	62.5
15. Referred by Network or Friend	3	17.6	2	22.2	1	12.5
16. Retailer / Quotation from the company	2	11.8	2	22.2	-	-

Remark: The respondent can choose more than 1 answer

2) The preferred source for CAAT-related information, news, the knowledge, and innovation.

The CAAT's website (www.caat.or.th) is still the channel through which the majority of the sample group wants to receive information, news, knowledge, and innovation from the CAAT, accounting for 69.8 %, followed by social media (37.1 %) and the CAAT's Facebook (CAAT.Thailand) (24 %), office personnel (14.7 %), and airline officer (9.7 %), respectively (as in Table 15).

Given the nature of the sample group in Table 15, it was determined that the CAAT's website remains the primary channel which both the general public and the aviation industry want to receive information and news from the CAAT (61.9 % for the general public and 84.3 % for the aviation industry), followed by social media and the CAAT's Facebook page. Which of these channels conforms to the overall.

Table 15 The channel dedicated to receiving CAAT-related information, news, body of knowledge, and innovation.

Channel	Overall (n=1,084)		Sample Characteristics			
			General Public (n=701)		Aviation Industry (n=383)	
	number	percent	number	percent	number	percent
1. Official website (www.caat.or.th)	757	69.8	434	61.9	323	84.3
2. Social Media (Facebook, Line, Twitter, Instagram, YouTube)	402	37.1	327	46.6	75	19.6
3. CAAT Facebook Official (CAAT.Thailand)	260	24	145	20.7	115	30
4. CAAT Officer	159	14.7	6	0.9	153	39.9
5. Airline's Officer / Airport's Officer	105	9.7	8	1.1	97	25.3
6. Line Group that has CAAT in the group	57	5.3	21	3	36	9.4
7. Academic Conference, Seminar and Exhibition	56	5.2	2	0.3	54	14.1
8. Television	37	3.4	19	2.7	18	4.7
9. Online News Agency	34	3.1	11	1.6	23	6
10. Media from government agencies such as Centre for the Administration of COVID-19/ Ministry of Public Health / Ministry of Foreign Affairs (Covid info)	23	2.1	2	0.3	21	5.5
11. Other Website	17	1.6	15	2.1	2	0.5
12. Printed Media (Newspapers, magazines, journals, brochures)	11	1	3	0.4	8	2.1
13. CAAT's Email	8	53.3	4	44.4	4	66.7
14. Radio	5	0.5	5	0.7	-	-
15. Referred by Friend or network	3	20	2	22.2	1	16.7
16. Retailer / Quotation from the company	2	13.3	2	22.2	-	-

Remark The respondent can choose only 1 answer

3) the Satisfaction In Disseminating Information, News, Knowledge and Innovation Of CAAT.

The overall level of satisfaction with CAAT's information dissemination was very satisfactory (average 3.92, 78.4%). When the results were analyzed at the sub-group level, the general public had a higher satisfaction score (average 4.10, 81.6%) when compared to the aviation industry group, which had a moderate satisfaction score (average 3.60, 72.4%), but was lower than the general public. In comparison to the year 2020, it was discovered that the general public's and the aviation industry's overall level of satisfaction has increased (Details are shown in Table 16-1 and 16-2)

When each aspect of the evaluation was taken into account, the top three satisfaction scores (Table 17) were reliable information and accurate (average 4.18), unbiased information (average 4.14), information can be practically used (average 4.12), and Reliable Information with academic references (average 4.09). However, compared to the other assessment issues, interesting infographics, images, easy-to-understand, and various media channels were the least satisfactory (average 3.75 and 3.55, respectively).

In terms of sample characteristics, it was discovered that the issues assessed in both samples were similar and consistent with the overall picture, namely, providing reliable and accurate information, which received the highest satisfaction from both groups. (General people average 4.35 and aviation industry average 3.87), followed by providing accurate information without bias (general population average 4.32 and aviation industry average 3.83), whereas data can be practical use (General people average 4.27 and aviation industry average 3.86) and have international academic references. (The general population averages 4.23, while the aviation industry averages 3.83)

While there are numerous distribution channels, It is still a problem. Satisfaction was also lower in both groups when compared to other assessment issues. (The average for the general public is 3.71, while the average for the aviation industry is 3.26) However, satisfaction levels were low for the aviation industry in terms of content comprehension and accessibility (averages of 3.47 and 3.42, respectively) (details are shown in Table 17)

Table 16-1 Overall satisfaction with the dissemination of CAAT information in 2021.

Sample Group	Average	Percentage	%T2B
Overall (n=1,084)	3.92	78.4%	69.7%
- General Public Group (n=701)	4.10	81.6%	76.0%
- Aviation Industry Group (n=383)	3.60	72.4%	58.2%

Remark: Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points.

Table 16-2 Comparison of overall satisfaction with the dissemination of CAAT information for the year 2020 and the year 2021

Sample Group	Average		Percentage		%T2B	
	2021	2020	2021	2020	2021	2020
Overall	3.93	3.59	78.4%	71.8%	69.7%	54.4%
- General Public Group	4.10	3.70	81.6%	74.7%	76.0%	61.2%
- Aviation Industry Group	3.60	3.40	72.4%	67.1%	58.2%	43.6%

Remark: Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points

Table 17 Satisfaction in disseminating information, news, body of knowledge and innovations of CAAT

Factor of Survey	Overall (n=1,084)			Group Characteristics					
				General Public (n=701)			Aviation Industry (n=383)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
1. Reliable information and accurate	4.18	83.7	81.4	4.35	87.1	86.9	3.87	77.4	71.3
2. Unbiased information	4.14	82.9	78.6	4.32	86.3	83.7	3.83	76.6	69.2
3. Information can be practically used	4.12	82.5	79.1	4.27	85.3	84.0	3.86	77.2	70.0
4. Reliable Information with academic references	4.09	81.8	77.2	4.23	84.5	82.2	3.83	76.7	68.1
5. Information content is Up-to-date and relevant current situations	3.98	79.6	73.7	4.13	82.6	78.7	3.71	74.2	64.5
6. Use interested infographic, image and easy to understand	3.87	77.5	66.8	4.02	80.3	72.5	3.61	72.2	56.4
7. Contents is easy to understand	3.84	76.7	66.3	4.04	80.8	74.9	3.47	69.3	50.7
8. Communicate information quickly, on-time, can be useful	3.78	75.7	65.9	3.95	79.0	73.6	3.48	69.7	51.7
9. Ease to accessible information	3.78	75.5	63.6	3.97	79.5	72.3	3.42	68.3	47.5
10. Interesting information	3.75	75.1	62.0	3.89	77.9	67.8	3.50	70.0	51.4
11. Various media channels	3.55	71.1	52.4	3.71	74.2	59.8	3.26	65.3	38.9

Remark: Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points

4) Factors influencing overall satisfaction with CAAT information dissemination

Factors Affecting Overall Satisfaction To determine the relationship between two independent variables, the Pearson Product Moment Correlation Coefficient was used. As a result, overall satisfaction was high. (The correlation was statistically significant and ranged between 0.71 and 0.90.) The highest correlation (0.857) was found for Information content is Up-to-date and relevant current situations, followed by the ability to use the information pragmatically (0.848), and the information is reliable and accurate (0.844). These findings indicate that the most critical factor influencing the samples' level of satisfaction was the information content consistent with current events. (as shown in Table 18)

When the sample group's characteristics were evaluated, it was discovered that all of the key factors considered in the general population contributed to a high level of overall satisfaction. (The correlation ranged from 0.71 to 0.90 and was statistically significant.) The aviation industry is no exception.

In the general public group, the correlation value of information content consistent with current events was found to be the highest (0.842), which was the most important factor and influenced the group's satisfaction level, followed by content that was easy to understand (0.838) and information can be practical use. (0.835) (Table 18).

The aviation industry group discovered that the most important factor that influenced the satisfaction level of the said group was the correlation value of the Information content is Up-to-date and relevant current situations (0.861), followed by accuracy and reliability of the information (0.853), and the information can be put in practical use (0.849). (Table 18).

Table 18 Factors influencing overall satisfaction with CAAT information dissemination

Factor of Survey	Overall (n=1,084)		Group Characteristic			
			General Public (N=701)		Aviation Industry (n=383)	
	correlation	Interpretation	correlation	Interpretation	correlation	Interpretation
1. Information content is Up-to-date and relevant current situations	0.857**	High	0.842**	High	0.861**	High
2. Data Can Be Practically use	0.848**	High	0.835**	High	0.849**	High
3. Reliable Information and Accurate	0.844**	High	0.816**	High	0.853**	High
4. Content is easy to understand	0.842**	High	0.838**	High	0.804**	High
5. Communicate Information quickly, ontime, can be useful	0.838**	High	0.821**	High	0.842**	High
6. Reliable Information with academic references	0.833**	High	0.825**	High	0.824**	High
7. Interesting Information	0.823**	High	0.833**	High	0.781**	High

Factor of Survey	Overall (n=1,084)		Group Characteristic			
			General Public (N=701)		Aviation Industry (n=383)	
	correlation	Interpretation	correlation	Interpretation	correlation	Interpretation
8. Ease to accessible information	0.797**	High	0.792**	High	0.753**	High
9. Unbiased Information	0.797**	High	0.797**	High	0.744**	High
10. Use interested infographic, image and easy to understand	0.791**	High	0.785**	High	0.769**	High
11. Various of Media Channels	0.787**	High	0.767**	High	0.785**	High

Remark: *, ** and *** meaning that significant at 90, 95 and 99 % confidence levels, respectively.

5) Analysis of Strength-Weaknesses in CAAT's information dissemination

Analysis of Strength-Weaknesses in services was identified using the Strategic Performance Matrix, with the following details for each group:

- Overall

Overall, CAAT's ability to disseminate information effectively is its strength, and it should maintain standards such as the presentation of reliable information accurately and per current events so that CAAT's customers can put the information to good use. The information presented is reliable, unbiased, and includes internationally recognized academic references. Simultaneously, CAAT should urgently improve the presentation of information in an easy-to-understand format and the communication of information quickly and on time so that the given information can be useful. In terms of media application or presentation channels that require more work from the CAAT, such as pushing for infographic presentations and making the content interesting, appealing, and easy to read. Nonetheless, focusing on publishing information in various media channels (various online media) is a factor to improve. (Details can be found in Figure 4 and Table 19.)

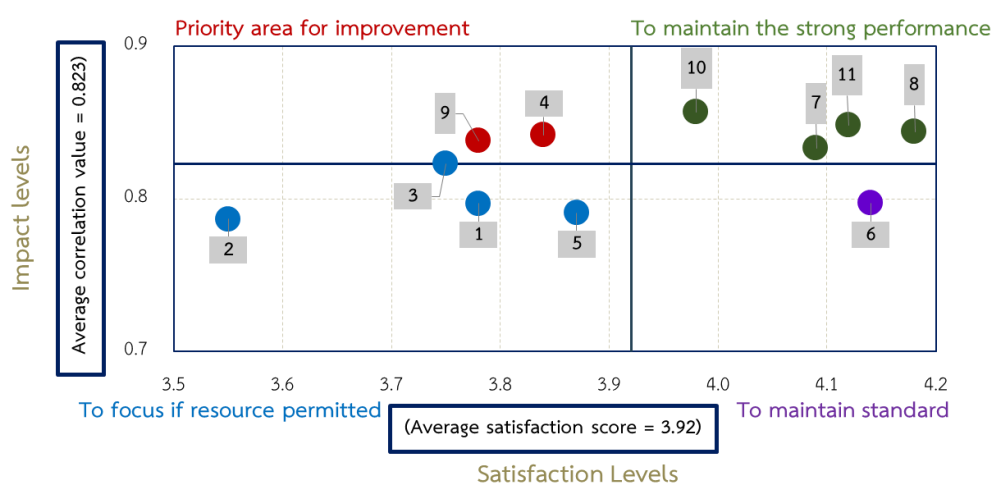


Figure 4 Analysis of Strength-Weaknesses in CAAT's information dissemination.

Table 19 Analysis of Strength-Weaknesses in CAAT's information dissemination

Evaluated Criteria	Issue Assessment
the primary area for improvement	4. Content is easy to understand 9. Unbiased Information
Improvement is required when appropriates	1.information content is up-to-date and relevant current situation 2. Information Can Be practically use 3. Reliable Information and accurate 5. Communicate Information quickly, on time, can be useful
Doing well, is a strength	7. Interesting Information 8. Ease to Accessible information 10 Use interested infographic, image and easy to understand 11. Various of Media Channels
maintain as standard	6. Reliable Information with academic references

- General Public Group

Publication of CAAT's information from the general public's perspective has always been something CAAT can do well and should maintain as an organizational strength are the use of interesting infographics, image and easy to understand that is easy to access via a variety of media channels; and easy to put to good use. CAAT should continue to publish information using international academic references as its standard.

While the adaptability of information access facilitated the development of channels, formats, and methods for communicating and presenting interesting information This includes the presentation of information in a timely, comprehensible manner. This is an area where CAAT should improve. (Figure 5 and Table 20.)



Figure 5 Analysis of Strength-Weaknesses in CAAT's information dissemination in General public group

Table 20 Analysis of Strength-Weaknesses in CAAT's information dissemination in General public group

Evaluated Criteria	Analyzed Issues
the primary area for improvement	3. Interesting information 4. Ease Of Understanding Content 9 Communicate information quickly, on-time, can be useful
Improvement is required when appropriates	1. Ease to accessible information 2. Various of media channels 5 Use interested infographic, image and easy to understand
Doing well, is a strength	7. Reliable Information with academic references 8. Reliable information and accurate 10. Information content is Up-to-date and relevant current situations 11. Information can be practically used
maintain as standards	6. Unbiased information

- Aviation Industry

Dissemination of CAAT information from the perspective of a successful aviation industry group is a strong point. The information presented is objective, unbiased, and backed up by reliable academic references Internationally. Additionally, they should adhere to standards such as presenting information that is credible, accurate, consistent with current events, and capable of effectively utilizing the information.

CAAT should prioritize resolving the issue of communicating information quickly and on time to be used in the current situation. Styles for communicating and engagingly presenting information, including the presentation of easily understandable information CAAT should be aware of this and work to improve it. (Additional information is available in Figure 6 and Table 21.)

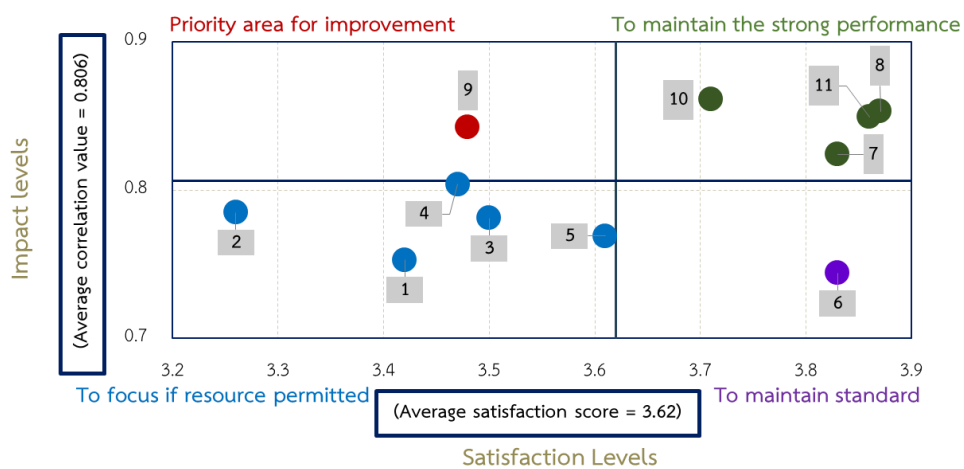


Figure 6 Analysis of Strength-Weaknesses in CAAT's information dissemination in Aviation industry

Table 21 Analysis of Strength-Weaknesses in CAAT's information dissemination in Aviation industry

Evaluated Criteria	Analyzed Issues
the primary area for improvement	9. Communicate information quickly, on-time, can be useful
Improvement is required when appropriates	1. Ease to accessible information 2. Various of media channels 3. Interesting information 4. Contents is easy to understand 5. Use interested infographic, image and easy to understand
Doing well, is a strength	7. Reliable Information with academic references 8. Reliable information and accurate 10. Information content is Up-to-date and relevant current situations 11. Information can be practically used
maintain as standard	6. Unbiased Information

6) Issues of dissatisfaction with CAAT's Information dissemination

Dissatisfaction with the dissemination of information, news, the body of knowledge, and innovation was expressed by 70 respondents out of 1,209 respondents. A group of 22 respondents from the general public were dissatisfied with the approval process, which was slow and time-consuming (80%), followed by complaint tracking of the compliant report, which was ineffective and time-consuming (76%). The website is difficult to use and cumbersome (60%); some respondents mentioned a lack of information about aviation regulation and obtaining the permit license (53.8%). The 48 respondents from the aviation industry agreed that the CAAT communicates information slowly and not in real-time. (90%), followed by various news media channels (86.7%), and documents should be in multiple languages. greater than English (76%) (See Table 22.)

Table 22 Factors affecting dissatisfaction in the field of news dissemination

Dissatisfaction Factor	กลุ่มประชาชน (n=22)		กลุ่มอุตสาหกรรม (n=48)	
	average	%	average	%
1. Taking a long time in the approval process with slowness and lengthy wait	4.00	80.0%	-	-
2. No progress / Protracted tracking of the complaint with no progress	3.80	76.0%	-	-
3. The website is difficult to use and cumbersome to navigate.	3.00	60.0%	-	-
4 Lack of information dissemination of news, knowledge to the general public/far reach of Aviation regulation and application process for obtaining a flight permit.	2.69	53.8%	-	-
5. Slow communication means information cannot be appropriately used on time.	-	-	4.50	90.0%
6. Various News distribution channels	-	-	4.33	86.7%
7. Documents should be more multilingual than English.	-	-	3.80	76.0%
8. Ease of understanding content and accurate	-	-	3.78	75.6%
9. User-friendly for accessing information from CAAT's website.	-	-	3.64	72.9%
10. The officers are incompetent at providing information/advice and misinform the user. .	-	-	3.63	72.5%
11. An up-to-date content, in line with the current situation.	-	-	3.53	70.7%
12. Lack of information dissemination of news, knowledge to the general public/far reach of Aviation regulation and application process for obtaining a flight permit	-	-	3.50	70.0%
13. Implementable regulation issuances	-	-	3.00	60.0%
14. Email Utilization for information dissemination	-	-	3.00	60.0%

7) Recommendation to improve of the information dissemination of news, body of knowledge and innovation of CAAT

A total of 719 respondents out of 1,209 suggested that CAAT improve its operations in disseminating information, news, knowledge, and innovation, particularly in disseminating news, and thorough public education (53.4 %), followed by easier access to information and storage systems (48.4 %) and information that is current and relevant (44.1 %). Specifically, legal information (42.6 %) When the characteristics of the sample group were considered, it was discovered that both groups had recommendations in the same direction as the overall picture. It was easier to use the website because the information was consistent in both Thai and English versions (56.5%), and there were more activities to promote learning about the aviation industry, particularly new regulations (41.2 %) (See Table 23.)

Table 23 Recommendation to improve of the information dissemination of news, body of knowledge and innovation of CAAT

Recommendation	Overall (n=1,001)		Sample Characteristic			
			General Public (n=544)		Aviation Industry (n=457)	
	number	%	number	%	number	%
1. Releasing information and give knowledge to the public thoroughly	384	53.4	201	55.8	183	51
2. Data and storage systems should be easier accessed	348	48.4	127	35.3	221	61.6
3. Information is up to date and consistent with the current situation	317	44.1	146	40.6	171	47.6
4. Improving the search system on the website to be more user-friendly especially Legal information	306	42.6	99	27.5	207	57.7
5. Ease of understanding content and accurate	289	40.2	100	27.8	189	52.6
6 Should give knowledge to operators or update the necessary information to the operator directly	280	38.9	105	29.2	175	48.7
7. Website should be more user-friendly and consistent in both Thai and English versions	268	37.3	65	18.1	203	56.5
8. Promote and encourage knowledge expansion within the Operator department.	252	35	61	16.9	191	53.2
9. To organize activities more to promote learning about the aviation industry.	148	20.6	-	-	148	41.2
10. Information through public media / brochures should be interesting and should apply graphics techniques	145	20.2	56	15.6	89	24.8
11. Upgrade registration channels such as notifications / records.	128	17.8	-	-	128	35.7
12. Other, Specify: _____	15	2.1	11	3.1	4	1.1

Remark: The respondent can choose more than 1 answer

3.2.3 Expectations and satisfaction with the service of CAAT with recommendations

1) Obtaining Services from CAAT

- General Public

Based on a survey of the general public's use of CAAT services, Since January 1, 2021 (as shown in Table 24), 73.7 % of people have used the service to request drone registrations or a drone license (Flight Formalities Department: FFD), and 25.5 % used the service to file complaints about passenger rights, such as flight delays or flight cancellation (Economic Regulatory Department: ERD), Providing public information such as identity documents before traveling / Security data the Aviation Security and Facilitation standards Department (SFD) and Complain the flight operators / Cabin safety to the Operations Standards Department (OPS) both accounted for the same 0.2 %, with only 0.1 % having never used the CAAT service.

Table 24 The use of services in the department or group of CAAT of the general public

ประเด็นที่ติดต่อ/ ฝ่ายที่เกี่ยวข้อง	General Public (n=803)	
	จำนวน	%
1 Drone Registration Request or Drone-Related Permit / Flight Formalities Department: (FFD)	601	73.7
2 Passenger rights or complaints, such as delayed flights, flight cancellation / Economic Regulation Department (ERD)	208	25.5
3. Providing public information such as identity documents before travelling / Security data Aviation Security and Facilitation Standards Department (SFD)	2	0.2
4Complain the flight operators / Cabin safety / Flight Operation Standards Department (OPS)	2	0.2
5. Official authorization permits for special events such as floating lanterns/Aeronautical Information Services Department (AIS)	1	0.1
6. Others	1	0.1
7. Has never made use of the service	1	0.1

Remark: Choose only one option

- Aviation Industry

From a survey of the aviation industry's CAAT services from 1 January 2021 onwards (as shown in Table 25), the (Flight Formalities Department: FFD) was the most likely to use the service, accounting for 21.9 %, followed by the Aviation Information Service. (Aeronautical Information Services: AIS) (16.3 %), Airworthiness and Aeronautical Engineering: AIR) (14.8 %), Flight Operations Standards: OPS (10.9 %), and Personnel Licensing: PEL (7.4 %).

While the CAAT departments that used the service the least and fell short of the 1% threshold are Quality Assurance Department: QAD and Legal Department: LEG) (Table 26)

Table 25 The use of services in the department or group of CAAT of the Aviation Industry

Contact information/ Responsible parties	Aviation Industry (n=502)	
	จำนวน	%
1. Flight Formalities Department (FFD)	86	21.9
2. Aeronautical Information Services Department (AIS)	64	16.3
3. Airworthiness and Aircraft Engineering Department (AIR)	58	14.8
4. Flight Operations Standards Department (OPS)	43	10.9
5. Personnel Licensing Department (PEL)	29	7.4
6. Aviation Security and Facilitation Standards Department (SFD)	24	6.1
7. Aerodrome Standards Department (AGA)	23	5.9
8. Economic Regulation Department (ERD)	19	4.8
9. Air Navigation Services Standards Department (ANS)	18	4.6
10. Service Center of CAAT at 3 rd Floor, IT Square Laksi	9	2.3
11. Aviation Safety Management Department (SMD)	7	1.8
12. Aviation Industry Promotion Department (APD)	6	1.5
13. Information and Communication Technology Department (ITD)	4	1
14. Quality Assurance Department (QAD)	2	0.5
15. Legal Department (LEG)	1	0.3

Remark: Choose only one option

2) Expectations and satisfaction with CAAT's service from every issue

The overall level of satisfaction with the CAAT's service was determined to be very satisfactory (average 4.05, 81.5 %). The overall satisfaction level was high (average 4.20, 83.1 %), but the overall satisfaction level for the aviation industry group was moderate (average 3.80, 76.6 %), which was lower than the General public group; however, in comparison to 2020, it was discovered that overall satisfaction increased in both of general public and the aviation industry (Details are shown in Table 26-1 and 26-2)

When each of the major factors influencing the use of CAAT's service (time, service personnel in terms of service procedures, and usage via online systems (websites, emails)) is taken into account:

- Appreciations with time Overall satisfaction was high (average 3.90, or 78.0 %), the satisfaction level of the general public was higher than the aviation industry group. (The general public has an average of 3.97, while the aviation industry has an average of 3.77). When the overall level of expectation was considered, it was discovered that there was a high level of anticipation (Average 3.98, 79.5%), which was slightly higher than the level of satisfaction. When each sub-factor was assessed overall it was discovered that the queue system had the highest satisfaction (average 4.00), followed by the suitability of office opening and closing times (average of 3.98). The service process adheres to the specific timeline (average 3.96 for both groups) and the ease and prompt of the service process (average 3.87). When the sample group was examined, The queue system was the most satisfied issue for both groups. (The general public's average is 4.04, while the aviation industry's average is 3.94) (Details are shown in Table 27).

- Customer satisfaction with service personnel, the overall satisfaction was very high (average 4.19 or 83.9%), with the general public rating higher than the aviation industry group. (The general population has an average of 4.32, while the aviation industry has an average of 3.97). However, when the overall level of expectation was considered, it was discovered that the expectations were very satisfactory (average 4.21 or 84.3%). which is slightly higher than the level of satisfaction. When each sub-factor in the overall assessment was considered, it was discovered that transparency, honesty. It was the most satisfying issue (average 4.31), followed by fair service and non-discriminatory (average 4.26) and willingness and readiness to politely service (average 4.24). The accuracy for operation and providing information (precision, correctness) and professionalism (international standard) was the least satisfying issue (average 4.15 and 4.13, respectively). However, when the characteristics of the sample group were examined, it was discovered that transparency and honesty are what the general public and aviation industry groups are most satisfied. (average 4.41 and 4.11 respectively).

Both groups, however, were dissatisfied with the work's accuracy and the information provided, as well as with professionalism and international standards. (Details in Table 28.)

- Satisfaction with the service process Overall satisfaction was high (average 3.95, or 79%), with the general public rating higher than the aviation industry group. (The general public has an average of 4.08, while the aviation industry has an average of 3.69). However, when looking at the overall level of expectations, the report discovered that they were at a very high level (average 4.05, 81.1%), which is slightly higher than the level of satisfaction. When each sub-factor in the overall assessment was considered, it noted that the signing, announcing, or informing about the procedure and period of operation was the most important and was the issue with the highest satisfaction (average 3.95) and the diversity of service channels (average 3.76). Based on the sample characteristics, it was discovered that both groups were consistent in the same direction with the overall (details are shown in Table 29).

- Satisfaction with the online system, the overall satisfaction was high (4.07 average or 81.3 %), with the general public being more satisfied than the aviation industry group. (The general public has a rating of 4.19, while the aviation industry has a rating of 3.75). However, when the overall level of expectation was considered, it was discovered that the expectations were extremely high (Average 4.13, 82.6%), which is marginally higher than the level of satisfaction. When each sub-factor in the overall assessment was considered, the Information security in the online system is reliable was the highest satisfaction (Average 4.14), followed by Font size and font style; beautiful and easy to read, including the process of submitting forms, convenient and easy to follow up on the feedback (Average 4.03 for both), and the speed and versatility of systems such as attaching images or files (average 4.02). At the same time, the website formatting is easy to read and use. The least satisfactory issue was that they were not arranged in a systematic and sequential order (Average 3.92). Taking into account the sample characteristics, it was discovered that both groups were consistent in the same direction as the overall picture. It is dependable in terms of information security in the Online system was the most satisfied for both groups. (The general population average 4.24, while the aviation industry average 3.88.) (Details are provided in Table 29.)

Table 26-1 Overall satisfaction with the use of the CAAT service for the year 2021

Sample Group	average	Percentage	%T2B
Overall (n=1,176)	4.05	81.5%	74.7%
- General Public (n=792)	4.20	83.1%	78.6%
- Aviation Industry (n=384)	3.80	76.6%	66.3%

Remark: Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points.

Table 26-2 Comparison of overall satisfaction with the use of CATT services in the year 2020 with the year 2021

Overall	Average		Percentage		%T2B	
	2021	2020	2021	2020	2021	2020
Overall	4.05	3.87	81.5%	77.4%	74.7%	65.9%
- General Public	4.20	4.30	83.1%	85.1%	78.6%	84.0%
- Aviation Industry	3.80	3.50	76.6%	70.9%	66.3%	50.4%

Remark: Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points.

Table 27 Expectations and satisfaction with the use of CAAT’s services in each factor

Factor Evaluation	Overall (n=1,176)			Group Characteristics					
				General Public (n=792)			Aviation Industry (n=384)		
	Average	Percentage	%T2B	Average	Percentage	%T2B	Average	Percentage	%T2B
1. Time Aspect									
Overall expectation for time aspect	3.90	78.0	69.1	3.97	79.3	71.8	3.77	75.3	63.5
Overall satisfaction for time aspect	3.98	79.5	72.5	4.01	80.2	74.0	3.91	78.2	69.5
1.1 Providing services on a first-come, first-served basis (queue system)	4.00	80.1	71.8	4.04	80.7	73.7	3.94	78.7	67.7
1.2 Convenience and prompt of the service process	3.98	79.6	70.8	4.09	81.8	75.6	3.76	75.2	61.0
1.3 Service performed on a specified period of time.	3.96	79.2	70.5	4.05	80.9	73.2	3.79	75.7	65.1
1.4 Appropriateness of the opening-closing time of the office.	3.87	77.4	66.9	3.90	78.0	67.9	3.80	76.1	64.8

Remark: Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points

Table 28 Expectations and satisfaction with the use of CAAT's services in each factor (cont.)

Factor Evaluation	Overall (n=1,106)			Group Characteristics					
				General Public (n=719)			Aviation Industry (n=387)		
	Average	Percentage	%T2B	Average	Percentage	%T2B	Average	Percentage	%T2B
2. Service Personnel									
Overall expectation for service personnel	4.19	83.9	81.9	4.32	86.3	86.2	3.97	79.3	73.9
Overall satisfaction for service personnel	4.21	84.3	82.5	4.29	85.7	85.0	4.08	81.6	78.0
2.1 Transparency and honesty	4.31	86.1	84.9	4.41	88.2	87.7	4.11	82.2	79.5
2.2 Fairness and Unbiased	4.26	85.3	83.9	4.39	87.7	87.7	4.03	80.6	76.7
2.3 Willingness and readiness to politely service	4.24	84.7	82.0	4.34	86.8	85.5	4.05	80.9	75.7
2.4 Consistency to services	4.20	84.0	80.3	4.33	86.6	84.3	3.97	79.3	73.0
2.5 Accuracy for operation and provide information (precision, correctness)	4.17	83.3	80.5	4.31	86.1	85.6	3.91	78.2	71.1
2.6 Knowledgeable and skillful (explanation, clarification, advise)	4.15	83.0	80.0	4.27	85.4	83.9	3.94	78.7	73.1
2.7 Professionalism (international standards)	4.13	82.6	79.0	4.27	85.4	83.9	3.87	77.4	69.9

Remark: Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points

Table 29 Expectations and satisfaction with the used of CAAT's services in each factor (cont.)

Factor Evaluation	Overall (n=1,207)			Group Characteristics					
				General Public (n=705)			Aviation Industry (n=502)		
	Average	Percentage	%T2B	Average	Percentage	%T2B	Average	Percentage	%T2B
3. Service Procedure									
Overall expectation for service procedure	3.95	79.0	69.7	4.08	81.6	75.4	3.69	73.7	57.9
Overall satisfaction for service procedure	4.05	81.1	75.1	4.16	83.1	79.0	3.84	76.9	67.0
3.1 Signing, announcing or informing about the procedure and period of operation	3.95	79.0	69.9	4.07	81.4	74.9	3.71	74.3	59.8
3.2 The service channels are diverse	3.76	75.1	61.4	3.84	76.8	65.0	3.58	71.7	54.0
4. Online System (Website / E-mail)									
Overall expectation of Online System Usage (Website / E-mail)	4.07	81.3	76.2	4.19	83.8	81.4	3.75	75.1	62.9
Overall satisfaction of Online System Usage (Website / E-mail)	4.13	82.6	79.3	4.22	84.3	83.0	3.90	78.1	69.6
4.1 Information security in the online system is reliable	4.14	82.8	78.0	4.24	84.8	81.5	3.88	77.6	68.6

Factor Evaluation	Overall (n=1,207)			Group Characteristics					
				General Public (n=705)			Aviation Industry (n=502)		
	Average	Percentage	%T2B	Average	Percentage	%T2B	Average	Percentage	%T2B
4.2 Font size and font style is beautiful and easy to read	4.03	80.6	74.3	4.13	82.6	78.4	3.77	75.3	63.5
4.3 The process for submitting the form is convenient and easy to follow up on feedback	4.03	80.6	73.6	4.15	83.0	78.5	3.72	74.4	60.7
4.4 The speed and versatility of systems such as attaching images or files	4.02	80.5	73.2	4.14	82.8	78.1	3.72	74.3	60.5
4.5 The speed of the online system in accessing the services of CAAT in each department	4.02	80.4	74.2	4.16	83.1	80.4	3.67	73.4	58.0
4.6 The form is easy to fill and easy to use	3.96	79.1%	71.5%	4.09	81.9%	77.2%	3.60	72.0%	56.4%

Remark: Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points

3) Factors influencing overall satisfaction with CAAT's services

- Overall

To determine the factors affecting overall satisfaction, use a simple Pearson Product Moment Correlation Coefficient to test the relationship between two independent variables. The correlation was statistically significant and ranged between 0.81-0.90 and 0.91-1.00.) The highest correlation value was (0.925), followed by online usage (0.903), time (0.900), and service process (0.866), indicating that service personnel was the most critical factor affecting the sample group's satisfaction level (Table 30-31). In the aggregate, all of the significant factors (time, service personnel, service process, and online system) have a positive to very favorable effect on the overall level of satisfaction.

When each sub-factor was considered, it was discovered that the sub-factor of service personnel in terms of using online systems, time, and in-service processes. All of these factors added up to a high level of overall satisfaction. (The correlation was statistically significant and ranged from 0.71-0.90.)

- General Public Group

All the key factors assessed contributed to a very high overall satisfaction level (the correlation was between 0.81-0.91) and was statistically significant. The correlation of personnel serving was the highest (0.917), followed by time (0.908), online usage (0.907), and service process (0.857), which showed that Service personnel was also the most important factor and influenced the satisfaction level of the General Public

When each sub-factor was considered, almost all of the sub-factors affected the high overall satisfaction level (the correlation was between 0.71-0.90) and was statistically significant, except for; the appropriateness of the office opening-

closing period; cleanliness of the place adequacy of facilities; and the clarity of the signage of the service point, which affected the moderate level of overall satisfaction (the correlation was between 0.31-0.70) and was statistically significant. (as shown in Table 30-31)

- The Aviation Industry

All the critical factors considered contributed to a very high overall satisfaction level. (The correlation was statistically significant and ranged between 0.81-0.90 and 0.91-1.00.) Personnel serving had the highest correlation value (0.931), followed by time (0.892), online usage (0.883), and service process (0.875), indicating that service personnel was also the most critical factor and influenced the satisfaction level of the Aviation Industry Group.

When each sub-factor was considered, almost all of the sub-factors affected the high overall satisfaction level (the correlation was between 0.71-0.90) and was statistically significant (as shown in Table 30-31)

Table 30 Factors Influencing Overall Level Of CAAT’s Service Satisfaction

Analyzed Issues	Overall (n=1208)		Sample Characteristic			
			General Public (n=815)		Aviation Industry (n=393)	
	correlation	Result	correlation	result	correlation	result
1. Time aspect	0.900**	Very high	0.908**	Very high	0.892**	High
1.1 Providing services on a first-come, first-served basis (queue system)	0.811**	High	0.818**	High	0.830**	High
1.2 Convenience and prompt of the service process	0.811**	High	0.815**	High	0.832**	High
1.3 Service performed on a specified period of time.	0.830**	High	0.817**	High	0.858**	High
1.4 Appropriateness of the opening-closing time of the office.	0.822**	High	0.837**	High	0.775**	High
2. Service Personnel	0.925**	Very High	0.917**	Very High	0.931**	Very high
2.1 Willingness and readiness to politely service	0.813**	High	0.810**	High	0.805**	High
2.2 Knowledgeable and skillful (explanation, clarification, advise)	0.861**	High	0.847**	High	0.873**	High
2.3 Professionalism (international standards)	0.880**	High	0.880**	High	0.866**	High
2.4 Accuracy for operation and provide information (precision, correctness)	0.876**	High	0.864**	High	0.883**	High
2.5 Fairness and Unbiased	0.846**	High	0.832**	High	0.852**	High
2.6 Transparency and honesty	0.839**	High	0.834**	High	0.832**	High
2.7 Consistency to services	0.870**	high	0.855**	High	0.882**	High

Remark: *, ** and *** Means significantly at confidence levels of 90%, 95% and 99% respectively.

Table 31 Factors Influencing Overall Level Of CAAT’s Service Satisfaction (cont.)

Analyzed Issues	Overall (n=1208)		Sample Characteristic			
			General Public (n=815)		Aviation Industry (n=393)	
	correlation	การแปลผล	correlation	result	correlation	result
3. Service Procedure	0.866**	High	0.857**	High	0.875**	High
3.1 Signing, announcing or informing about the procedure and period of operation	0.836**	High	0.819**	High	0.859**	High
3.2 The service channels are diverse	0.797**	High	0.776**	High	0.837**	High
4. Online System (Website / E-mail)	0.903**	Very High	0.907**	Very High	0.883**	High
4.1 Website formatting is easy to read and use. They are arranged in a systematic and sequential order	0.763**	High	0.742**	High	0.792**	High
4.2 Font size and font style is beautiful and easy to read	0.767**	High	0.754**	High	0.776**	High
4.3 The speed and versatility of systems such as attaching images or files	0.798**	High	0.798**	High	0.771**	High
4.4 The speed of the online system in accessing the services of CAAT in each department	0.818**	High	0.808**	High	0.821**	High
4.5 The form is easy to fill and easy to use.	0.807**	High	0.805**	High	0.786**	High
4.6 The process for submitting the form is convenient and easy to follow up on feedback	0.839**	High	0.840**	High	0.812**	High
4.7 Information security in the online system is reliable	0.813**	High	0.806**	High	0.808**	High

Remark: *, ** and *** Means significantly at confidence levels of 90%, 95% and 99% respectively.

4) Analysis of the strengths and weaknesses of CAAT's services

Analysis of strength Weaknesses in services were identified using the Strategic Performance Matrix, with the following details for each group:

- Overall

Based on the analysis of CAAT's services in each assessed area (details are shown in Figure 7 and Table 32), it was found that

(Time aspect) As mentioned earlier, each of the topics contains issues that CAAT should address and resolve as soon as possible, including queue management. The convenience and rapidity with which service procedures are carried out; the service should have been performed on a specific period of time. Including appropriateness during opening-closing hours, it is clear that CAAT cannot address these issues effectively.

(Service personnel) Almost every issue assessed in this topic is something CAAT excels at and is regarded as a strength in various areas related to service provision. Additionally, cooperative standards should be maintained. Professional service following international standards and a willingness and readiness to politely service, the officer's knowledge and ability to respond to inquiries, providing fair service and being transparent about operational accuracy and information, and consistency in delivering good service are essential.

(Service Procedures) The order of service procedures follows the announcement. CAAT should immediately improve and correct this and announce or provide information about the service's procedures and timing. CAAT should emphasize and fix this. As can be seen, there are none in the service process that CAAT can successfully resolve.

(Internet Usage) Almost every point raised in this topic is something that CAAT should address and correct as soon as possible. In terms of submission and

follow-up on feedback, the form is convenient. The website's layout is simple to read and navigate. They are arranged systematically and sequentially concerning font size and style, is attractive and easy to read, and the speed, flexibility, and format of the website system and forms can all be used. However, it was determined that CAAT should maintain standards for the reliability of information security in the online system.

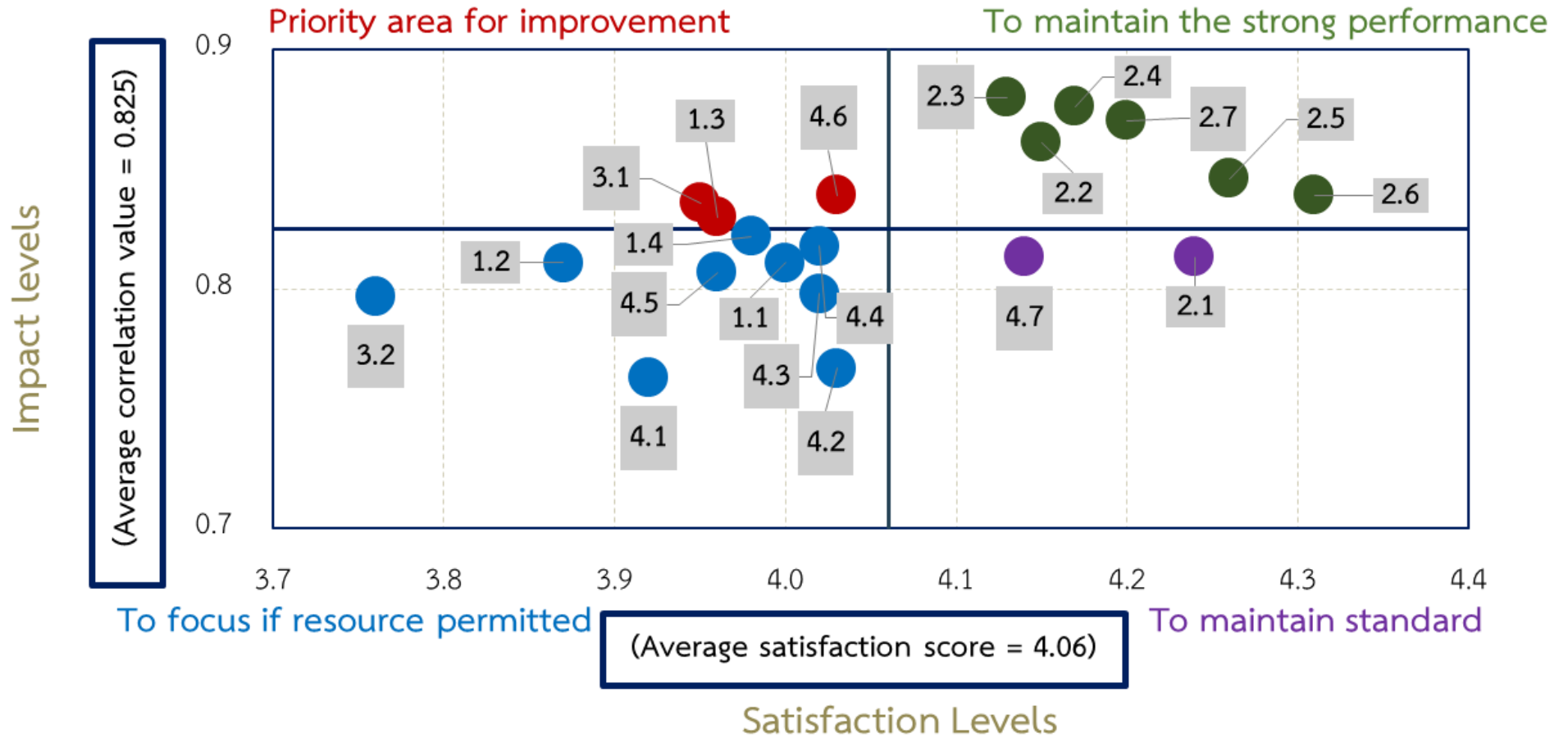


Figure 7 Analysis of the strengths and weaknesses of CAAT’s services (Overall)

Table 32 Analysis of the strengths and weaknesses of CAAT's services (Overall)

Evaluated Criteria	Priority to Improve	Improve it when you can	Doing well and is a strong point	maintain as standards
Time Frame	1.3 Service performed on a specified period of time.	1.1 Providing services on a first-come, first-served basis (queue system) 1.2 Convenience and prompt of the service process 1.4 Appropriateness of the opening-closing time of the offices	-	-
Service Personnel	-	-	2.2 Knowledgeable and skillful 2.3 Professionalism (international standards) 2.4 Accuracy for operation and provide information (precision, correctness) 2.5 Fairness and Unbiased 2.6 Transparency and honesty 2.7 Consistency to services	2.1 Willingness and readiness to politely service
Service Procedure	3.1 Signing, announcing or informing about the procedure and period of operation	3.2 The service channels are diverse	-	-
Online System (Website / E-mail)	4.6 The process for submitting the form is convenient and easy to follow up on feedback	4.1 Website formatting is easy to read and use. They are arranged in a systematic and sequential order 4.2 Font size and font style is beautiful and easy to read 4.3 The speed and versatility of systems such as attaching images or files 4.4 The speed of the online system in accessing the services of CAAT in each department 4.5 The form is easy to fill and easy to use	-	4.7 Information security in the online system is reliable

- General Public Group

According to the analysis of CAAT's services based on group data from the general public, each area assessed (details are shown in Figure 8 and Table 33) discovered that

(Time aspect) Every issue identified in the preceding topic is something that CAAT should improve and correct as soon as possible, including queue system management. The suitability of CAAT during operational hours. Furthermore, the convenience and speed of the service procedure, which the service should have been completed within the specified time frame, is something CAAT should emphasize and improve. As can be seen, none of the issues that CAAT can handle well.

(Service personnel), almost all of the issues evaluated in the aforementioned topics are what CAAT excels at and are regarded as a strength in many aspects of service delivery. Willingness and service readiness are two examples of standards. CAAT officers are knowledgeable and skillful at answering questions; fairness and unbiased, professionalism (international standard)

(Procedure of service) Service Process is something that CAAT should urgently improve and correct in all areas, specifically the announcement or informing of procedures and service times. Including the various service channels, it can be seen that with regards to the service process, none of the service processes that CAAT can handle well.

(Online Use) Almost every issue raised concerning the subject above is the issue that CAAT should address if given a chance. Both online users indicated that the process for submitting the form is convenient and easy to follow up on feedback, and the form is easy to fill and use. The website's layout is simple to read and navigate. The system are arranged systematically and sequentially regarding font size and style. It is attractive and easy to read, and forms' speed, flexibility, and format can all be used. However, it was determined that CAAT should maintain standards for the reliability of information security in the online system.

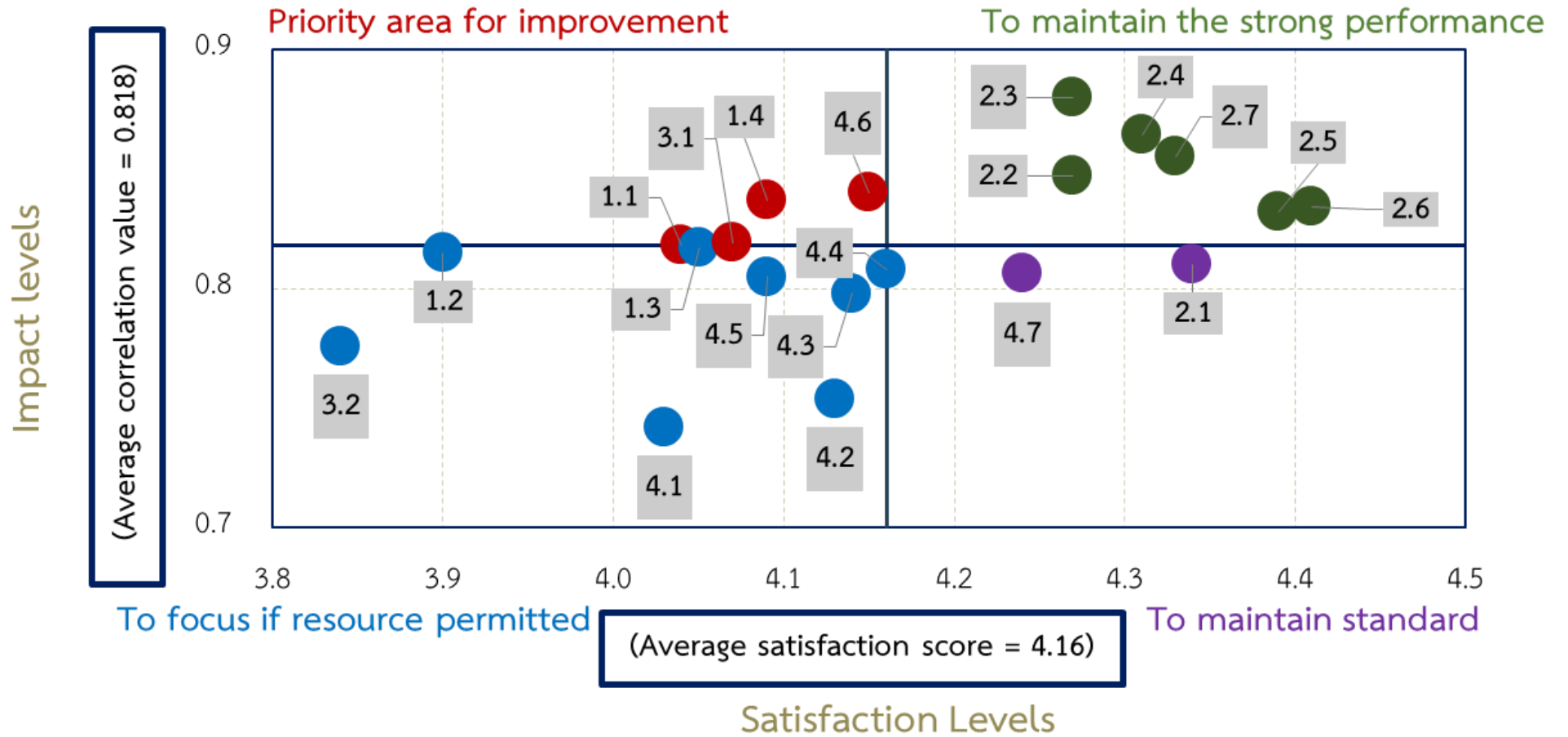


Figure 8 Analysis of the strengths and weaknesses of CAAT’s services in General Public Group

Table 33 Analysis of the strengths and weaknesses of CAAT’s services in general public group

Evaluated Criteria	the primary area for improvement	Improvement is required when appropriates	Doing well and is a strong point	maintain as standards
Time Frame	1.1 Providing services on a first-come, first-served basis (queue system) 1.4 Appropriateness of the opening-closing time of the office	1.2 Convenience and prompt of the service process 1.3 Service performed on a specified period of time	-	-
Service Personnel		-	2.2 Knowledgeable and skillful (explanation, clarification, advise) 2.3 Professionalism (international standards) 2.4 Accuracy for operation and provide information (precision, correctness) 2.5 Fairness and Unbiased 2.6 Transparency and honesty 2.7 Consistency to services	2.1 Willingness and readiness to politely service
Service Procedure	3.1 Signing, announcing or informing about the procedure and period of operation	3.2 The service channels are diverse	-	-
Online System (Website / E-mail)	4.6 The process for submitting the form is convenient and easy to follow up on feedback	4.1 Website formatting is easy to read and use. They are arranged in a systematic and sequential order 4.2 Font size and font style is beautiful and easy to read 4.3 The speed and versatility of systems such as attaching images or files	-	4.7 Information security in the online system is reliable

Evaluated Criteria	the primary area for improvement	Improvement is required when appropriates	Doing well and is a strong point	maintain as standards
		4.4 The speed of the online system in accessing the services of CAAT in each department 4.5 Form format; easy to fill out and easy to use		

- Aviation Industry

Based on the findings of a CAAT services analysis of aviation industry data. in each area examined (details are provided in Figure 9 and Table 34), discovered that

(Time aspect) Each of the issues raised in the preceding topic is something that CAAT should address immediately to improve the convenience and prompt of the service process. The service should be performed in a specific period of time. CAAT should emphasize and correct this. However, CAAT has done an excellent job providing services on a first-come, first-served basis (queue system) and should maintain the standard.

(service personnel) Almost all of the issues addressed in the topics mentioned earlier are within the capabilities of CAAT. They are regarded as a strength in numerous facets of service delivery. Standards such as availability and readiness to serve Knowledge and ability to respond to questions fairly and without discrimination Include professionalism, consistency, and a commitment to providing excellent service by international standards.

(Service procedures) Signing, announcing, or informing about the procedure and period of operation is an area where CAAT should make immediate improvements and corrections, and the service channels are diverse. CAAT should emphasize and correct this. As can be seen, there are issues with the service process that CAAT cannot resolve satisfactorily.

(on-line usage) Almost every aspect of the topic assessed is something that CAAT should improve if given a chance. The submission process and the ability to follow up on feedback and the form are easy to fill and easy to use. The website's layout is simple to read and navigate and is arranged systematically and sequentially with respect to font size and style. It is attractive and easy to read, and forms' speed, flexibility, and format can all be used. However, it was determined that

CAAT should maintain standards for the reliability of information security in the online system.



Figure 9 Analysis of the strengths and weaknesses of CAAT’s services in the aviation industry

Table 34 Analysis of the strengths and weaknesses of CAAT’s services in the aviation industry

Evaluated Criteria	the primary area for improvement	Improvement is required when appropriates	Doing well and is a strong point	maintain as standards
Time Frame	1.2 Convenience and prompt of the service process 1.3 Service performed on a specified period of time.	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	-	-	2.2 Knowledgeable and skillful (explanation, clarification, advise) 2.3 Professionalism (international standards) 2.4 Accuracy for operation and provide information (precision, correctness) 2.5 Fairness and Unbiased 2.6 Transparency and honesty 2.7 Consistency to services	2.1 Willingness and readiness to politely service
Service Procedure	3.1 Signing, announcing or informing about the procedure and period of operation 3.2 The service channels are diverse	-	-	-
Online System (Website / E-mail)	-	4.1 Website formatting is easy to read and use. They are arranged in a systematic and sequential order 4.2 Font size and font style is beautiful and easy to read 4.3 The speed and versatility of systems such as attaching images or files 4.4 The speed of the online system in accessing the services of CAAT in each department 4.5 The form is easy to fill and easy to use. 4.6 The process for submitting the form is convenient and easy to follow up on feedback	-	4.7 Information security in the online system is reliable

5) Dissatisfied Factor with CAAT's Service

A sample of 134 respondents out of 1,208 respondents expressed dissatisfaction with the use of CAAT services, with 90 expressing dissatisfaction with the officers' lack of continuous follow-up / problem-solving. (70%), followed by slow service process / long wait / cumbersome (69.4%) and use on difficult-to-access websites (62.5%). Late approval (61%) and long waiting time (61%) are still issues the public groups have concerned. 44 respondents in the aviation industry believe CAAT officials provide impolite services. They appeared unfriendly (83.3%), followed by slow/long-waiting/difficult service procedures (80%), and the officer lacked knowledge and skills. Failure to provide clear information/ f advice/ inaccurate information (68.8 %) (See Table 35.)

Table 35 Dissatisfied factor with CAAT's service

Dissatisfied Issue	General Public (n=90)		Aviation Industry (n=44)	
	average	%	average	%
1. Officers lack continuous follow-up/problem-solving.	3.50	70.0%	-	-
2. Slow service process / long wait / inconvenient	3.47	69.4%	4.00	80.0%
3. The website is inaccessible and cumbersome to use.	3.13	62.5%	-	-
4. Time required for approval, slow, lengthy wait	3.05	61.0%	-	-
5. Inconvenient communication (difficult to reach / disconnected call)	2.57	51.4%	3.17	63.3%
6. The service personnel are impolite / Appear unfriendly.	-	-	4.17	83.3%
7. Officers lack knowledge and abilities /Not providing clear information/advice/providing incorrect information	-	-	3.44	68.8%
8. Regulations is not applicable to the nature of the work performed.	-	-	2.86	57.1%

6) Suggestions for improving CAAT's service

CAAT's operations in service should be improved, according to a sample of 635 respondents out of 1,208 respondents. Especially when it comes to the clarity of aviation regulations, new announcements, or requirements to ensure proper implementation (50.2%), period of service or process should be clear (43.8%), implementing an electronic document storage system, or on the website, documents can be updated. Reduced collection of the paper documents (35.4%) The officer is prepared to answer questions and resolve issues (33.1%) and is accurate when working with application-related documents (30.2%)

However, the general public believes that CAAT should improve their efficiency and speed of operation (53.4%). Additionally, the groups as mentioned above desired that CAAT offer a variety of insurance channels (18.8%). In contrast, the aviation industry group believed that CAAT should be meticulous in their work on supporting documents/documents submitted, and the officer must be available to answer questions and resolve issues. (See Table 36).

Table 36 Suggestions for improving CAAT's service

Recommendation	Overall (n=855)		Sample Characteristic			
			General Public (n=477)		Aviation Industry (n=378)	
	number	%	จำนวน	%	จำนวน	%
Clarity in regulations Aviation regulations or any new announcements or requirements in order to be able to operate correctly and completely	319	50.2	104	30.5	215	73.1
Period of service or process should be clear	278	43.8	145	42.5	133	45.2
Having an electronic document storage system or the ability to update documents directly from the website. Reduce paper-based archiving	225	35.4	96	28.2	129	43.9
The officer is available to answer questions and resolve issues.	210	33.1	86	25.2	124	42.2
Accuracy of documentation to submit the request	192	30.2	82	24	110	37.4
Increase the efficiency and speed of work.	182	28.7	182	53.4	-	-
There are numerous insurance channels available.	64	10.1	64	18.8	-	-
Others	32	5	25	7.3	7	2.4

Remark: The respondent can choose more than 1 answer

7) overall satisfaction with CAAT's information dissemination and service

When classified by sample group, the overall satisfaction level with CAAT's dissemination of information and services (average 4.00, 80.9%) revealed that the general public is satisfied. The overall satisfaction level was high (average 4.13, 82.6%), while the aviation industry group was moderately satisfied (average 3.75, 75.1%), lower than the overall satisfaction level. However, in comparison to 2020, the general public discovered that overall satisfaction increased. the public at large and the aviation industry (Details are shown in Table 37-1 and 37-2)

Table 37-1 Overall satisfaction with CAAT's information dissemination and services in 2021

Sample Group	average	%	%T2B
Overall (n=1208)	4.00	80.9%	72.9%
- General Public Group (n=815)	4.13	82.6%	77.7%
- Aviation Industry Group (n=393)	3.75	75.1%	63.2%

Remark Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points

Table 37 - 2 Comparison of overall satisfaction with the CAAT's information dissemination and services in 2020 and 2021

Sample Group	average		%		%T2B	
	2020	2021	2020	2021	2020	2021
Overall	4.00	3.74	80.9%	74.8%	72.9%	60.6%
- General Public Group	4.13	3.98	82.6%	79.5%	77.7%	71.9%
- Aviation Industry Group	3.75	3.47	75.1%	71.9%	63.2%	47.8%

Remark Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points

8) Suggestions to improve CAAT's work processes and services

A group of General Public of 325 respondents out of a total of 1,208 respondents had suggestions for improvements in operations in terms of working processes and services of CAAT, especially in the matter of Disseminate news, standards, and related regulations thoroughly and easy to understand (54.8%), followed by prompt of service (answering questions, coordinating, following up the issues or complaint) (47.1%) and Development in contact system and follow up system to electronic format, reduce the use of paper documents (35.1%) and design the website layout to be user-friendly (30.2%) (as shown in Table 38).

Meanwhile, according to 332 respondents from the aviation industry (Table 39), CAAT should prioritize the reduction of steps and forms/documents that are not needed (61.7%), followed by developing a contact system to track work processes electronically and reduce the use of paper documents (59.9%), and improving service speed. (Inquiry, Coordination, and Follow-up on complaints or issues) (57.5%)

Table 38 Recommendations for improving the CAAT's work processes and services

Recommendation	Sample Characteristic	
	General Public (n=325)	
	number	%
Disseminate news, standards, and related regulations thoroughly and easy to understand	178	54.8
Promptness of service (Answering questions, coordination, follow-up or problems)	153	47.1
Development in contact system and follow-up system to electronic format. Reduce the use of paper documents	114	35.1
Design a user-friendly website to easier to use	98	30.2
Reduce unnecessary process and document collection.	88	27.1
Encourage for having Call center	84	25.8
Develop airline standards / Provide support for regulations	72	22.2
The adequacy and readiness of the officers	60	18.5
Suitable period time for opening or close	51	15.7
Others (distribute more information through online channels; Line, IG, Facebook)	6	1.8

Remark Can choose more than 1 options.

Table 39 Recommendation for improvement CAAT's work processes and services

Recommendation	Sample Characteristic	
	Aviation Industry (n=332)	
	Number	%
1. Reduce steps and forms of documents that are not needed	205	61.7
2. Create a contact system to track work processes electronically and reduce the use of paper documents.	199	59.9
3. Increasing the service's speed (answers to questions, coordination, follow-up issues or complaints)	191	57.5
4. Disseminate news, standards, and related regulations thoroughly and easy to understand	172	51.8
5. Designing usability on the website to be easier	140	42.2
6. Add more channels to send documents	129	38.9
7. The adequacy and readiness of the officers	129	38.9
8. Encourage and develop personnel to have more academic knowledge	121	36.4
9. Encourage for having a Call Center	111	33.4
10. Other: Documents should be available in a variety of languages. greater than the English language	1	0.3

Remark: The respondent can choose more than 1 answer

3.2.4 The Role And Image Of CAAT's Services With Recommendations

1) CAAT's Expression of Service Behavior

The overall behavioral expression of the service staff was at the highest level (average 3.98, 71.7%). They were also at the highest level in the opinion of both groups. The general public displayed a higher level of expression overall. (The general public has a rating of 4.14, while the aviation industry has a rating of 3.69). (Details are provided in Table 40)

When each issue in the overall assessment (Table 40) was considered, it was discovered that the officer delivered their work by refusing bribes or undue benefits. According to the majority of the sample group, officers exhibited the most behavior (average 4.17), followed by officers who valued service users' information without infringing or disclosing information without permission, according to the majority of the sample group (average 4.15). Officers' willingness to serve (average 4.08), while officers pay attention to problems/mistakes, ready to help or solve problems, including fixing the problem. Officers displayed the least amount of behavior with the service group, despite being outside of their responsibilities (average 3.97 and 3.86, respectively).

Both groups observed that the staff working based on accuracy refused to accept bribes or undue benefits. It is a factor that both the general public and most aviation industrial groups recognize. Officers demonstrated the most significant number of behaviors (average 4.32 and mean 3.90, respectively). Although both subjects were least able to perceive expressive behaviors, it remains an issue. (The general population average is 4.03, while the aviation industry average is 3.56) (Details are provided in Table 40)

Table 40 The CAAT’s Expression of Service behavior

Analyzed Issues	Overall (n=1208)			Sample Characteristic					
				General Public (n=815)			Aviation Industry (n=393)		
	average	%	%T2B	average	%	%T2B	average	%	%T2B
Overall behavioral expression	3.98	79.6	71.7	4.10	82.7	76.5	3.69	73.8	62.9
1. Officers performed on the basis of accuracy. Not accepting bribes or illegal benefits.	4.17	83.5	77.1	4.32	86.4	80.7	3.90	78.1	70.4
2. Officers provides priority with the user's information without violating or disclosure without permission.	4.15	83.1	77.9	4.32	86.3	82.8	3.86	77.1	69.1
3. Officers provide their services with consideration and a willingness to assist.	4.08	81.6	75.3	4.27	85.3	80.7	3.74	74.8	65.7
4. Officers provide services in an equitable and non-discriminatory manner.	4.08	81.6	75.3	4.26	85.2	80.5	3.73	74.7	65.4
5. Officers adhere to established standards. Strict procedures and practices are followed, and there is no discrimination	4.06	81.3	74.7	4.24	84.7	79.7	3.74	74.8	65.4
6. Officer can provide advice or useful information to the operator	4.02	80.5	73.5	4.20	84.0	78.6	3.70	74.1	64.2
7. Officers have clear responsibilities and perform their duties.	4.02	80.3	73.4	4.16	83.1	77.1	3.77	75.4	66.8
8. Officers pay attention to problems and mistakes that occur. And ready to find solutions to help and solve problems	4.01	80.3	72.8	4.21	84.2	79.0	3.65	73.0	61.2
9. Officers work with accuracy, both in terms of information and working procedures.	4.01	80.1	72.3	4.19	83.8	78.3	3.67	73.3	61.2
10. Officers coordinate and help each other in each department to provide the service according to the user's needs.	3.98	79.7	72.0	4.13	82.6	76.8	3.71	74.2	63.1
11. Officers pay attention to problems and mistakes and are ready to find solutions to assist and solve problems.	3.97	79.5	71.9	4.11	82.1	75.8	3.73	74.5	64.8
12. Officers attempted to resolve the issue, although this was in addition to their responsibility.	3.86	77.3	67.1	4.03	80.6	72.6	3.56	71.3	57.2

Remark: Top 2 Box (%) refers to the proportion of the sample who scored 4-5 points

2) The Factor affecting CAAT's Expression of Service Behavior

Factors influencing service personnel's behavior based on an analysis of factors affecting the overall expression of behavior to assess the relationship between two independent variables, the Pearson Product Moment Correlation Coefficient was used. As a result, overall satisfaction was high and very high (The correlation was between 0.81-0.90 and 0.91-1.00) and was statistically significant by officers could practice in standard operating, procedures and precautions and do not discriminate had the highest correlation (0.951), indicating that they significantly influence officer behavior. According to the sample group, the most important factor is that the officer provides care, followed by officers' willingness to serve and care the operator (0.945). Officers could practice in standard operating, procedures and precautions and do not discriminate (0.938) (Table 41)

When the characteristic of the sample group was considered, it was discovered that in the general population, almost all of the factors assessed had a high or very high impact on overall behavioral expression. (The correlation was statistically significant and ranged between 0.81-0.90 and 0.91-1.00.) The same can be said for the aviation industry. (as shown in Table 41)

For the general public, it was discovered that officers who performed according to standards, strict procedures, and practices and provided service without discrimination had the highest correlation value (0.949), indicating that this was the most important factor influencing the level of officer behavior expression. Non-discriminatory employees care about and value feedback or suggestions from service users in order to improve the service (0.936) (See Table 41.) The most for such groups are service staff with care and willingness to provide service (0.946) and service staff with equality.

While the aviation industry group discovered that it operates according to standards, strict procedures, and practices and does not discriminate, it had the highest correlation value (0.945). It was the most important factor influencing

the level of officer behavior expression. The most for such groups, followed by service personnel with care and willingness to provide service (0.933), and staff attentive to problems and mistakes. and willing to help and solve problems (0.931) (Table 41)

Table 41 The Factor affecting CAAT's Expression of Service Behavior

Analyzed Issues	Overall (n=1208)		Sample Characteristic			
			General Public (n=815)		Aviation Industry (n=393)	
	correlation	การแปลผล	correlation	การแปลผล	correlation	การแปลผล
1 Officer could practice in standard operating, procedures and precautions and do not discriminate.	0.951**	Very High	0.949**	Very High	0.945**	Very High
2. Officers provide their services with consideration and a willingness to assist.	0.945**	Very High	0.946**	Very High	0.933**	Very High
3. Officers provide services in an equitable and non-discriminatory manner	0.938**	Very High	0.936**	Very High	0.929**	Very High
4. Officer can provide advice or useful information to service uses	0.936**	Very High	0.933**	Very High	0.929**	Very High
5. Officers pay attention to problems and mistakes and are ready to find solutions to assist and solve problems.	0.931**	Very High	0.931**	Very High	0.931**	Very High
6. Officers pay attention to problems and mistakes that occurred. And ready to find solutions to help and solve problems	0.930**	Very High	0.936**	Very High	0.908**	Very High
7. The officers are meticulous in their work. both in terms of information provision and working procedures	0.925**	Very High	0.929**	Very High	0.900**	Very High
8. Officers are coordinating and helping each other in each department. In order to provide the service according to the user's needs	0.916**	Very High	0.904**	Very High	0.929**	Very High
9 Officers pay attention to the user's information without violating or disclosing information without permission.	0.908**	Very High	0.908**	Very High	0.891**	High
10. Officers are accountable and clearly carry out their responsibilities.	0.901**	Very High	0.897**	High	0.897**	High

Analyzed Issues	Overall (n=1208)		Sample Characteristic			
			General Public (n=815)		Aviation Industry (n=393)	
	correlation	การแปลผล	correlation	การแปลผล	correlation	การแปลผล
11 Officers attempted to resolve the issue, although this was in addition to their responsibility.	0.898**	High	0.903**	Very High	0.872**	High
12. Officers performed on the basis of accuracy. Not accepting bribes or illegal benefits.	0.896**	High	0.906**	Very High	0.863**	High

Remark: *, ** and *** Means were significant at 90, 95 and 99 % confidence levels, respectively.

3) Analysis of Strength and Weakness of CAAT's Expression of Service Behavior

The Strategic Performance Matrix was used to analyze the strengths and weaknesses of CAAT's expression of service behavior and discovered that

- The Overall

Based on the analysis of strengths Weaknesses in the expression of service personnel behavior, the overall in each area is being evaluated (Details are shown in Figure 10 and Table 42). It was discovered that the issue that CAAT officers were able to do well and were a strength in practice demonstrated by the officers tried to find out the needs and understand the needs of the users intently, officers could practice in standard operating, procedures and precautions and do not discriminate in addition to that officer had willingness to service and careful the users. The aspect that CAAT is that the officer performs well and maintains as standard are the officers performed on the basis of accuracy. Not accepting bribes or illegal benefits and officers providing priority with the user's information without violating or disclosure without permission.

However, if considering what CAAT urgently needs to improve is an effort to find needs and understand the needs of service users through operations with accuracy and problem solving, both in terms of providing information and working procedures or attempting to fix the problem. In addition, the officer can offer advice or useful information to service users, such as paying attention and accepting feedback or suggestions from users in order to improve the service. Furthermore, the officer in each department should coordinate and assist one another in order to provide the service that the user requires.

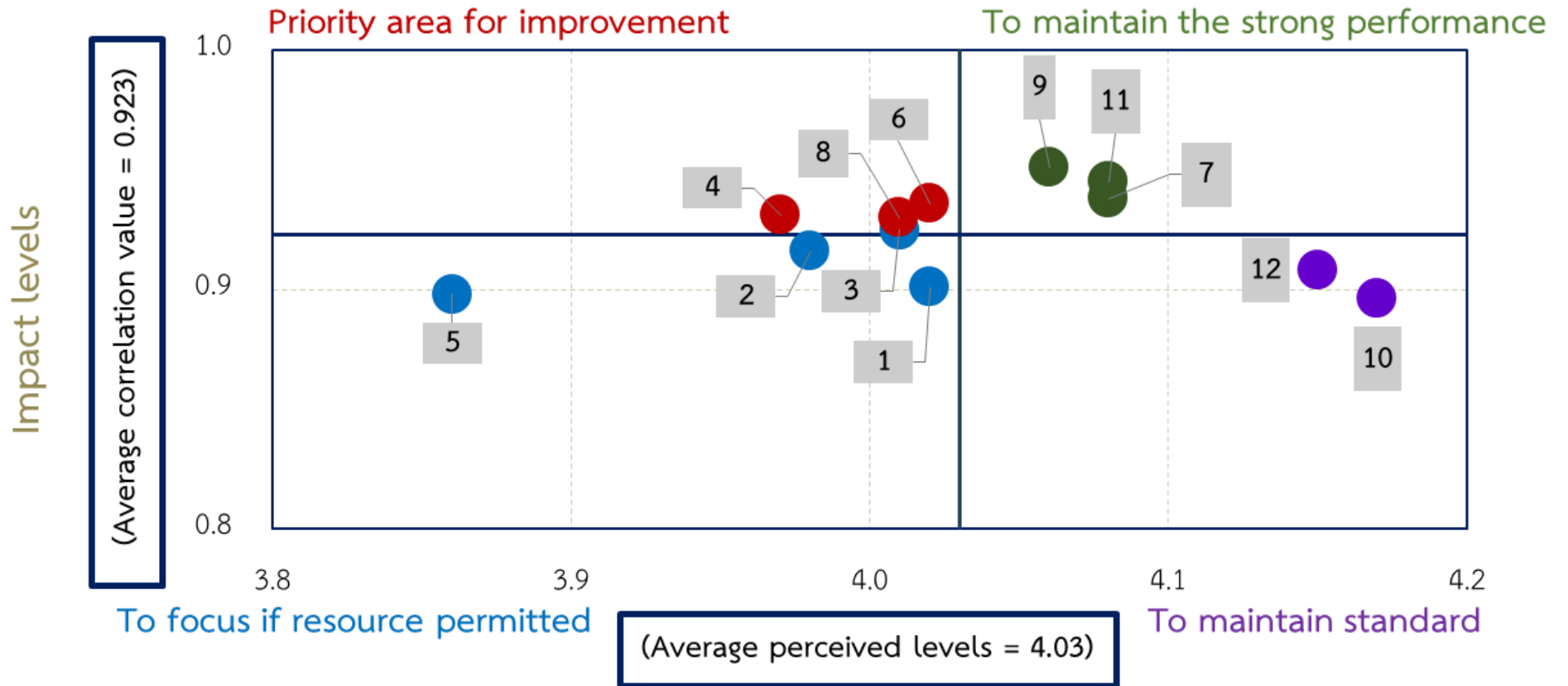


Figure 10 Analysis of Strength and Weakness of CAAT's Expression of Service Behavior (Overall)

Table 42 Analysis of Strength and Weakness of CAAT's Expression of Service Behavior
(Overall)

Evaluated Criteria	Analyzed Issues
the primary area for improvement	<p>4. Officers pay attention to problems and mistakes that occurred. And ready to find solutions to help and solve problems.</p> <p>6. Officers could provide useful advice or information to users</p> <p>8. Officers pay attention and accepting feedback or suggestions of users for developing better services.</p>
Improvement is required when appropriates	<p>1. Officers have clear responsibilities and perform their duties.</p> <p>2. Officers are coordinating and helping each other in each department. In order to provide the service according to the user's needs.</p> <p>3. Officers operated with accuracy for both of providing information and service procedures.</p> <p>5. Officers tried to fix the problem. Even if it is out of their responsibility.</p>
Doing well, is a strength	<p>7. Officers tried to find out the needs and understand the needs of the users intently</p> <p>9. Officers could practice in standard operating, procedures and precautions and do not discriminate</p> <p>11. Officers had willingness to service and careful the users.</p>
maintain as standard	<p>10 Officers performed on the basis of accuracy. Not accepting bribes or illegal benefits.</p> <p>12. Officers provides priority with the user's information without violating or disclosure without permission.</p>

- General Public

Based on the analysis of strengths Weaknesses in the expression of service officers' behavior from people's groups in each area being assessed (Details are shown in Figure 11 and Table 43) It discover the issues that CAAT officers were able to do well and were the strengths in their operation and should be kept as standard practice. Officers performed based on accuracy. Not accepting bribes or illegal benefits; provides priority with the user's information without violating or disclosure without permission. These are the factors that officials should maintain.

However, when it comes to what the officers need to improve the most, the officers focus on the problems and mistakes that occur and willing to help, solve problems, by understand the needs of service Operations with accuracy and problem solving, both in terms of providing information and working procedures or attempting to solve the problem, are able to provide useful advice or information to service users, including the ability to further develop the service.

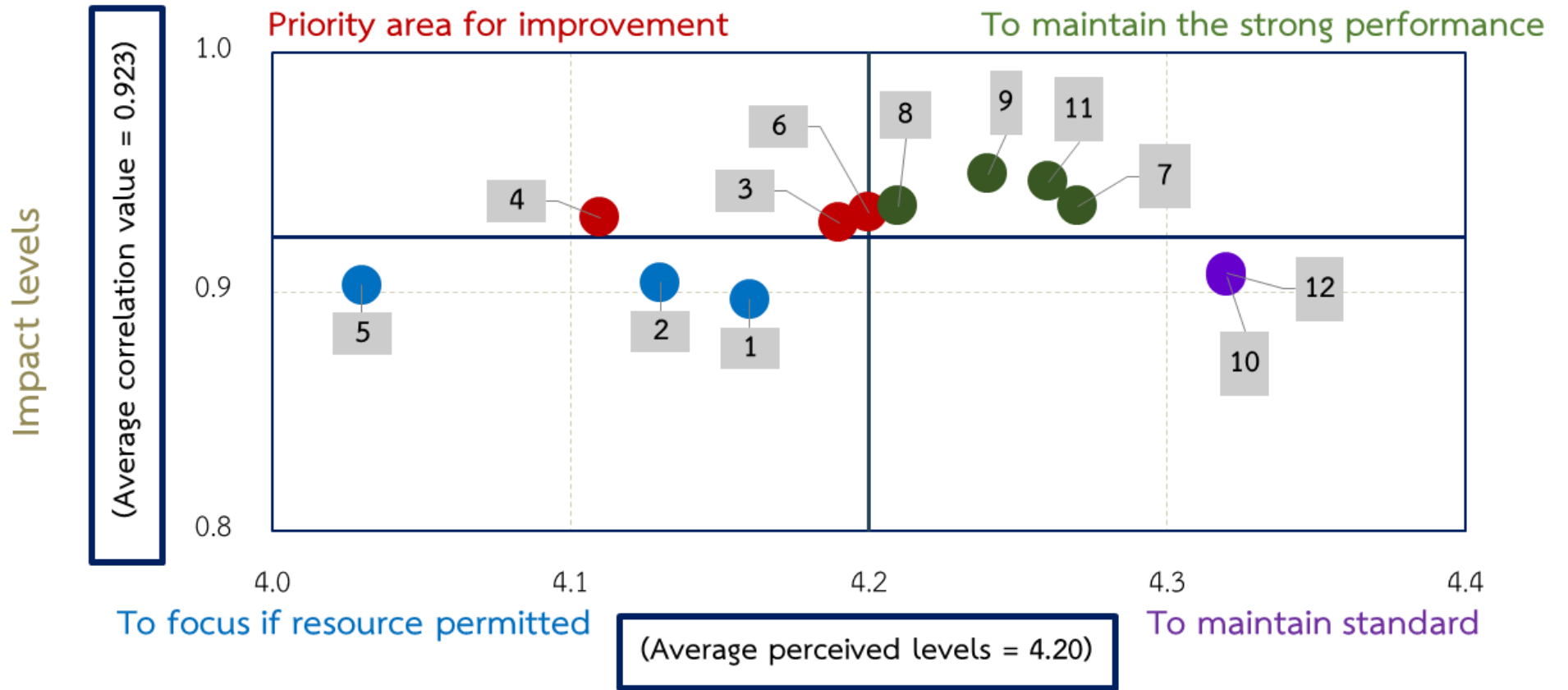


Figure 11 Analysis of Strength and Weakness of CAAT's Expression of Service Behavior (General Public)

Table 43 Analysis of Strength and Weakness of CAAT's Expression of Service Behavior
(General Public)

Evaluated Criteria	Analyzed Issues
the primary area for improvement	<p>3. Officers operated with accuracy for both of providing information and service procedures.</p> <p>4. Officers pay attention to problems and mistakes that occurred. And ready to find solutions to help and solve problems.</p> <p>6. Officers could provide useful advice or information to users</p>
Improvement is required when appropriates	<p>1. Officers have clear responsibilities and perform their duties.</p> <p>2. Officers are coordinating and helping each other in each department. In order to provide the service according to the user's needs.</p> <p>5. Officers tried to fix the problem. Even if it is out of their responsibility.</p>
Doing well, is a strength	<p>7. Officers tried to find out the needs and understand the needs of the users intently</p> <p>8. Officers pay attention and accepting feedback or suggestions of users for developing better services.</p> <p>9. Officers could practice in standard operating, procedures and precautions and do not discriminate</p> <p>11. Officers had willingness to service and careful the users.</p>
maintain as standard	<p>10 Officers performed on the basis of accuracy. Not accepting bribes or illegal benefits.</p> <p>12. Officers provide priority with the user's information without violating or disclosure without permission.</p>

- Aviation Industry

The analysis of strengths and weaknesses in service personnel behavior from the aviation industry data in each area is evaluated (Details are shown in Figure 12 and Table 44). It was discovered that the issue that CAAT officers were able to do well and were a strength in practice was to provide care and willingness in service and putting the user's information first without violating or disclosing information without permission and operating on the basis of accuracy. Refusing to accept bribes or undue benefits are the issues that officials should maintain as their standards.

Officials, on the other hand, must improve urgently to pay attention to problems and errors and be prepared to find a way to help and solve problems or fix the problem, even if they are beyond their responsibilities, including standard operations. Strict procedures and practices are followed, and no discrimination is tolerated. Furthermore, the process with accuracy and problem-solving in providing information and working procedures or attempting to solve the problem. The officer's ability to provide service users with advice or useful information. Meanwhile, the CAAT should emphasize paying attention to and accepting feedback or suggestions from service users for further service development. Besides that, it should emphasize the importance of collaboration and mutual assistance attempting to identify and better understand service users' needs.

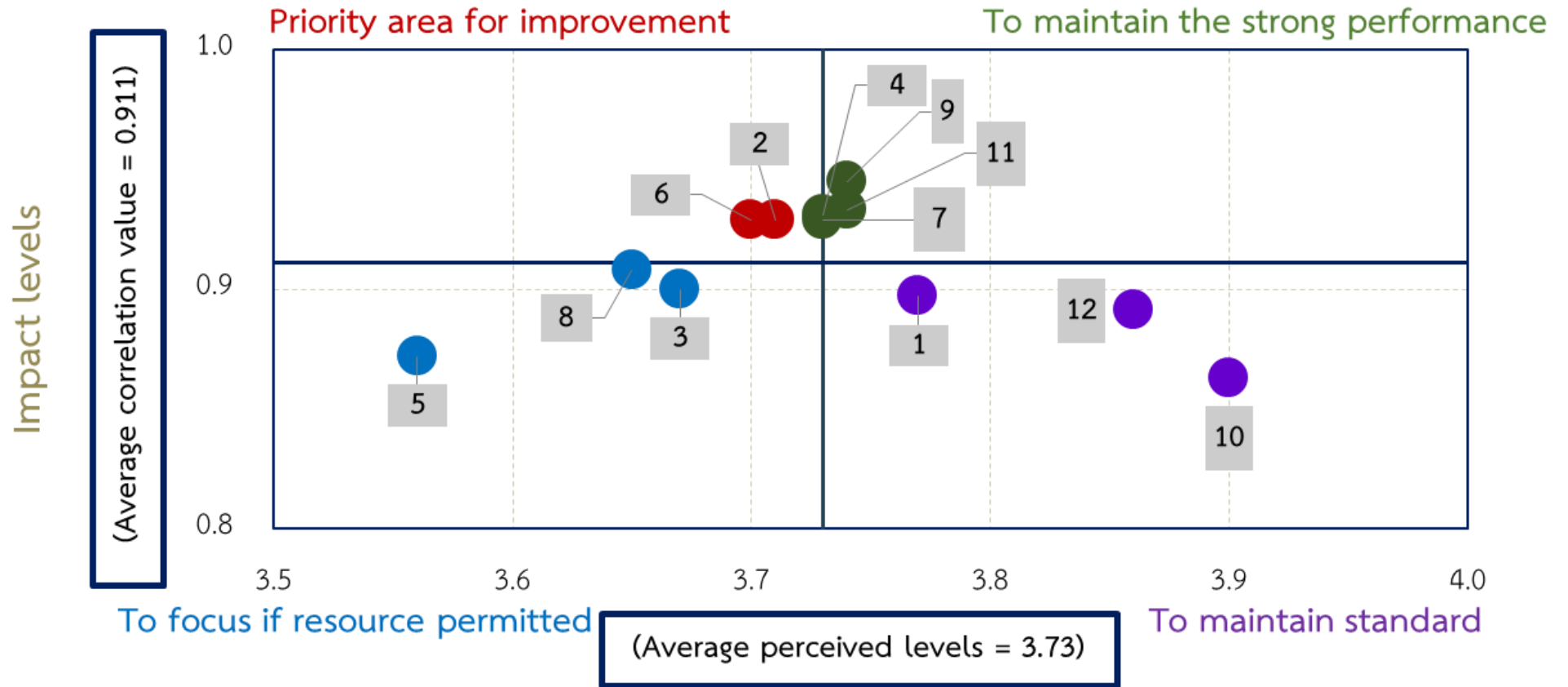


Figure 12 Analysis of Strength and Weakness of CAAT's Expression of Service Behavior (Aviation Industry)

Table 44 Analysis of Strength and Weakness of CAAT's Expression of Service Behavior
(Aviation Industry)

Evaluated Criteria	Analyzed Issues
the primary area for improvement	2. Officers are coordinating and helping each other in each department. In order to provide the service according to the user's needs. 6. Officers could provide useful advice or information to users
Improvement is required when appropriates	3. Officers operated with accuracy for both of providing information and service procedures. 5. Officers tried to fix the problem. Even if it is out of their responsibility. 8. Officers pay attention and accepting feedback or suggestions of users for developing better services.
Doing well, is a strength	4. Officers pay attention to problems and mistakes that occur and are ready to find solutions to help and solve problems. 7. Officers tried to find out the needs and understand the needs of the users intently 9. Officers could practice in standard operating procedures and precautions and do not discriminate 11. Officers had willingness to service and careful the users.
maintain as standard	1. Officers have clear responsibilities and perform their duties. 10 Officers performed on the basis of accuracy. Not accepting bribes or illegal benefits 12. Officers provide priority with the user's information without violating or disclosure without permission.

3.2.5 A comparison of the CAAT's current image

1) A comparison of the CAAT's current image

According to the overall majority of the sample groups, the image of CAAT has changed to better direction than the year 2020, accounting for 52%, while 15% believe that the working image remains the same. There was no change, and only 0.7% saw a difference in a negative direction compared to 2020. However, 32.3% of the 390 sample groups that did not comment discovered that the group had an opportunity to use the service within 2021, making comparison impossible. They did not use the CAAT service in any way in 2020. (details are shown in Table 53).

Based on the characteristics of the sample groups, the majority of the sample groups of both groups believed that the image of CAAT had improved since the year 2020. (46.9% of the general public and 62.6% of the aviation industry), which is consistent with the overall picture.

Table 45 A comparison of the CAAT's current image

Comparison	Overall		characteristics of the sample			
			General Public		Aviation Industry	
	Number	Percentage	Number	Percentage	Number	Percentage
1. Better than 2021	628	52.0	382	46.9	246	62.6
2. Same/Not Different	181	15.0	80	9.8	101	25.7
3. Worsen than 2021	9	0.7	4	0.5	5	1.3
4. No comment	390	32.3	349	42.8	41	10.4
Total	1,208	100.0	815	100.0	393	100.0

2) Reasons why CAAT's current image is better than 2020

- General Public

The 382 respondents from the general population who believe the CAAT's current image is better than the year 2020 (as shown in Table 46) discovered that service personnel was faster when they arrived at using the service. It is the primary reason that most of the sample groups believe the CAAT can do well, accounting for 21.7%, followed by easier website access, a more modern appearance (17.5%), and news dissemination. as well as educate. The general public (14.9%) is more inclusive, including officers who pay more attention to customers. Caring, Inquiry, and Knowledge (14.1%)

Table 46 Reasons why CAAT's current image is better than 2020 in the view of General Public

Reason	General Public (n=382)	
	number	Percentage
1. When operators come to use the service, they are faster.	83	21.7
2. Easily accessible website with a modern appearance	67	17.5
3. The dissemination of information and education to the public is more thorough.	57	14.9
4. Officers pay greater attention to customers; they show concern, inquire, and provide information.	54	14.1
5. Increasing the number of convenient online service channels available	33	8.6
6. Have a more favorable image (no specified)	31	8.1
7. Officers conduct themselves in a more orderly, strict, and standardized manner.	25	6.5
8. Monitoring and troubleshooting continuously periodic notice	20	5.2
9. Faster approvals than ever before	17	4.5
10. The property is immaculate and contemporary.	7	1.8
11. Officers are courteous and willing to assist.	4	1
12. Inconvenient communication (difficult to contact/call terminated)	1	0.3
13. Seeking satisfaction to improve the organization in ways that no other organization can	1	0.3

Remark: Can Choose more than 1 options

- Aviation Industry

A total of 246 respondents in the aviation industry group who preferred the current image of CAAT to that of 2020 (as shown in Table 47) believed that modern technology/information technology was well developed. This is why most of the sample group believed the CAAT could succeed (27.2%), followed by officers working in a more orderly, rigorous, and standardized manner (20.7%). Officers pay greater attention to customers; they are more caring, inquisitive, and informative (16.3%)

Table 47 Reasons why CAAT's current image is better than 2020 in the view of Aviation Industry

Reason	Aviation Industry (n= 246)	
	number	percentage
1. Using modern technology/information technology to improve development	67	27.2
2. Officers conduct themselves in a more orderly, strict, and standardized manner.	51	20.7
3. Officers pay greater attention to the operator; they show concern, inquire, and provide information.	40	16.3
4. Have a more favorable image (unspecified)	30	12.2
5. Service officers are more responsive. when making use of the service	23	9.3
6. Create an attractive and user-friendly website.	17	6.9
7. The dissemination of information and education to the public is more thorough.	13	5.3
8. The law has been updated appear to be more international	6	2.4
9. Inquiring about customer satisfaction to improve the organization. not comparable to other locations	3	1.2
10. Officers conduct themselves with courtesy and friendliness.	2	0.8
11. Officers are capable of following up on and resolving issues continuously.	2	0.8
12. There are sufficient officers to provide services.	1	0.4
13. Approval times are shorter than they have ever been.	1	0.4
14. Convenient location for travel	1	0.4

Remark: The respondent can choose more than 1 answer

3) Reasons why CAAT's current image is no change than 2020 in the view of General Public

- General Public

The sample group in the general public that believes the CAAT's image has not changed since 2020, totaling 80 cases (as shown in Table 48), sees that nothing has changed during the covid period, which is the primary reason why most believe there has been no change from the previous year (53.8%), followed by the service process being slow / taking a long time / being cumbersome as usual (12.5%). News and knowledge distribution to the public very little / less thorough than usual, and the website appears dull and out of date (7.5%), in addition to providing excellent service as standard and being able to offer sound advice when using the service (6.3 %)

Table 48 Reasons why CAAT's current image is no change than 2020 in the view of General Public

Reason	General Public (n=80)	
	Number	Percentage
1. During the covid period, nothing has changed.	43	53.8
2. As usual, the service process is slow, there is a long wait, and it is difficult.	10	12.5
3. News and knowledge distribution to the public very little / less thorough than usual	6	7.5
4. The website appears uninteresting and out of date.	6	7.5
5. As usual, good service; can provide good advice when using the service.	5	6.3
6. Submit a complaint to Subject Tracking As usual, no progress was made.	5	6.3
7. The approval process is still as slow as it has always been.	3	3.8
8. The service is as fast and as good as it always is.	1	1.3
9. Officers are uninterested in providing information, making recommendations, or asking questions as is customary.	1	1.3

Remark: Can choose more than 1 option

- Aviation Industry

The sample group in the aviation industry believes that the current image of the CAAT has remained unchanged since 2020, totaling 101 cases (as shown in Table 49). The proportion was as high as 70.3%, the same as in the general population, with the officer working in a disorganized, non-strict, and non-standardized manner as usual (10.9%).

Table 49 Reasons why CAAT's current image is no change than 2020 in the view of the Aviation Industry

Reason	Aviation Industry (n=101)	
	Number	Percentage
1. There has been no change; the situation remains the same (unspecified)	71	70.3
2. Officers who are disorganized and do not adhere to standard operating procedures in a customary manner.	11	10.9
3. In the Covid situation, there is no new way to fly. The situation remains unchanged.	8	7.9
4. Officers provide customers with the usual level of care, inquiry, and information.	4	4
5. Officers are disinclined to provide information, make recommendations, or conduct routine investigations.	4	4
6. As is customary, fewer channels of communication	1	1
7. Insufficient officer to provide a standard level of service.	1	1
8. Tracking of Complaints, as is customary, there is no progress.	1	1

Remark: Can choose more than 1 answer

4) Reasons why CAAT's current image is worse than 2020

- General Public

Only 4 respondents in the general public thought the CAAT's current image was worse than the year 2020. It was 50%, followed by difficulty contacting staff and explaining the document is lacking in detail / unclear (25% for both). (as shown in Table 50). The main reason that most people see is that there has been no progress in tracking matters or reporting complaints. CAAT is still not performing as well as it should.

Table 50 Reasons why CAAT's current image is worse than 2020 in the view of General Public

Reason	General Public (n=4)	
	number	percentage
Tracking an issue, filing a complaint, and making no progress	2	50.0
It is difficult to contact staff.	1	25.0
The document's explanation is ambiguous / unclear.	1	25.0

Remark: Can choose more than 1 answer

- Aviation Industry

Only 5 respondents in the aviation industry thought CAAT's current image was worse than 2020. (as shown in Table 51). The officer appears unfriendly; this is the primary reason most people believe they are not performing as well as they should, accounting for 20% of the total, followed by agents who are difficult to contact (Work from Home) (20%).

Table 51 Reasons why CAAT's current image is worse than 2020 in the view of Aviation Industry

Reason	Aviation Industry (n=5)	
	number	percentage
Service personnel are not courteous and appear unfriendly.	1	20.0
It's difficult to get in touch with agents (Work from Home)	1	20.0
Worse than the previous year (unspecified)	1	20.0
Officers are unconcerned about providing clear information or advice.	1	20.0
Slow service process / long wait / inconvenient	1	20.0

Remark: Can choose more than 1 answer

3.2.6 General or Demographic Information

The survey of 1,209 respondents from the general public and the aviation industry on the satisfaction survey of CAAT and dissemination of information, news, knowledge, and innovation for the year 2021, most of the samples were male (68.8%), aged between 30-39 years (38%) (average age 38.5 years), had a bachelor's degree (59.9 %), and lived in the upcountry (60.8%). The demographic analysis results are as follows: (details are shown in Table 52 - 59).

1) General Public

A survey of 816 respondents revealed that the sample group was predominantly male (76.2 %), 30-39 years old (40.1%), and average age 37.5 years old, Bachelor's degree (57.5%) of which 37.3 % work as an employee in a private company and reside in the upcountry (70.3%)

2) Aviation Industry

A survey of 393 respondents in the aviation industry discovered that the sample group. Most of them (53.4 %) were male, between the ages of 40 and 49 (34.4%) (average age 41.04), had earned a bachelor's degree (64.9%), and worked in the aviation industry related to corporate business. The major airlines (49.6 %) have approximately 10 years or more of aviation industry experience, accounting for 58.2%, the majority of whom will work as flight dispatchers (17.3%) at the level of operators (47.6%) and reside in Bangkok (47.1%).

Table 52 General information or demographic information

Demographic information	Overall (n=1,209)		Group Characteristic			
			General Public (n=816)		Aviation Industry (n=393)	
	number	percentage	number	percentage	number	percentage
1. Gender						
- Male	832	68.8	622	76.2	210	53.4
- Female	362	29.9	191	23.4	171	43.5
- Not Specified	15	1.2	3	0.4	12	3.1
2. Age						
- Younger than 20 year	2	0.2	2	0.2	-	-
- 20-29 year	201	16.6	160	19.6	41	10.4
- 30-39 year	459	38.0	327	40.1	132	33.6
- 40-49 year	358	29.6	223	27.3	135	34.4
- 50-59 year	145	12.0	81	9.9	64	16.3
- 60 year or older	22	1.8	11	1.3	11	2.8
age (average: year)	38.5 year		37.5 year		41.0 year	

Table 53 General information or demographic information (cont.)

Demographic information	Overall (n=1,209)		Group Characteristic			
			General Public (n=816)		Aviation Industry (n=393)	
	number	percentage	number	percentage	number	percentage
3. Educational Level						
- Below junior high school	7	0.6	7	0.9	-	-
- Junior High School	18	1.5	18	2.2	-	-
- Higher Secondary School/ Vocational Certificate	72	6.0	69	8.5	3	0.8
- Diploma/ High Vocational Certificate	82	6.8	66	8.1	16	4.1
- Bachelor's degree	724	59.9	469	57.5	255	64.9
- Master's degree	275	22.7	168	20.6	107	27.2
- Ph.D.	14	1.2	9	1.1	5	1.3

Table 54 General information or demographic information (cont.)

Demographic information	Overall (n=1,209)		Group Characteristic			
			General Public (n=816)		Aviation Industry (n=393)	
	number	percentage	number	percentage	number	percentage
4. Occupation (General Public)						
- Government Agency / State Enterprise sector	-	-	167	20.5	-	-
- Business sector	-	-	304	37.3	-	-
- Freelance	-	-	77	9.4	-	-
- Small Business/ Entrepreneur	-	-	179	21.9	-	-
- Student	-	-	16	2.0	-	-
- Agriculturist	-	-	33	4.0	-	-
- Housewife/ Retired/ Unemployed	-	-	22	2.7	-	-
- other	-	-	5	0.6	-	-

Table 55 General information or demographic information (cont.)

Demographic information	Overall (n=1,209)		Group Characteristic			
			General Public (n=816)		Aviation Industry (n=393)	
	number	percentage	number	percentage	number	percentage
5. Aviation-related businesses						
- Airline	-	-	-	-	195	49.6
- Airport Operation	-	-	-	-	96	24.4
- Aeronautical Radio	-	-	-	-	20	5.1
- Flying Training School	-	-	-	-	19	4.8
- Repair Station	-	-	-	-	46	11.7
- Aerospace Design and Development	-	-	-	-	-	-
- Aerospace Manufacturing and Assembly	-	-	-	-	-	-
6. Aviation industry experience						
- under 5 years	-	-	-	-	35	9.3
- 5-10 years	-	-	-	-	114	30.3
- 10 years or more	-	-	-	-	219	58.2
Aviation industry experience (average: year)					15.6 year	

Table 56 General information or demographic information (cont.)

Demographic information	Overall (n=1,209)		Group Characteristic			
			General Public (n=816)		Aviation Industry (n=393)	
	number	percentage	number	percentage	number	percentage
7. The Aviation Industry's Nature Of Work						
- Flight Dispatcher	-	-	-	-	65	17.3
- Ground Staff/Customer Service	-	-	-	-	46	12.2
- Office Staff / Operations Department Information Officer	-	-	-	-	44	25.7
- Quality Assurance / QA Staff	-	-	-	-	31	18.1
- Airport Service Officer	-	-	-	-	30	17.5
- Aircraft Engineer	-	-	-	-	23	6.1
- Pilot	-	-	-	-	16	4.3
- Maintenance Technician	-	-	-	-	16	4.3
- Schedule Planning Officer	-	-	-	-	14	8.2
- Flight Operations Document Officer	-	-	-	-	14	8.2
- Security Officer / Safety	-	-	-	-	13	7.6
	-	-	-	-	9	2.4

Table 57 General information or demographic information (cont.)

Demographic information	Overall (n=1,209)		Group Characteristic			
			General Public (n=816)		Aviation Industry (n=393)	
	number	percentage	number	percentage	number	percentage
7. The Aviation Industry's Nature Of Work (cont)						
- Landing service personnel and ground equipment in aircraft	-	-	-	-	7	1.9
- Transport Academics / Operations Transport Academics	-	-	-	-	7	4.1
- Employees of the Commercial Department of Goods and Posts (Cargo)	-	-	-	-	6	1.6
- Aircraft mechanic	-	-	-	-	5	1.3
- Executive	-	-	-	-	4	2.3
- Pilot Management Department and aviation standards	-	-	-	-	4	2.3
- Management	-	-	-	-	4	2.3
- Commercial	-	-	-	-	3	1.8
- Receptionist	-	-	-	-	2	0.5
- Flight Instructor	-	-	-	-	2	0.5
- Fare & Pricing	-	-	-	-	1	0.6

Table 58 General information or demographic information (cont.)

Demographic information	Overall (n=1,209)		Group Characteristic			
			General Public (n=816)		Aviation Industry (n=393)	
	number	percentage	number	percentage	number	percentage
The Aviation Industry's Nature Of Work (cont)						
- Airline Catering Officer	-	-	-	-	-	-
- Refuse to mentioned	-	-	-	-	2	1.2

Table 59 General information or demographic information (cont.)

Demographic information	Overall (n=1,209)		Group Characteristic			
			General Public (n=816)		Aviation Industry (n=393)	
	number	percentage	number	percentage	number	percentage
8. Jobs in the aviation industry						
- Senior Management	-	-	-	-	31	7.9
- Middle Management	-	-	-	-	113	28.8
- Lower-Level Executives	-	-	-	-	62	15.8
- Practitioner	-	-	-	-	187	47.6
9. Accommodation						
-in Bangkok	425	35.2	240	29.4	185	47.1
- Upcountry	735	60.8	574	70.3	161	41.0
- abroad	49	4.1	2	0.2	47	12.0

3.3 The findings of an in-depth interview with aviation industry operators

3.3.1 Expectations and needs for services, customer support and operation

- 1) Analyze and prioritize the needs and expectations of the aviation industry operators.

According to the in-depth interviews, each agency or organization has a unique relationship and context for conducting business with CAAT. For this reason, the analysis and prioritization of the expectation and demand for CAAT services, classified by operators into 6 categories of the aviation industry (airlines, airports, training institutes, aviation, aviation agencies, repair centers, and other agencies), is necessary so that CAAT can understand the direction, expectations, and context for conducting business with CAAT. as well as being able to be considered in the application of relevant business operations that meet the most specific needs of each type with priorities (the first point, the most important) as shown in Table 60-66

Table 60 Priority of expectations

Expectation	Aviation Industry Entrepreneurs					
	1. Airport Operation	2. Flying Training School	3. Aviation Agency	4. Repair Station	5. Airline	6. Other Agencies
	(n=2)	(n=4)	(n=2)	(n=2)	(n=4)	(n=1)
Service Time	1.The officer should adhere to their working hour, for instance , The operator I attempted to contact CAAT staff between 11:00 and 16:30, but no one answered. The operator tried several times, but another officer answered the phone who informed the operator that the officer had already gone home. If the operator wants to contact CAAT, please do so by tomorrow.	1. Officer should work hard during business hours. and can deliver the required information within the specified time (Due to CAAT staff will not work overtime)	1. Accelerating the delivery of information following the user's needs, for example , requesting a document or letter from CAAT is possible; however, CAAT's process is multi-step and requires approval by an authorized person.	1. Officers can quickly resolve issues to keep work schedules from becoming too condensed.	1 Officer can resolve issues quickly to keep their workloads manageable and organize documents after completing tasks.	1. The officer can provide the best and most expedient service while still adhering to the standard.

Table 61 Priority of expectations (cont.)

Expectation	Aviation Industry Entrepreneurs					
	1. Airport Operation	2. Flying Training School	3. Aviation Agency	4. Repair Station	5. Airline	6. Other Agencies
	(n=2)	(n=4)	(n=2)	(n=2)	(n=4)	(n=1)
2. Service Personnel	<p>1. Officers should have a more service-oriented mindset (Service Mind). Willingness to answer questions.</p> <p>2. Officers should demonstrate flexibility, except for safety, in terms of acceptability</p>	<p>1. Staff members are available to answer general questions or inquiries about the rules, announcements, or regulations in their entirety. including the ability to quickly report information back during business hours</p>	<p>1. Officers can adhere to and maintain service levels consistent with international standards.</p>	<p>1. Officers should be knowledgeable and capable of giving clear advice.</p>	<p>1 Staff is capable of fully answering questions or inquiries about rules, announcements, or regulations and reporting information back quickly during business hours.</p> <p>2. Increase the number of officers and personnel to meet current and future demands.</p>	No comment

Table 62 Priority of expectations (cont.)

Expectation	Aviation Industry Entrepreneurs					
	1. Airport Operation	2. Flying Training School	3. Aviation Agency	4. Repair Station	5. Airline	6. Other Agencies
	(n=2)	(n=4)	(n=2)	(n=2)	(n=4)	(n=1)
3. Service Process	1. CAAT's personnel and information systems must be prepared, emphasizing strict compliance with the rules; Additionally, CAAT's cooperation in providing the information is critical to the successful performance of duties.	1. Manage an organizational system that enables rapid coordination and getting rid of inefficient steps.	1. Organizational management system that can quickly reduce unnecessary steps 2. Authority to make decisions or approve faster the unit can manage time as the CAAT committee meetings should be more frequent.	1. Reduce the number of documents delivered. by encouraging the use of IT due to the inability to upload documents and use the online system 100%, still the paper form must be filled out and delivered to the 3rd floor.	1. CAAT's various online systems should be improved to reduce unnecessary steps and speed up work delivery and problem reporting.	1. Maintaining the same high standards while improving their efficiency

Table 63 Priority of Needs

Needs	Aviation Industry Entrepreneurs					
	1. Airport Operation	2. Flying Training School	3. Aviation Agency	4. Repair Station	5. Airline	6. Other Agencies
	(n=2)	(n=4)	(n=2)	(n=2)	(n=4)	(n=1)
1. service time	1. a 24-hour standby officer.	1. Attempt to deliver the information or contact the agency within business hours of the date of receipt of the matter, unless the issue was left unresolved and a CAAT officer is available 24 hours a day.	1. If the operation takes longer than expected, CAAT should notify the company 1-2 days in advance to prepare a response plan.	1 CAAT to provide more reviewers to respond faster	1. Accelerate the process of issuing standard inspections and providing support. 2. CAAT's operating hours should be extended and a joint consultation held to find a solution.	1. Information or contact with the operator should be made within business hours of the date of receipt of the matter unless otherwise agreed.
2. Service Personnel	1 CAAT to express their sympathies on the issue of resources, both personally and financially. 2. Should improve skills and train officers in charge of the problem.	1. The service officer's communication should be more precise per the standards for providing information and services, and additional personnel should be added. 2. The CAAT officer should respond within 3 hours.	CAAT officer to provide information more quickly, for example, the information in the morning, but the officer requested additional time to verify the information first, and the response back was received at the end of the working hour, which the respondent interpreted as a late response	1. CAAT maintains the standard, and additional staff is required to provide faster response.	1. There should be a sufficient number of officers who meet the Operator's requirements to the same standard.	1. Maintain high standards and strive to improves

Table 64 Priority of Needs (cont.)

Needs	Aviation Industry Entrepreneurs					
	1. Airport Operation	2. Flying Training School	3. Aviation Agency	4. Repair Station	5. Airline	6. Other Agencies
	(n=2)	(n=4)	(n=2)	(n=2)	(n=4)	(n=1)
3. Service Procedure	<p>1. Speed of decision making to manage time. Maybe CAAT should allow multiple authorized persons to approve at different levels instead of just one.</p> <p>2 Proactively issue measures based on the COVID-19 situation, such as entry restrictions, aircraft take-off and landing times, countries not allowed to enter or exit the country, etc.</p>	<p>1. Reduce work processes and provide One Stop Service.</p> <p>2. Inform the agency about various aviation measures or regulations that should be followed in light of COVID-19. The meeting discussed the problem and guidelines for relaxation, including future countermeasures.</p>	<p>1. Reduce work processes and provide One Stop Service.</p> <p>2. Inform the agency about various aviation measures or regulations that should be cautious in light of the COVID-19 situation. The meeting discussed the problem and guidelines for relief measures, including future countermeasures.</p>	<p>1. Development of technology applications and customer service channels, as well as the establishment of security management capabilities</p> <p>Cybersecurity is a term that refers to the protection of information and information technology systems.</p>	<p>1. CAAT shall establish special conditions to substantiate the approval by conducting a Saturday-Sunday inspection of the working area.</p> <p>2. determining whether it is convenient for the service user to receive service</p> <p>3. enhance efficiency by developing an online system</p>	<p>1. Keep up the good work with continuous improvement.</p>

Table 65 Priority of Concern (cont)

Concern	Aviation Industry Entrepreneurs					
	1. Airport Operation	2. Flying Training School	3. Aviation Agency	4. Repair Station	5. Airline	6. Other Agencies
	(n=2)	(n=4)	(n=2)	(n=2)	(n=4)	(n=1)
1. Time of Services	No comment	1. The service hours to be adjusted during the Covid-19	1. Reduce the time it takes for information to be delivered under the conditions of use; for instance , requesting a document or letter from CAAT is a multi-step process that requires the approval of an authorized person.	1. Officers take too long to consider things, causing the situation and the timeline too short to process the task further.	1. In terms of service times that are not covered by the task under which it operates	No comment.

Table 66 Priority of concern (cont)

Concern	Aviation Industry Entrepreneurs					
	1. Airport Operation	2. Flying Training School	3. Aviation Agency	4. Repair Station	5. Airline	6. Other Agencies
	(n=2)	(n=4)	(n=2)	(n=2)	(n=4)	(n=1)
2. Service Personnel	No comment	1. insufficient the staff resources	1. The staff can perform and maintain the service level required by international standards.	1. insufficient the staff resources	1. About not listening or appearing to have different personnel standards and work hours in certain positions.	No comment
3. Service Procedure	No comment	1. Taking a longer time of CAAT to decide which the approval may not arrive in time.	No comment	1. Reduce the use of paper documents to deliver information. by promoting the adoption of additional information systems to protect against document loss	1. Concerned about approval for field visits, which require completion of documents before approval, in contrast to the past, which allowed documents to be sent later.	No comment

3.3.2 Evaluation of perceptions and comprehension of the vision and mission, the officer's role, and organizational governance reflect the company's core values.

1) Opinions on the vision and mission of CAAT

The overall perception of CAAT's vision and mission was 77.6%, while the overall behavior level slightly decreased by 77.8 %. (Table 67)

When each issue in Table 66 was considered, it was determined that the overall picture was transparent in that adhering to the principles of good governance is the most important concern for aviation industry operators (85.3%), followed by maintaining and developing a fair and internationally standardized governance system and providing services consistent with the vision (77.3%). Promoting and developing efficient and sustainable civil aviation operations (76.0 %); continuous improvement of organizational structures, personnel, and support systems (73.3%). The behavioral expressions in Table 66 were also consistent with perceptions.

In this regard, the strengths or things that CAAT were able to do well and that reflected the primary mission found that:

- A fair supervision system has been developed and enacted legislation with references that can be explained by announcing a change in vision or various missions. There are also efforts to adopt proven-certified, international standards.

- Bringing innovations with a higher standard to training and enhancing officer service quality skills and investing in software development for use and enhancing the officer's capacity through attendance at the training.

- CAAT has organized a seminar in Pattaya for Operators, which was assist in resolving some conflicts and allowing Operators to meet and converse on the Operator's side. Interaction between the operator and CAAT staff is encouraged, as there will be a small group meeting after the main event.

- CAAT has disseminated information and understanding through its website and arranged meetings with appropriate agencies capable of meeting the specified requirements.

- CAAT has modernized its organizational structure to ensure compliance with international regulations. This is reflected in the adjustment of international regulations or standards, including the push for European Aviation Safety Agency (EASA) standards, which further enhance the safety of Thai aviation by focusing intensely on aviation safety and risk reduction.

- New program updates have been developed to make it easier to contact and coordinate with staff. Officers are more knowledgeable, capable of answering questions and providing information, and eager to offer advice.

However, most aviation industry operators believe that CAAT should improve and develop further in certain areas. There are several points to consider.

- There is still a delay in disseminating news, particularly regarding the various aviation business development policies that have reduced the preparation time for specific departments, preventing operators in those departments from studying or comprehending as thoroughly as they should, and occasionally resulting in inconsistencies with the declared terms.

- The CAAT officer should bring additional knowledge to disseminate, such as a training course for entrepreneurs that provides operators with more useful information.

- CAAT should expand its role in international cooperation, particularly by encouraging CAAT officials to join the International Civil Aviation Organization (ICAO) to bring Thailand's aviation quality up to international standards.

Table 67: Opinions on CAAT's vision and mission

Opinion	Overall		1. Airport Operation		2. Flying Training School		3. Aviation Agency		4. Repair Station		5. Airline		6. Other Agencies	
	(n=15)		(n=2)		(n=4)		(n=2)		(n=2)		(n=4)		(n=1)	
	Percent		Percent		Percent		Percent		Percent		Percent		Percent	
	Perception	Behavior Expression	Perception	Behavior Expression	Perception	Behavior Expression	Perception	Behavior Expression	Perception	Behavior Expression	Perception	Behavior Expression	Perception	Behavior Expression
Overall, of vision and mission	77.6	77.8	80	78.3	82.5	81.7	55.0	58.3	81.7	85	80.8	80	76.7	76.7
1. CAAT is transparent in its operations and adheres to good governance principles.	85.3	88.0	100.0	100.0	90.0	90.0	70.0	80.0	90.0	90.0	80.0	85.0	80.0	80.0
2. The service is consistent with the company's vision of "Standards for Sustainability."	77.3	81.3	70.0	70.0	90.0	85.0	50.0	70.0	70.0	90.0	85.0	85.0	80.0	80.0
3. Ensure the continuation and development of an equitable and internationally standardized governance system.	77.3	78.7	80.0	80.0	80.0	85.0	50.0	50.0	90.0	90.0	80.0	80.0	80.0	80.0
4. Promote and develop efficient and sustainable civil aviation operations.	76.0	72.0	80.0	70.0	75.0	75.0	70.0	60.0	80.0	80.0	80.0	75.0	60.0	60.0
5. Constantly monitor and adhere to international organizations' standards and recommendations.	76.0	74.7	80.0	80.0	85.0	85.0	40.0	40.0	80.0	70.0	80.0	80.0	80.0	80.0
6. CAAT is constantly improving its organizational structure, personnel, and support system.	73.3	72.0	70.0	70.0	75.0	70.0	50.0	50.0	80.0	90.0	80.0	75.0	80.0	80.0

2) Opinions on CAAT officers' behavior that are consistent with the organization's values

81.9% was accounted for by overall behavior (as in Table 68). When each issue in the assessment was considered, it was discovered that the topics that CAAT officers were able to demonstrate behavior at a high level were the officers performed on the basis of accuracy. Not accepting bribes or illegal benefits (93.3%), followed by staff with clear responsibilities and performing their duties (88.0%), and staff serving with care and willingness to provide service (86.7%), while staff tried to fix the problem even if it was beyond their responsibilities, and staff are attentive and accepting feedback or suggestions from service users to improve the service (70.7%), is an issue that aviation industry operators consider officers to have the least.

In this regard, the strengths or characteristics of CAAT that enable it to perform well and reflect the roles consistent with the organization's values were identified.

- The staff is enthused about their work. It took less time to complete the scheme with advance notice and arrival, indicating that the operators were well prepared.

- CAAT has reorganized its personnel operations to work more quickly and enthusiastically in assisting service users. The time for issuing a construction permit was reduced from 5 months to 1 month.

- The staff has communicated the outcome of document approval and informed the service user of any additional documents required to pass approval. Standards and non-discriminatory procedures have been implemented, as well as checklists.

- The ability to respond; some staff members can provide systematic and accurate responses professionally by referencing specific requirements; this demonstrates professionalism in providing information.

- The staff is eager to return to inform service users of correct information, demonstrating attention to searching and attempting to meet users' needs.

- Assume the officer cannot provide the entire information set. In that case, the officer will explain the overall information and provide additional information as a follow-up, which may include referring the call to another CAAT's relevant department/officer.

- If the matter is urgent, the officer has attempted to resolve the issue in finding support documents or information even after office hours.

- The officer hears the customer better and pays attention to the request (Voice of Customers) evidence by using information technology to survey the satisfaction of using the service via Google form instead of answering the questionnaire.

- If the operator needed to follow up on urgent information, the officer never demanded special treatment or offered bribes to complete the operation quickly or shorten the procedure demonstrates that CAAT has evaluated open and transparent working practices under good governance principles

However, most aviation industry operators believe that CAAT should improve and develop further in certain areas. There are several issues to consider.

- Sometimes, less experienced officers work on the inquiry while the team leader is unavailable due to working from another room, causing delays due to staff's lack of expertise.

- Interdepartmental coordination can be slow at times. This necessitates repeated follow-up by the operation.

- the ability to explain international aviation law which CAAT should develop its capacity to provide more information because sometimes the staff were unable to explain clearly and fully understood. This can confuse the operator or the client.

- CAAT should add a Hotline channel to facilitate urgent problem resolution. The 24-hour hotline is available in the event of aviation emergencies. Not constrained by business hours

Table 68 Opinions on CAAT officers' behavior that are consistent with the organization's values

Opinion (sorted from most to least)	Overall	1. Airport Operation	2. Flying Training School	3. Aviation Agency	4. Repair Station	5. Airline	6. Other Agencies
	(n=15)	(n=2)	(n=4)	(n=2)	(n=2)	(n=4)	(n=1)
	%	%	%	%	%	%	%
Overview of behavior	81.9	81.7	87.9	68.3	88.3	83.3	66.7
1. Officers are held to a high standard of accuracy. Taking no bribes or receiving undue benefits	93.3	100.0	100.0	90.0	100.0	85.0	80.0
2. The staff is sensitive to the user's information and does not violate or disclose it without the user's permission.	88.0	80.0	95.0	80.0	90.0	90.0	80.0
3. Officers are clearly accountable and carry out their responsibilities.	86.7	90.0	90.0	70.0	100.0	85.0	80.0
4. Staff provides service with consideration and a willingness to assist.	85.3	80.0	85.0	80.0	100.0	85.0	80.0
5. Officers are vigilant for problems and errors. and willing to find a way to assist and resolve issues	84.0	90.0	90.0	70.0	90.0	80.0	80.0
6. Maintains high standards of work, adheres to strict procedures and practices, and is non-discriminatory	84.0	80.0	85.0	80.0	90.0	85.0	80.0
7. The staff attempted to resolve the issue. However, in addition to the accountability	82.7	90.0	95.0	60.0	100.0	90.0	N/A
8. Officers in each department collaborate and assist one another in order to provide service that meets the user's needs.	81.3	90.0	80.0	70.0	80.0	85.0	80.0
9. Officers perform their duties with accuracy. both in terms of information dissemination and operational procedures	81.3	70.0	85.0	70.0	100.0	80.0	80.0

Opinion (sorted from most to least)	Overall	1. Airport Operation	2. Flying Training School	3. Aviation Agency	4. Repair Station	5. Airline	6. Other Agencies
	(n=15)	(n=2)	(n=4)	(n=2)	(n=2)	(n=4)	(n=1)
	%	%	%	%	%	%	%
10. The staff is attentive to and receptive to feedback or suggestions from service users with the intention of improving the service.	74.7	60.0	80.0	50.0	90.0	80.0	80.0
11. Staff can provide advice or useful information to service users in situations where they are not required to inquire.	70.7	70.0	80.0	40.0	60.0	80.0	80.0
12. Authorities make an effort to identify needs. and a keen understanding of the service users' requirements	70.7	80.0	90.0	60.0	60.0	75.0	N/A

3.3.3 Evaluate the communication channel's effectiveness and the vision, values, and key action plans involved.

1) Frequency of contact with CAAT

According to Table 69, the majority of aviation industry operators (11 out of 15 agencies) communicate with CAAT at least once a month, accounting for 73.3 %.

Table 69 Frequency of contact with CAAT

Frequency	Overall		1. Airport Operation		2. Flying Training School		3. Aviation Agency		4. Repair Station		5. Airline		6. Other Agencies	
	(n=15)		(n=2)		(n=4)		(n=2)		(n=2)		(n=4)		(n=1)	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Less than once a year	0	-	-	-	-	-	-	-	-	-	-	-	-	-
1-2 times per quarter at least	4	26.7	1	50.0	-	-	1	50.0	1	50.0	1	25.0	-	-
1 time per month at least	11	73.3	1	50.0	4	100.0	1	50.0	1	50.0	3	75.0	1	100.0

2) Experience in Receiving information from CAAT via various channels

From the results of a survey of the CAAT group of aviation operators' experiences with receiving information via various channels as illustrated in Figure 13, the majority of information was obtained through the CAAT website and staff, accounting for 100% of the total, followed by information from meetings and seminars. (93.8%) and airline personnel (75%), while print media and radio (18.8% each) are the least effective channels for communicating with stakeholders. While there were additional channels for information dissemination, it was discovered that some of them were informed of the CAAT's e-mail, airport posters, and official letters.

When considering the channels through which CAAT wishes to disseminate information, as illustrated in Figure 14, it was discovered that, in general, most wanted CAAT to continue sharing information through CAAT's staff or officers (100%) and CAAT's website and seminars (93.8%), while demand for CAAT to distribute news via online channels is increasing. They want CAAT to support information dissemination via Facebook applications and online media (87%). In contrast, television and radio are channels that most people view as unnecessary or insufficient for daily life or operations in the current situation.

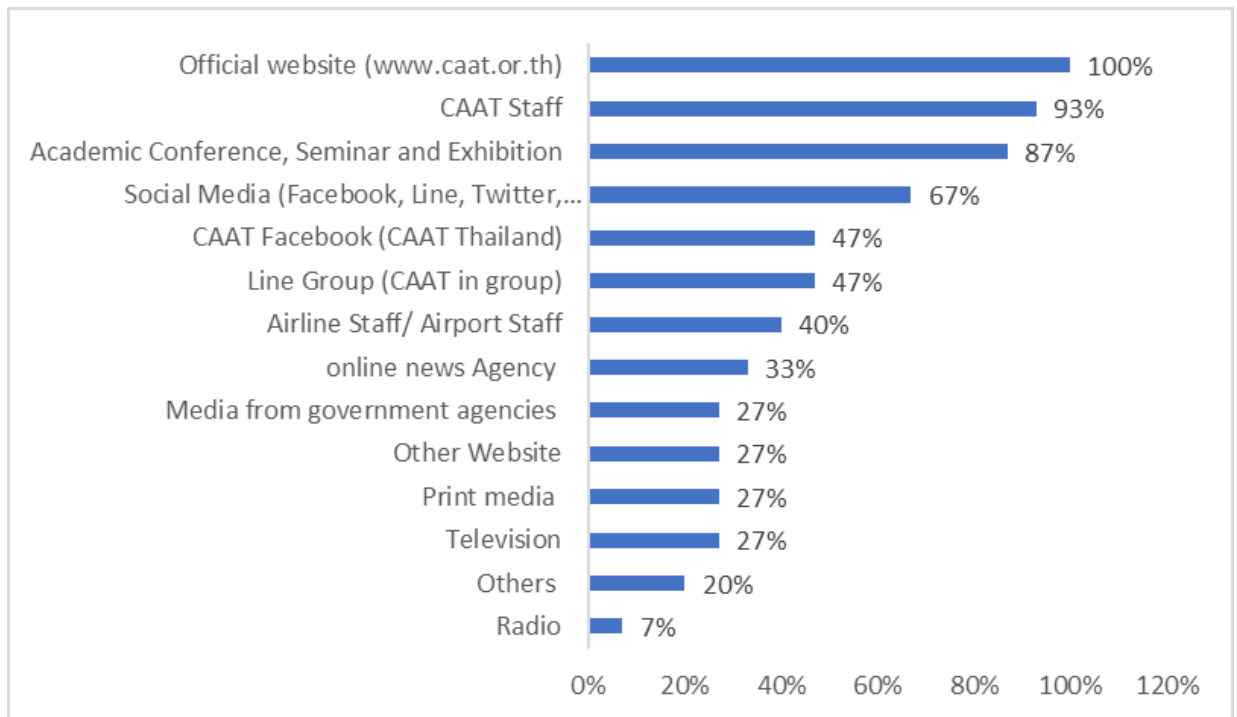


Figure 13 Experience of Receiving information from CAAT via various channels (Aviation Industry) (Choose more than 1 answer)

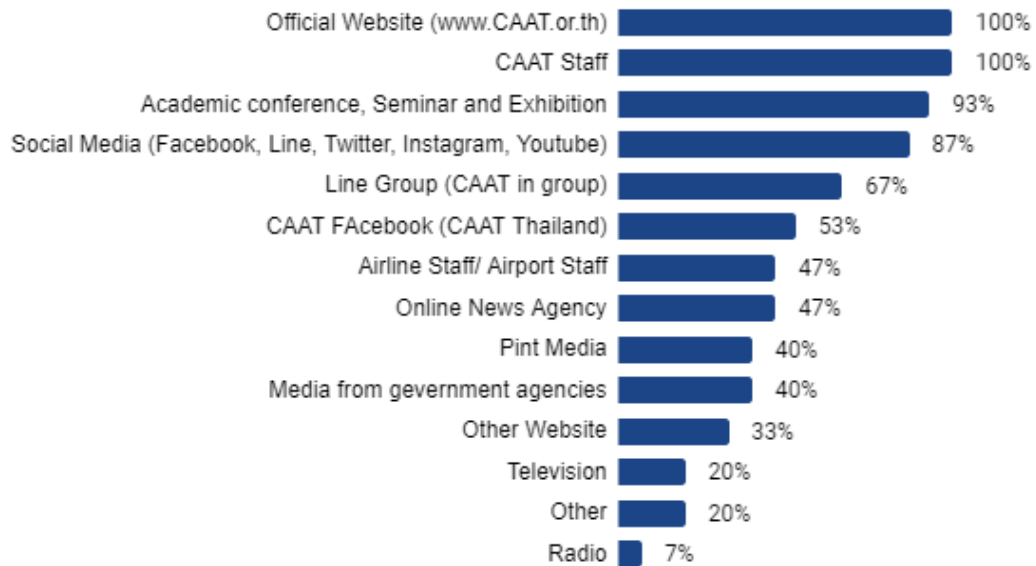


Figure 14 The requirements of aviation industry operators for CAT news dissemination via various channels (Choose more than 1 answer)

However, when considering the information that operators in the aviation industry rely on the most, the following are the most common requests from CAAT:

1) Various legal requirements applicable to certified training institutions, and how does the CAAT intervene in this case? What modifications have been made to the statutory requirements? So that the industry can respond appropriately and promptly. Statistics on the total number of repairs in Thailand that CAAT covers to assist in collecting information, making this section a central location for everyone to find information.

2) If CAAT has issued measures or work plans to address the COVID-19 situation involving work or audits in the aviation industry, such information should be distributed for the operator to prepare to cope and plan its management approach within the organization.

3.3.4 Issues/ obstacles encountered when establishing relationships or communicating with various departments within the CAAT and recommendations for improvement

At the current situation, coordinating with the relevant operators are perform offline and online, meaning that most operators will be able to contact CAAT officers or employees via telephone or, in some cases, via email concurrently. The matters or requests will be received, and information will be forwarded to the appropriate department or department, including delivering information to the coordinating agency.

In this regard, the user discovered that CAAT performed admirably and streamlined and completed the operation and service processes from the perspective of aviation industry operators, as follows:

1) CAAT officers are cheerful, enthusiastic, and willing to assist or resolve issues or gather data to assist in answering questions. Officers' work can be done more effectively than in the past. which can help improve the organization's image

2) CAAT's staff adheres to morals and does not accept bribes. Capable of working under good governance, including adhering to and enforcing rules with other operators on an equitable basis and following the measures outlined

3) Overall organization and operations, including the service process system and personnel, and a template for the audit the organization's role or regulations have been altered to conform to international standards. This allows for greater flexibility in working or coordinating than was previously possible. Additional efforts are being made to research and understand international aviation rules and regulations.

4) During the auditing, CAAT staff will offer guidance and assistance. Include pertinent information that will assist the organization or agency in conducting its operations per applicable standards. or is capable of passing an audit

However, occasionally, coordination issues arise, which can be resolved if CAAT considers and is aware of such amendments. It may aid in increasing the quality of work and fostering a positive working relationship. The following are the issues and roadblocks that have arisen during previous collaborations with CAAT:

1. Occasionally, some staff will provide answers based on their feelings and experiences rather than searching for or referring to actual data when answering questions or giving advice. This affects the level of confidence in the information's accuracy.

Occasionally, an inquiry or misunderstanding regarding the content of a document posted on the website or an attached official letter occurs. As a result, the operator contacted the officers directly and asked for clarification. It is discovered that officers frequently provide information based on their initial understanding or make judgments based on their current opinions. When the officers did not attempt to search for or obtain certainty, the operator lacked confidence and has concerned about implementation. If the agency implements them incorrectly, it will affect and violate the conditions of the various quality systems involved. Additionally, suppose staff provides information that differs from that posted on the website for the outlined reasons. In that case, this undermines the organization's credibility and image, as CAAT is the governing and inspecting agency for the aviation industry.

CAAT may need to emphasize or communicate information to relevant officers to improve its conciseness of given information, including bringing in information systems to streamline the process or appointing a capable team lead to answer questions or come to discuss the agenda for each specific topic. The Team lead should be primary responsibility for overseeing and controlling the entire process.

2. CAAT's work is divided into many organizations and sequences affecting the accessibility to contact the relevant department and time consuming

CAAT is organized into many departments or divisions, each of which is responsible for managing its internal structure. It creates a barrier to cross-departmental coordination with the departments or organizations it collaborates. The work system reflects a lack of adaptability and data transmission speed. Additionally, it affects an individual's inability to submit information or documents on time, which can result in dissatisfaction. CAAT may be required to establish systematic conditions or plans for follow-up and coordination, such as documenting the date of initial receipt and transferring the matter to the appropriate department with a coordinator point. The coordinator can easily follow up and coordinate the entire process. CAAT may leverage information technology to create a program or system that monitors the progress of the case processes. This enables the agency to remain cognizant of its operations in the current environment. (may include the tracking number in system)

3. There is an inconsistency between the information published on the Thai and English websites; for example, the Thai version contains information about regulations or enforcement measures. Which is available for download as a soft file (pdf file), but the English version is not available. There is no such data to upload,

Since some operators employ foreign officers or executives, the operator will spend considerable time translating information when the English document does not become available. There will be a risk of inaccuracy and incompleteness. As a result, whenever the CAAT is announced or implemented, it should be more accessible to the public by disseminating information and providing comprehensive support for foreign languages when the Thai version is used.

4. Data insufficient communication resulted in incorrect data transmission and necessitated multiple follow-ups.

Occasionally, information is communicated to other departments in a poor manner, resulting in the receipt of incomplete information or the non-receipt of the required information and some delivery delays. Specific departments may require direct contact with the relevant department; thus, in a highly urgent situation, the CAAT should permit it to contact the appropriate department directly to reduce data delivery errors and increase productivity; alternatively, the CAAT should allow it to add or suggest coordinators from other departments to minimize coordination times and achieve the correct perception and understanding. It should always be reviewed for accuracy before submission to eliminate errors and demonstrate the potential for success.

Chapter 4 Summary and Recommendations

Summary

A quantitative research survey was conducted based on the results of the satisfaction assessment project of people and entrepreneurs in the aviation industry on the performance of the CAAT and dissemination of information, news, the body of knowledge, and innovation for the year 2021 concerning the study's sample group. A total of 1,209 respondents can be classified based on their target groups, including 816 respondents from the general population and 393 respondents from the aviation industry. The specifics are as follows.

In general perception and experience with current events, less than half of the sample (48.4%) follow the news daily. The most frequently followed channel was Facebook, which accounted for 81.3%, followed by television (39.2%), Line (39%), and print media such as newspapers, magazines, and journals, among others. The channel with the least amount of tracks accounted for 12.5% of the total. Furthermore, Facebook is still the primary news channel for most sample groups, accounting for 55.2% of the total. However, they were consistent in the same direction as the overall picture of both groups.

Receipt of information, news, CAAT's body of knowledge and innovation discovered the Office's website is the primary source of information for most people (63.7%). CAAT continues to distribute information primarily through the office's website (69.8%) and through social media platforms such as Facebook, Line, and others (36.9%). However, the store or the agent is another vital channel for the general public to obtain information about CAAT (13.3%). Receiving information from CAAT through CAAT officer is still an essential channel in the aviation industry, accounting for 48.1%

Satisfaction with the dissemination of information, news, knowledge, and innovations of CAAT, in general, was very satisfactory, with an average overall satisfaction rating of 3.93 points out of five, with the general public rating higher than the aviation industry. The process and service received the highest average satisfaction ratings contained reliable and accurate information. As for the diversity of distribution channels, it was the process with the lowest average satisfaction. However, when Pearson's simple correlation coefficient determines factors affecting overall satisfaction, all factors affecting information dissemination processes and services that result in a high and statistically significant level of overall satisfaction, which information content, are consistent with current events was the most significant factor affecting the overall level of satisfaction. ($r = 0.857$)

When analyzing the strengths and weaknesses of CAAT's dissemination of information, news, knowledge, and innovations, it was determined that the information was presented accurately, reliable, and consistent with current events, enabling the information to be practically used. The information presented is objective, unbiased, and includes internationally recognized academic references are the areas where CAAT excels and should maintain standards. Meanwhile, CAAT should concentrate on editing the presentation of information in an easily understandable format, including communicating information quickly and efficiently to be used to benefit the situation. In terms of media applications or presentations, channels can increase engagement, such as advocating for infographic presentations. By making the content more interesting and attracting more readers or concentrating on a broader range of distribution channels. (online media), and so forth. The recommendation that CAAT improves its operations in disseminating information, particularly in disseminating news and conducting comprehensive training for the general public (53.4 %), was followed by the recommendation that CAAT improves its data and storage systems accessibility (48.4%).

In the satisfaction survey of the general public and aviation industry groups regarding the use of CAAT's services, the following assessment was made:

According to a survey of the general public's use of CAAT services, 73.7% had used the service to request drone registration or a drone license (Flight Clearance Department: FFD), and 25.5% had used the service to lodge complaints about passenger rights, such as flight delays or flights cancellation (Economic Regulatory Department: ERD), which included providing public information such as identity documents before travel/safety. The 0.2 % were from the Civil Aviation Security and Facilitation Department (SFD), while only 1 % of the population had never used the service with CAAT. The departments of CAAT where most of the sample group had the most opportunities to use the service were found to be the Flight Formalities Department (FFD), which accounted for the highest (21.9%), followed by the Information Services Department. Department of Aviation Aeronautical Information Services (AIS) (16.3%), Department of Airworthiness and Aeronautical Engineering (AIR) (14.8%), Department of Flight Operations Standards (OPS) (10.9%), and Department of Personnel Licensing (PEL) (7.4%). CAAT with the smallest sample group (less than 1%), namely Legal Department (LEG), Quality Assurance Department (QAD)

The analysis of satisfaction with the service provided by CAAT revealed a very high level of satisfaction. with an average score of 4.02 out of a possible 5 (80.5%). averaging 3.98 (accounting for 79.5%). averaging 4.21 (accounting for 84.3%). with an average of 4.05 (representing 81.1%) and an average of 4.07 (representing 81.3%) for online systems (out of a full score of 5). Priority by queue system was the most satisfactorily resolved issue in terms of time (average 4.00), while operational transparency and honesty were the most satisfactorily resolved issues with service personnel (average 4.31). Announcing or informing customers about the procedure and time of service was the most satisfying issue in terms of service processes (average 3.95), while the reliability of online information security was the most satisfying issue in terms of online systems (average 4.14). Pearson's

simple correlation coefficient indicated that service personnel had the greatest influence on overall satisfaction (0.925), followed by online usage (0.903), time aspect (0.900), and service process (0.866).

However, CAAT should prioritize queue management convenience and prompt service procedures, considering the service's strengths and weaknesses. The service should be delivered for the duration of the opening-closing hours. Yet service procedures should be carried out according to the schedule specified. On the other hand, the request form submission process is straightforward and makes it simple to follow up on feedback. The website's formatting is simple to read and use; it is organized in a systematic and sequential order, font size, and font style; it is attractive and easy to read. The website's system and application form's speed and agility. Service etiquette demonstrates an officer's knowledge and willingness to answer questions in a transparent, professionalism per international standards of conduct of the officer and the availability of politely service. CAAT's information security reliability in the online system is something CAAT should maintain. To be better, CAAT should prioritize clarity regarding aviation regulations/New announcements or requirements to implement them correctly (50.2%), followed by clearly defined service periods or processes (43.8%), and having an electronic document storage system or documents that can be updated on the website (43.8%) reduce storage space for documents (35.4%). Additionally, work should be streamlined and accelerated.

Respondents anticipate CAAT will improve its tracking and coordination of various complaints and resolve issues that arise. Overall, the analysis of customer satisfaction with information and service dissemination was very satisfactory, scoring an average of 3.91 points out of a full score of 5 (78.1%), indicating overall public satisfaction. (Average 4.06 ,81.3%). In the aviation industry, the average level of satisfaction was 3.58. (75.3%). To enhance CAAT's work processes and services, the organization should prioritize thoroughly and easily understandable distribution of news, standards, and applicable rules (54.8%), followed by prompt service (Answering questions, coordination, follow-up or

problems) (47.1%). According to 332 respondents from the aviation industry (Table 39), CAAT should prioritize reducing unnecessary procedures and documents (61.7%) as much as possible, followed by the development of a communication system that allows for electronic tracking /follow up and a reduction in paper document usage (59.9%)

The following criteria were used to evaluate the role and image of CAAT's services:

Overall, the results of the analysis of service personnel's behavioral expressions are favorable, with an average of 3.98 points out of a possible 5 points (71.7%). The officer with the highest average behavior score's role is to operate on the basis of accuracy, refusing to accept bribes or undue benefits. Officers tried to find out the needs and understand the needs of the users intently, including attempting to resolve the issue, although this is in addition to their responsibilities. These are the behavioral expressions, with the service group expressing their behavior the least. Meanwhile, an analysis of the factors affecting the level of overall behavior expression using Pearson's simple correlation coefficient revealed that all of the significant factors assessed resulted in a high or extremely high level of overall satisfaction. (The correlation was between 0.81-0.90 and 0.91-1.00) and was statistically significant, particularly for the factor of Officers performed based on accuracy. Not accepting bribes or illegal benefits. This is critical because it is a determining factor in the officer's level of expression and had the highest correlation (0.951)

However, after weighing the strengths and weaknesses of staff behavior in the service, it was determined that the CAAT officer's consistent performance on their basis of accuracy. Not accepting bribes or illegal benefits is where CAAT officers excel and is a strength in their work. Additionally, their clearly defined responsibilities and operating on the basis of accuracy, refusing to accept bribes or undue benefits, and placing a premium on the user's information without infringing or disclosing it without permission are all issues that CAAT officials should uphold. While attempting to identify and understand the needs

of service users, CAAT's officers must demonstrate accuracy and problem-solving abilities in terms of providing information and operating procedures or attempting to resolve a problem; the ability to provide advice or useful information to service users autonomously without being asked; and the ability to accept feedback or suggestions from service users for service improvement are all qualities that CAAT must urgently improve. Additionally, officials in each department should coordinate and assist one another. in order to tailor the service to the user's requirements

From the operation over the last year, the majority of sample groups perceived that the image of CAAT had continued to improve in comparison to the year 2020, accounting for 52%. The CAAT's image is better now than it will be in 2020 because service officers are more responsive when customers come to use the service. This has become the primary reason why most of the general public believes CAAT can excel, accounting for 21.7 %. Using modern technology/information technology to improve service is why most aviation industry groups believe CAAT can succeed, accounting for 27.2%. However, 15% believe the CAAT's image has not changed. Approximately 0.7% stated that the change was in a negative direction relative to 2020 because they observed a decline in the CAAT's performance due to a lack of follow-up or notification of complaints, even though the document's progression and description are deficient in information/ambiguous.

A qualitative research survey conducted through the analysis of in-depth interviews conducted with 15 aviation industry operators can be divided into 4 aviation industry business groups, namely a group of four airlines, a group of aviation agencies, 2 respondents, a group of aviation training institutes, 4 respondents, an airport group, two, a repair center group, two respondents, and other departments of one case, as determined by the analysis's results. The following details are included.

The study's findings indicate that when it comes to service time, most respondents expect CAAT staff to work diligently and strictly during business hours to deliver required information within the specified time frame and direct communication with CAAT to resolve an urgent issue.

The majority of respondents expect CAAT staff to possess knowledge and expertise and provide clear advice, particularly on matters of law and regulation, to domestic and foreign countries. These CAAT competencies will aid in the promotion of CAAT's information delivery process's professional image. The respondent expected CAAT to eliminate redundant steps and submit the paper document. This can be accomplished by promoting the use of information systems. Additionally, CAAT should have a management system within the organization that enables rapid coordination. Nonetheless, CAAT authorized officers should expedite their decisions or approvals to allow relevant departments to manage their time effectively.

The analysis of opinions regarding CAAT's vision and mission from the perspective of aviation industry operators revealed that, on the whole, CAAT is transparent in its operations and adheres to good governance. It was the most frequently mentioned issue by aviation industry operators (85.3 %), followed by developing and maintaining a fair and internationally standardized regulatory system (77.3 %). Representatives from various departments were invited to meet regularly to discuss ideas. Clarification in the meeting's resolution allows for a change in vision or mission, and any applicable regulations or regulations will result in creating a standardized and equitable regulatory system for relevant agencies. Furthermore, adjusting the organizational context to be more modern and consistent with international requirements, as seen in the adjustment of international regulations or standards, such as pushing for European Aviation Safety Agency (EASA) standards, further enhances Thai aviation safety. By focusing efforts on improving aviation safety and mitigating passenger safety risks, as well as by publishing news, particularly on various aviation business development policies, some departments were able to reduce

their preparation time, resulting in operators in those departments not having enough time to comprehend as thoroughly as they should, resulting in errors that contradict the declared terms on occasion or putting pressure on CAAT officials to join the International Civil Aviation Organization (ICAO) to improve Thailand's aviation quality to international standards.

As a result of the analysis of attitudes toward CAAT officers' conduct as a reflection of the organization's values, it was determined that the top three issues on which CAAT officers were able to express their behavior are as follows: The first is CAAT officer that operates on an accuracy basis (93.3%), by not accepting bribes or undue benefits, followed by clear responsibilities and performance of duties (88.0%), and staff who serve with care and willingness to provide services(88.0%) , while officers work to resolve the problem even if it is outside of their responsibilities (86.7%) and the officer is attentive and accepting feedback or suggestions from service users to improve the service (70.7%), airline industry operators are concerned.

In terms of communication channels, visions, values, and critical action plans, it was discovered that the majority of them would communicate with the CAAT at least once a month, including information obtained through the CAAT's website and staff, which accounted for nearly 100% of the total. In contrast, print and radio media accounted for the remainder. It is the channel that receives the least amount of information. Furthermore, after considering the media through which CAAT wishes to distribute information, it was determined that CAAT must continue to disseminate information through its officers and CAAT's website (100%) and seminars (93.8%) remain unchanged, while the trend of CAAT communicating information through online channels continues to grow. Respondents prefer CAAT to disseminate news and information through Facebook applications and online media (87 % and 87 %, respectively), whereas television and radio

are channels in which most people are uninterested and are unsuitable for modern life or operations.

For coordination-related concerns that, if CAAT considers and is aware of such revisions, may contribute to improving work quality and developing a pleasant working relationship. The difficulties and obstacles that have arisen as a result of previous collaborations with CAAT, such as answering questions or providing advice on occasion, certain CAAT staff members will provide responses based on their emotions and experiences, rather than searching for or referring to actual data to find answers. This affects the operator's confidence in the accuracy of the information or the organizational structure or work sequence within many organizations. It also affects the operator's ability to contact the CAAT officer responsible for the job. Complex and time-consuming to give, including inconsistencies in the material published on the website in Thai and English (in the Thai version, rules or enforcement measures are available for download as a soft file (pdf file), but are not available for upload in the English version),

The research team recommends CAAT develop a strategic plan, including a relationship management plan. CAAT to set up the working group to discuss with the concerned parties yearly to update the mission and discuss the issues. The relationship can further develop to the policy or agreement to further collaborate or set up the training to disseminate the information/ body of knowledge to ensure that the operators understand the aviation rule/regulation and implement them correctly and strengthen CAAT's image as reliable information authorities. CAAT should consider deploying the online system to enhance work efficiency.

Recommendation

1. CAAT's Information dissemination news, body of knowledge and Innovation

1.1 Enhance the information Technology system in light of the current situation, particularly online and social media platforms such as the CAAT's official website (www.caat.or.th) and Facebook, which are the primary channels through which the respondent obtained the majority of information from the CAAT. However, CAAT's personnel contributed significantly to the respondent's ability to remain informed via this channel. CAAT's Publicized Information should be updated continuously, regardless of the channel. Communication personnel must have the knowledge, expertise, and ability to respond accurately and clearly to customer inquiries without requiring repeated contact or multiple steps.

1.2 Develop a more engaging form of information, and the public will have greater access to it. According to the data collected, the appeal of the CAAT's news and access to information is also relatively low compared to other issues, which means that what will make the information more interesting is the inclusion of a picture. Animations, icons, and other elements aimed at making information more attractive should be considered in the following manner:

1.2.1 Providing concise information in response to today's people's lifestyles because reading news on mobile phones or social media channels at any time and from any location is extremely convenient and consistent with how people live today. Therefore, news information should be succinctly explained so that the audience can quickly read it.

1.2.2 Be timely by utilizing the advantage of digital media for news presentations that can be responded to in real-time by the recipient.

When an incident occurs, CAAT or the service agency can immediately notify the public.

1.2.3 In this regard, the Data Verification and Accuracy approach to information and news presentation is partly a result of the careless and prudent use of digital media's speed characteristics.

1.2.4 Including the necessary information (text/still images/animations/graphics)

While digital media can be distributed in various formats, it is critical to present the recipient with the correct information. In other words, it must be possible to distinguish between various types of data and consider how they should be delivered via text, still images, animations, or graphic design. Using graphics to convey information may also aid readers in comprehending the content; alternatively, if they receive a video clip of an interview with a key figure in the incident, the video clip or animation should be accompanied by a brief text message accurately describing the incident.

1.2.5 Utilize the two-way communication capabilities of the media. Presenting information via digital media facilitates two-way communication. This strengthens the connection between the messenger and the receiver. This results in information exchange, as well as listening to and exploring the ideas of the people, the target audience. It has the potential to broaden and deepen our understanding of current events.

Development of information technology systems, which will improve work efficiency and the organization's image as a digitalization organization

2. CAAT service

2.1 According to the survey, the office's issue is a lack of consistent follow-up and resolution of issues, leaving the user dissatisfied.

CAAT should monitor user complaints and make every effort to resolve them quickly by considering establishing a complaints agency to track and resolve issues across a variety of channels, such as online channels or call centers that accept calls 24 hours a day and have coordinating staff, and agents must have knowledge, expertise, and the ability to provide accurate information, as well as a follow-up system for customer problems. A notification system is in place to inform customers via various communication channels such as SMS of the outcome of a complaint.

2.2 The service is slow, there is considerable waiting time, and numerous steps are involved. Customers and service users have expressed continued dissatisfaction with this situation. As a result, CAAT should consider eliminating steps that are superfluous. On the other hand, adding additional channels to coordinate the operation has no effect. Specific performance indicators, such as document approval, have been established. Notify the customer or service user of the anticipated duration notify the customer or service user if the submission does not meet the requirements, or even compensate the customer or service user for exceeding the time specified by the customer or service user in order to make the customer or service user feel accountable for CAAT's operation.

2.3 Clarity in aviation regulations, new announcements, or requirements necessary for proper implementation is another area that customers and service users wish to improve. As a result, CAAT's primary focus should be on the development of tool mechanisms. Promotion of information and knowledge to the public should be as effective and appropriate as possible, including organizing seminars to educate staff by assigning trainers to conduct both theoretical and practical training. For operational officers in the aviation industry and other interested parties. To obtain accurate information and to

request exciting information directly from specialized agencies, such as CAAT, an easily-understandable manual or video material should be prepared and distributed for use. Additionally, relevant departments should be established as a hub for connecting people in terms of communication, coordination, and knowledge development. Long-term and enduring comprehension

2.4 In terms of accuracy, the staff can answer questions and resolve issues when working with documents/documents submitted. Customers or service users continue to experience issues, as they have for the last year. As an illustration, only one CAAT employee will contact certain agencies. These officials' actions will continue to be coordinated in this manner. Along with planning, there is the possibility of spreading false information. Alternatively, the officer's response may not always be straightforward and concise, and so forth. As a result, CAAT should cultivate or promote education for officers consistently, such as using an E-learning system to enhance officers' ability to work or learn new tasks. It is not solely the department's or service's responsibility. To ensure that candidates are familiar with the fundamentals, it may be necessary to incorporate the content or fundamental knowledge of various departments into the CAAT. To assist in the more effective delivery of information. And can increase the adaptability of the operation. For instance, it could be a test or a self-assessment. These are the circumstances. Additionally, it improves the organization's standard image and makes it more trustworthy, and fosters employee development.

3. Other issues

3.1 In terms of service time, CAAT should consider

- CAAT should consider increasing its overtime hours. CAAT can be contacted outside of business hours if there is an emergency. Staff should be on standby 24 hours a day to quickly resolve issues.
- Adapting the schedule to the Covid-19 situation in order to remain flexible and on time. Increase the speed with which information is delivered in

accordance with user requirements, such as requesting a document or letter through CAAT. There are numerous steps and approvals required, which results in a lengthy wait for the item to be used in a timely manner.

3.2 Regarding personnel, CAAT should consider

- Increasing the number of employees in each department to match the number of customers or users.
- The staff can perform and maintain service levels as per international standards. The working standards of all employees should be the same process and provide correct, clear, and similar standard
- The Covid- 19situation has aggravated WFH staff. Coordination is also harder. CAAT may want to consider adjusting the communication system or convenient coordination

3.3 Service process CAAT should consider

- Simplify the process of delivering information via documents. by promoting the use of additional information systems to avoid document loss
- Approval for field visits requires completion of documents first and approval second, whereas previously, documents could be sent later.
- Modern technology should be used to accelerate the development of electronic systems.
- Unnecessary steps and processes should be eliminated to reduce operating time and paper consumption.

Appendix

Appendix A

Questionnaire Assess the satisfaction of General Public and the aviation industry on the performance of the CAAT and dissemination of information, News, Body Knowledge & Innovation Year 2021

(General Public Group)

Appendix B

Questionnaire Assess the satisfaction of General Public and the
aviation industry on the performance of the CAAT and
dissemination of information, News, Body Knowledge &
Innovation Year 2021

(Aviation Industry)

Appendix C

Questionnaires For In-Depth Interviews Among Industrial Entrepreneurs

Appendix D

Results of the CAAT's Service Satisfaction Analysis Classified by Department or Group

Appendix D1 Results of the CAAT's Service Satisfaction Analysis Classified by Department or Group- General Public

Evaluation Factor	Flight Formalities Department (FFD) / Economic Regulation Department (ERD) (Complaint+Drone Registration)			Passenger's Right (ERD)			Drone Registration (FFD)		
	(n=809)			(n=208)			(n=601)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
1. Time Frame									
Overall Expectation for time frame	4.01	80.3	74.3	3.72	74.4	64.2	4.11	82.3	77.8
Overall satisfaction for time frame	3.97	79.4	72.1	3.61	72.2	58.2	4.09	81.9	76.9
1.1 Providing services on a first-come, first-served basis (queue system)	4.04	80.8	73.9	3.73	74.7	60.7	4.14	82.8	78.2
1.2 Convenience and prompt of the service process	3.90	78.1	68.0	3.60	72.0	56.0	4.01	80.2	72.2
1.3 Service performed on a specified period of time.	4.05	81.1	73.5	3.58	71.7	54.8	4.21	84.2	79.8
1.4 Appropriateness of the opening-closing time of the office.	4.10	81.9	76.0	3.75	74.9	59.6	4.21	84.3	81.5
2. Service Personnel									
Overall satisfaction of Service Personnel	4.29	85.8	85.3	4.07	81.3	78.7	4.37	87.4	87.5
Overall expectation for Service Personnel	4.32	86.4	86.5	4.07	81.3	77.0	4.41	88.2	89.8
2.1 Willingness and readiness to politely service	4.34	86.9	85.8	4.17	83.4	79.7	4.40	88.0	87.8
2.2 Knowledge and Skillful (Explanation Clarification Advice)	4.27	85.5	84.2	3.98	79.6	74.3	4.37	87.4	87.5
2.3 Professionalism (international standards)	4.28	85.5	84.4	4.01	80.2	75.0	4.37	87.4	87.6

Remark: %T2B represents the proportion of the sample rated 4-5 points.

Appendix D2 Results of the CAAT's Service Satisfaction Analysis Classified by Department or Group- General Public (Cont)

Evaluation Factor	Flight Formalities Department (FFD) / Economic Regulation Department (ERD) (Complaint+Drone Registration)			Passenger's Right (ERD)			Drone Registration (FFD)		
	(n=809)			(n=208)			(n=601)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
2. Service Personnel (Cont)									
2.4 Accuracy for operation and provide information (precision, correctness)	4.31	86.2	85.9	4.07	81.4	76.8	4.39	87.8	89.0
2.5 Fairness and Unbiased	4.39	87.9	88.0	4.18	83.6	83.3	4.47	89.3	89.7
2.6 Transparency and honesty	4.42	88.4	88.1	4.24	84.7	83.1	4.48	89.6	89.8
2.7 Consistency to services	4.33	86.7	84.6	4.10	82.0	75.8	4.41	88.3	87.5
3. Service Process									
Overall Expectation for Service Process	4.16	83.2	79.2	3.92	78.4	69.8	4.24	84.8	82.4
Overall satisfaction for Service Process	4.08	81.6	75.6	3.66	73.3	57.3	4.22	84.5	81.9
3.1 Signing, announcing or informing about the procedure and period of operation	4.07	81.5	75.2	3.73	74.6	60.1	4.19	83.8	80.4
3.2 The service channels are diverse	3.84	76.8	65.1	3.46	69.3	45.5	3.97	79.4	71.8

Remark: %T2B represents the proportion of the sample rated 4-5 points.

Appendix D3 Results of the CAAT's Service Satisfaction Analysis Classified by Department or Group- General Public (Cont)

Evaluation Factor	Flight Formalities Department (FFD) / Economic Regulation Department (ERD) (Complaint+Drone Registration)			Passenger's Right (ERD)			Drone Registration (FFD)		
	(n=809)			(n=208)			(n=601)		
	Average	%	%T2B	Average	%	%T2B	Average	%	%T2B
4. Online System									
Overall Expectation for Online System	4.22	84.4	83.3	3.91	78.2	71.1	4.34	86.7	87.8
Overall satisfaction for Online System	4.19	83.8	81.6	3.86	77.2	66.0	4.32	86.3	87.4
4.1 Website formatting is easy to read and use. They are arranged in a systematic and sequential order	4.03	80.6	74.4	3.71	74.1	60.4	4.15	83.0	79.5
4.2 Font size and font style is beautiful and easy to read	4.14	82.7	78.7	3.77	75.4	64.0	4.27	85.5	84.2
4.3 The speed and versatility of systems such as attaching images or files	4.15	82.9	78.3	3.81	76.1	63.8	4.27	85.4	83.7
4.4 The speed and versatility of systems such as attaching images or files	4.16	83.2	80.7	3.85	76.9	67.0	4.28	85.6	85.8
4.5 The form is easy to fill and easy to use.	4.10	82.0	77.5	3.71	74.3	60.2	4.24	84.8	83.9
4.6 The process for submitting the form is convenient and easy to follow up on feedback	4.15	83.1	78.8	3.77	75.3	62.2	4.30	85.9	85.0
4.7 Information security in the online system is reliable	4.24	84.9	81.8	3.95	79.0	69.0	4.35	87.0	86.5

Remark: %T2B represents the proportion of the sample rated 4-5 points.

Appendix D4: The results of the analysis of overall satisfaction with the service provided by the CATC, - The General Public Group

Evaluation Factor	Flight Formalities Department (FFD) / Economic Regulation Department (ERD) (Complaint + Drone Registration)				Passenger’s Right (ERD)				Evaluation Factor			
	(n=809)				(n=208)				(n=601)			
	Average	%			Average	%			Average	%		
		Most satisfied	Moderately satisfied	Least Satisfied		Most satisfied	Moderately satisfied	Least Satisfied		Most satisfied	Moderately satisfied	Least Satisfied
Overall Satisfaction	4.13 (82.6%)	79.9%	18.4%	1.7%	3.79 (75.9%)	65.9%	30.8%	3.4%	4.24 (84.9%)	84.7%	14.1%	1.2%

Remark:

- Most satisfied means the proportion of the sample who scored 4-5 points.
- Moderately satisfied means the proportion of the sample who scored 2-3 points.
- Least Satisfied means the proportion of the sample who scored 1 point.

Appendix D5 Results of the CAAT's Service Satisfaction Analysis Classified by Department or Group– Aviation Industry (Average)

Evaluation Factor	FFD	AIS	AIR	OPS	PEL	SFD	AGA	ERD	ANS	Service Center	SMD	APD	ITD	QAD	LEG
(Number)	(n = 86)	(n = 64)	(n = 58)	(n = 43)	(n = 29)	(n = 24)	(n = 23)	(n = 19)	(n = 18)	(n = 9)	(n = 7)	(n = 6)	(n = 4)	(n = 2)	(n = 1)
1. Time Frame															
Overall Expectation for Time Frame	4.10	3.94	3.96	3.86	3.31	3.57	4.18	3.61	4.24	3.33	4.29	4.00	4.50	4.00	5.00
Overall satisfaction for Time Frame	3.89	3.83	3.98	3.81	3.03	3.48	3.86	3.06	3.94	3.56	4.14	4.00	4.50	4.00	5.00
1.1 Providing services on a first-come, first-served basis (queue system)	4.03	4.05	4.09	4.07	3.48	3.50	3.78	3.75	4.00	3.33	4.29	4.00	4.33	4.00	4.00
1.2 Convenience and prompt of the service process	3.90	3.92	4.05	3.93	2.86	3.48	3.86	3.56	3.71	3.56	4.43	3.80	4.33	4.00	4.00
1.3 Service performed on a specified period of time.	3.95	3.97	3.95	3.95	2.97	3.35	3.85	3.17	3.71	3.44	4.14	4.00	4.50	4.00	4.00
1.4 Appropriateness of the opening-closing time of the office.	3.92	3.65	4.04	3.86	3.31	3.43	4.00	3.28	3.82	3.22	3.71	3.75	4.33	4.00	4.00
2. Service Personnel															
Overall Expectation for Service Personnel	4.16	4.19	4.23	4.07	3.45	3.96	4.17	4.11	3.94	3.89	4.14	4.00	4.25	4.00	4.00
Overall satisfaction for Service Personnel	3.99	4.10	4.23	4.02	3.21	3.83	4.09	3.74	3.88	3.78	4.14	4.00	4.25	4.00	4.00
2.1 Willingness and readiness to politely service	3.99	4.11	4.32	4.05	3.59	4.00	4.09	3.95	4.18	3.67	4.43	4.00	4.00	4.00	4.00
2.2 Knowledgeable and skillful (explanation, clarification, advise)	3.96	4.05	4.19	3.93	3.38	3.83	3.96	3.68	3.76	3.89	4.14	3.80	4.25	4.00	4.00
2.3 Professionalism (international standards)	3.88	3.98	4.23	3.88	3.14	3.79	3.91	3.63	3.65	3.56	4.29	3.75	4.00	4.00	4.00
2.4 Accuracy for operation and provide information (precision, correctness)	3.95	4.07	4.18	4.02	3.14	3.88	3.83	3.58	3.88	3.56	4.14	3.75	4.00	4.00	4.00
2.5 Fairness and Unbiased	4.07	4.20	4.26	4.07	3.41	3.83	4.05	3.79	3.94	3.78	4.29	3.75	4.25	4.00	4.00

Appendix D6 Results of the CAAT's Service Satisfaction Analysis Classified by Department or Group– Aviation Industry (Average) (Cont)

Evaluation Factor	FFD	AIS	AIR	OPS	PEL	SFD	AGA	ERD	ANS	Service Center	SMD	APD	ITD	QAD	LEG
(Number)	(n = 86)	(n = 64)	(n = 58)	(n = 43)	(n = 29)	(n = 24)	(n = 23)	(n = 19)	(n = 18)	(n = 9)	(n = 7)	(n = 6)	(n = 4)	(n = 2)	(n = 1)
2. Service Personnel (Cont)															
2.6 Transparency and honesty	4.12	4.25	4.35	4.17	3.48	4.09	4.18	3.94	3.94	3.89	4.29	3.75	4.25	4.00	4.00
2.7 Consistency to services	3.98	4.13	4.18	3.95	3.34	3.83	4.00	3.89	3.94	3.78	4.14	3.75	4.25	4.00	4.00
3. Service Process															
Overall Expectation for Service Process	4.00	4.08	3.88	3.88	3.28	3.58	4.00	3.47	3.82	3.44	3.71	3.67	4.25	3.50	4.00
Overall satisfaction for Service Process	3.79	3.92	3.88	3.72	3.10	3.33	3.68	3.21	3.71	3.33	3.57	3.67	4.25	3.50	4.00
3.1 Signing, announcing or informing about the procedure and period of operation	3.78	3.90	3.93	3.74	3.21	3.46	3.64	3.21	3.76	3.44	3.71	3.67	4.50	3.50	4.00
3.2 The service channels are diverse	3.68	3.83	3.75	3.53	3.03	3.25	3.73	3.11	3.53	3.22	3.57	3.67	4.25	3.50	4.00

Appendix D7 Results of the CAAT's Service Satisfaction Analysis Classified by Department or Group- General Public – Aviation Industry
(Average) (Cont)

Evaluation Factor	FFD	AIS	AIR	OPS	PEL	SFD	AGA	ERD	ANS	Service Center	SMD	APD	ITD	QAD	LEG
(Number)	(n = 86)	(n = 64)	(n = 58)	(n = 43)	(n = 29)	(n = 24)	(n = 23)	(n = 19)	(n = 18)	(n = 9)	(n = 7)	(n = 6)	(n = 4)	(n = 2)	(n = 1)
4. Online Operation															
Overall Expectation for Online Operation	4.09	4.17	3.82	3.81	3.70	3.71	3.73	3.76	3.78	3.60	3.57	4.00	4.33	3.50	-
Overall satisfaction for Online Operation	3.82	4.08	3.71	3.63	3.60	3.57	3.53	3.53	3.67	3.60	3.57	4.00	4.33	3.50	-
4.1 Website formatting is easy to read and use. They are arranged in a systematic and sequential order	3.70	4.00	3.59	3.44	3.40	3.36	3.73	3.29	3.56	3.60	3.43	4.00	4.00	3.00	-
4.2 Font size and font style is beautiful and easy to read	3.75	3.96	3.82	3.66	3.65	3.57	3.80	3.53	3.67	3.60	3.71	4.33	4.33	3.50	-
4.3 The speed and versatility of systems such as attaching images or files	3.79	3.92	3.69	3.69	3.65	3.36	3.64	3.53	3.56	3.40	3.57	4.33	4.33	3.50	-
4.4 The speed of the online system in accessing the services of CAAT in each department	3.73	3.98	3.65	3.69	3.45	3.50	3.50	3.24	3.56	3.60	3.43	3.67	4.33	3.50	-
4.5 The form is easy to fill and easy to use.	3.69	3.90	3.57	3.47	3.40	3.57	3.53	3.18	3.44	3.40	3.57	4.00	4.00	3.50	-
4.6 The process for submitting the form is convenient and easy to follow up on feedback	3.87	4.10	3.73	3.59	3.50	3.50	3.47	3.24	3.56	3.40	3.29	4.00	4.33	3.50	-
4.7 Information security in the online system is reliable	3.98	4.11	3.88	3.70	3.75	3.93	3.62	3.63	3.67	3.60	4.00	4.25	4.33	3.50	-

Appendix D8 The analysis of overall satisfaction with CAAT's service is classified by aviation industry group. (%)

Evaluation Factor	FFD	AIS	AIR	OPS	PEL	SFD	AGA	ERD	ANS	Service Center	SMD	APD	ITD	QAD	LEG
(Number)	(n = 86)	(n = 64)	(n = 58)	(n = 43)	(n = 29)	(n = 24)	(n = 23)	(n = 19)	(n = 18)	(n = 9)	(n = 7)	(n = 6)	(n = 4)	(n = 2)	(n = 1)
1. Time Frame															
Overall Expectation for Time Frame	81.9	78.7	79.3	77.2	66.2	71.3	83.6	72.2	84.7	66.7	85.7	80.0	90.0	80.0	100.0
Overall satisfaction for Time Frame	77.9	76.5	79.6	76.3	60.7	69.6	77.3	61.1	78.8	71.1	82.9	80.0	90.0	80.0	100.0
1.1 Providing services on a first-come, first-served basis (queue system)	80.5	81.1	81.8	81.4	69.6	70.0	75.6	75.0	80.0	66.7	85.7	80.0	86.7	80.0	80.0
1.2 Convenience and prompt of the service process	78.1	78.4	81.1	78.6	57.2	69.6	77.1	71.1	74.1	71.1	88.6	76.0	86.7	80.0	80.0
1.3 Service performed on a specified period of time.	79.0	79.4	78.9	79.1	59.3	67.0	77.0	63.3	74.1	68.9	82.9	80.0	90.0	80.0	80.0
1.4 Appropriateness of the opening-closing time of the office.	78.3	73.0	80.7	77.2	66.2	68.7	80.0	65.6	76.5	64.4	74.3	75.0	86.7	80.0	80.0
2. Service Personnel															
Overall Expectation for Service Personnel	83.3	83.9	84.6	81.4	69.0	79.2	83.5	82.1	78.8	77.8	82.9	80.0	85.0	80.0	80.0
Overall satisfaction for Service Personnel	79.8	81.9	84.6	80.5	64.1	76.7	81.7	74.7	77.6	75.6	82.9	80.0	85.0	80.0	80.0
2.1 Willingness and readiness to politely service	79.8	82.3	86.3	80.9	71.7	80.0	81.7	78.9	83.5	73.3	88.6	80.0	80.0	80.0	80.0
2.2 Knowledgeable and skillful (explanation, clarification, advise)	79.3	81.0	83.9	78.6	67.6	76.7	79.1	73.7	75.3	77.8	82.9	76.0	85.0	80.0	80.0
2.3 Professionalism (international standards)	77.6	79.7	84.6	77.7	62.8	75.8	78.3	72.6	72.9	71.1	85.7	75.0	80.0	80.0	80.0
2.4 Accuracy for operation and provide information (precision, correctness)	79.1	81.3	83.5	80.5	62.8	77.5	76.5	71.6	77.5	71.1	82.9	75.0	80.0	80.0	80.0
2.5 Fairness and Unbiased	81.5	84.0	85.3	81.5	68.3	76.7	81.0	75.8	78.8	75.6	85.7	75.0	85.0	80.0	80.0

Appendix D9 The analysis of overall satisfaction with CAAT's service is classified by aviation industry group. (%) (Cont)

Evaluation Factor	FFD	AIS	AIR	OPS	PEL	SFD	AGA	ERD	ANS	Service Center	SMD	APD	ITD	QAD	LEG
(Number)	(n = 86)	(n = 64)	(n = 58)	(n = 43)	(n = 29)	(n = 24)	(n = 23)	(n = 19)	(n = 18)	(n = 9)	(n = 7)	(n = 6)	(n = 4)	(n = 2)	(n = 1)
2. Service Personnel (Cont)															
2.6 Transparency and honesty	82.4	85.1	87.0	83.4	69.7	81.7	83.6	78.9	78.8	77.8	85.7	75.0	85.0	80.0	80.0
2.7 Consistency to services	79.5	82.7	83.5	79.0	66.9	76.7	80.0	77.9	78.8	75.6	82.9	75.0	85.0	80.0	80.0
3. Service Process															
Overall Expectation for Service Process	80.0	81.6	77.5	77.7	65.5	71.7	80.0	69.5	76.5	68.9	74.3	73.3	85.0	70.0	80.0
Overall satisfaction for Service Process	75.9	78.4	77.5	74.4	62.1	66.7	73.6	64.2	74.1	66.7	71.4	73.3	85.0	70.0	80.0
3.1 Signing, announcing or informing about the procedure and period of operation	75.6	78.1	78.6	74.9	64.1	69.2	72.7	64.2	75.3	68.9	74.3	73.3	90.0	70.0	80.0
3.2 The service channels are diverse	73.7	76.5	75.1	70.7	60.7	65.0	74.5	62.1	70.6	64.4	71.4	73.3	85.0	70.0	80.0

Appendix D10 The analysis of overall satisfaction with CAAT's service is classified by aviation industry group. (%) (Cont)

Evaluation Factor	FFD	AIS	AIR	OPS	PEL	SFD	AGA	ERD	ANS	Service Center	SMD	APD	ITD	QAD	LEG
(Number)	(n = 86)	(n = 64)	(n = 58)	(n = 43)	(n = 29)	(n = 24)	(n = 23)	(n = 19)	(n = 18)	(n = 9)	(n = 7)	(n = 6)	(n = 4)	(n = 2)	(n = 1)
4. Online Operation															
4. Online Operation	81.8	83.3	76.5	76.3	74.0	74.3	74.7	75.3	75.6	72.0	71.4	80.0	86.7	70.0	-
Overall Expectation for Online Operation	76.4	81.7	74.1	72.5	72.0	71.4	70.7	70.6	73.3	72.0	71.4	80.0	86.7	70.0	-
Overall satisfaction for Online Operation	73.9	80.0	71.8	68.8	68.0	67.1	74.7	65.9	71.1	72.0	68.6	80.0	80.0	60.0	-
4.1 Website formatting is easy to read and use. They are arranged in a systematic and sequential order	75.0	79.2	76.5	73.1	73.0	71.4	76.0	70.6	73.3	72.0	74.3	86.7	86.7	70.0	-
4.2 Font size and font style is beautiful and easy to read	75.7	78.3	73.7	73.8	73.0	67.1	72.9	70.6	71.1	68.0	71.4	86.7	86.7	70.0	-
4.3 The speed and versatility of systems such as attaching images or files	74.6	79.6	72.9	73.8	69.0	70.0	70.0	64.7	71.1	72.0	68.6	73.3	86.7	70.0	-
4.4 The speed of the online system in accessing the services of CAAT in each department	73.8	77.9	71.4	69.4	68.0	71.4	70.7	63.5	68.9	68.0	71.4	80.0	80.0	70.0	-
4.5 The form is easy to fill and easy to use.	77.5	82.1	74.5	71.9	70.0	70.0	69.3	64.7	71.1	68.0	65.7	80.0	86.7	70.0	-
4.6 The process for submitting the form is convenient and easy to follow up on feedback	79.6	82.2	77.5	74.0	75.0	78.6	72.3	72.5	73.3	72.0	80.0	85.0	86.7	70.0	-

Appendix D11 The analysis of overall satisfaction with CAAT's service is classified by aviation industry group. (%T2B)

Evaluation Factor	FFD	AIS	AIR	OPS	PEL	SFD	AGA	ERD	ANS	Service Center	SMD	APD	ITD	QAD	LEG
(Number)	(n = 86)	(n = 64)	(n = 58)	(n = 43)	(n = 29)	(n = 24)	(n = 23)	(n = 19)	(n = 18)	(n = 9)	(n = 7)	(n = 6)	(n = 4)	(n = 2)	(n = 1)
1. Time Frame															
Overall Expectation for Time Frame	75.0	71.4	71.9	67.4	55.2	47.8	86.4	55.6	88.2	33.3	71.4	80.0	100.0	50.0	100.0
Overall satisfaction for Time Frame	65.5	63.5	75.4	67.4	44.8	52.2	72.7	27.8	70.6	44.4	71.4	80.0	100.0	50.0	100.0
1.1 Providing services on a first-come, first-served basis (queue system)	70.0	67.9	76.4	76.2	48.1	45.5	72.2	62.5	81.3	22.2	71.4	80.0	100.0	50.0	100.0
1.2 Convenience and prompt of the service process	63.9	66.7	77.2	69.8	41.4	43.5	76.2	55.6	70.6	44.4	85.7	60.0	100.0	50.0	100.0
1.3 Service performed on a specified period of time.	69.9	69.8	70.2	74.4	37.9	43.5	80.0	38.9	64.7	44.4	71.4	80.0	100.0	50.0	100.0
1.4 Appropriateness of the opening-closing time of the office.	65.1	52.4	72.7	67.4	44.8	43.5	80.0	50.0	70.6	33.3	57.1	50.0	100.0	50.0	100.0
2. Service Personnel															
Overall Expectation for Service Personnel	81.2	79.0	84.2	79.1	55.2	75.0	87.0	73.7	76.5	66.7	71.4	80.0	100.0	50.0	100.0
Overall satisfaction for Service Personnel	72.9	74.2	86.0	76.7	44.8	70.8	87.0	68.4	76.5	55.6	71.4	80.0	100.0	50.0	100.0
2.1 Willingness and readiness to politely service	71.8	74.2	93.0	72.1	51.7	83.3	82.6	73.7	82.4	66.7	71.4	80.0	75.0	50.0	100.0
2.2 Knowledgeable and skillful (explanation, clarification, advise)	69.4	80.3	82.5	74.4	44.8	75.0	82.6	68.4	70.6	66.7	71.4	60.0	100.0	50.0	100.0
2.3 Professionalism (international standards)	67.1	74.2	82.5	74.4	41.4	66.7	78.3	57.9	70.6	55.6	85.7	75.0	75.0	50.0	100.0
2.4 Accuracy for operation and provide information (precision, correctness)	68.2	78.7	82.5	79.1	37.9	70.8	73.9	63.2	75.0	44.4	71.4	75.0	75.0	50.0	100.0
2.5 Fairness and Unbiased	75.6	78.3	87.7	80.5	51.7	75.0	85.7	68.4	76.5	55.6	85.7	75.0	100.0	50.0	100.0

Remark: %T2B represents the proportion of the sample rated 4-5 points.

Appendix D 12 The analysis of overall satisfaction with CAAT's service is classified by aviation industry group. (%T2B) (Cont)

Evaluation Factor	FFD	AIS	AIR	OPS	PEL	SFD	AGA	ERD	ANS	Service Center	SMD	APD	ITD	QAD	LEG
(Number)	(n = 86)	(n = 64)	(n = 58)	(n = 43)	(n = 29)	(n = 24)	(n = 23)	(n = 19)	(n = 18)	(n = 9)	(n = 7)	(n = 6)	(n = 4)	(n = 2)	(n = 1)
2. Service Personnel (Cont)															
2.6 Transparency and honesty	78.3	81.4	87.7	82.9	58.6	82.6	90.9	66.7	76.5	66.7	85.7	75.0	100.0	50.0	100.0
2.7 Consistency to services	71.8	76.7	82.5	73.2	41.4	75.0	81.8	73.7	76.5	55.6	71.4	75.0	100.0	50.0	100.0
3. Service Process															
Overall Expectation for Service Process	75.6	71.4	66.7	69.8	51.7	50.0	77.3	52.6	76.5	44.4	57.1	50.0	75.0	50.0	100.0
Overall satisfaction for Service Process	61.0	63.5	66.7	65.1	41.4	33.3	63.6	36.8	70.6	33.3	42.9	50.0	75.0	50.0	100.0
3.1 Signing, announcing or informing about the procedure and period of operation	59.3	62.9	70.2	65.1	44.8	41.7	59.1	47.4	70.6	44.4	57.1	50.0	100.0	50.0	100.0
3.2 The service channels are diverse	56.1	63.5	61.4	48.8	41.4	33.3	63.6	36.8	64.7	33.3	42.9	50.0	75.0	50.0	100.0

Remark: %T2B represents the proportion of the sample rated 4-5 points.

Appendix D13 The analysis of overall satisfaction with CAAT's service is classified by aviation industry group. (%T2B) (Cont)

Evaluation Factor	FFD	AIS	AIR	OPS	PEL	SFD	AGA	ERD	ANS	Service Center	SMD	APD	ITD	QAD	LEG
(Number)	(n = 86)	(n = 64)	(n = 58)	(n = 43)	(n = 29)	(n = 24)	(n = 23)	(n = 19)	(n = 18)	(n = 9)	(n = 7)	(n = 6)	(n = 4)	(n = 2)	(n = 1)
4. Online Operation															
Overall Expectation for Online Operation	80.4	77.1	68.6	62.5	70.0	64.3	60.0	58.8	77.8	40.0	42.9	50.0	100.0	50.0	-
Overall satisfaction for Online Operation	67.9	70.8	60.8	59.4	65.0	57.1	60.0	52.9	66.7	40.0	42.9	50.0	100.0	50.0	-
4.1 Website formatting is easy to read and use. They are arranged in a systematic and sequential order	57.1	70.8	51.0	56.3	55.0	50.0	60.0	41.2	66.7	40.0	28.6	50.0	66.7	-	-
4.2 Font size and font style is beautiful and easy to read	58.9	70.8	68.6	59.4	70.0	57.1	66.7	52.9	66.7	40.0	42.9	66.7	100.0	50.0	-
4.3 The speed and versatility of systems such as attaching images or files	60.7	64.6	60.8	62.5	70.0	57.1	50.0	52.9	55.6	40.0	42.9	66.7	100.0	50.0	-
4.4 The speed of the online system in accessing the services of CAAT in each department	57.1	68.8	58.8	62.5	60.0	57.1	57.1	29.4	66.7	40.0	28.6	33.3	100.0	50.0	-
4.5 The form is easy to fill and easy to use.	58.2	66.7	56.9	56.3	60.0	57.1	46.7	35.3	55.6	40.0	42.9	50.0	66.7	50.0	-
4.6 The process for submitting the form is convenient and easy to follow up on feedback	67.3	70.8	62.7	62.5	60.0	57.1	46.7	35.3	55.6	40.0	28.6	50.0	100.0	50.0	-
4.7 Information security in the online system is reliable	76.4	71.1	68.8	63.3	75.0	64.3	53.8	56.3	66.7	40.0	71.4	75.0	100.0	50.0	-

Remark: %T2B represents the proportion of the sample rated 4-5 points.

Appendix D14: The results of the analysis of overall satisfaction with CAAT service classified by aviation industry departments

Department	Average	%	(%)		
			Most Satisfied	Moderately Satisfied	Least Satisfied
			(point 4-5)	(point 2-3)	(point 1)
1. Aerodrome Standards Department (AGA)	3.8	76.3%	72.0%	26.8%	1.2%
2. Airworthiness and Aircraft Engineering Department (AIR)	4.0	79.1%	72.5%	27.5%	-
3. Aeronautical Information Services Department (AIS)	4.0	79.5%	67.8%	29.7%	2.5%
4. Air Navigation Services Standards Department (ANS)	3.8	76.3%	71.7%	21.7%	6.7
5. Economic Regulation Department (ERD)	3.4	67.7%	46.6%	52.1%	1.4
6. Flight Formalities Department (FFD)	3.9	77.6%	66.8%	33.2%	-
7. Flight Operations Standards Department (OPS)	3.8	76.1%	67.7%	32.3%	-
8. Personnel Licensing Department (PEL)	3.2	64.1%	47.7%	41.1%	11.2%
9. Aviation Security and Facilitation Standards Department (SFD)	3.6	71.1%	52.9	47.1%	-
10. Aviation Industry Promotion Department (APD)	3.9	78.0%	65.0%	35.0%	-
11. Information and Communication Technology Department (ITD)	4.3	86.7%	93.3%	6.7%	-
12. Legal Department (LEG)	4.3	86.7%	100%	-	-
13. Quality Assurance Department (QAD)	3.8	75.0%	50.0%	50.0%	-
14. Aviation Safety Management Department (SMD)	3.9	77.1%	57.1%	42.9%	-
15. Service Center of CAAT at 3rd Floor, IT Square Laksi	3.6	71.3%	43.8%	56.3%	-

Remark: Most satisfied means the proportion of the sample who scored 4-5 points/ Moderately satisfied means the proportion of the sample who scored 2-3 points./ Least Satisfied means the proportion of the sample who scored 1 point.