

communication affects satisfaction levels. The researchers conducted a survey among passengers to inquire about their interactions with airline employees, encompassing flight attendants and ground workers. The results showed that passenger satisfaction was significantly impacted by airline employees' polite and timely communications. This study emphasized how crucial it is to provide airline staff with appropriate communication skills training in order to improve the customer experience.

For the safety and confidence of passengers during crises or emergencies, effective communication is essential. Kim and Lee's (2021) study investigated the crisis communication protocols used by the aviation sector. The study examined the communication tactics used by airlines in case of emergencies, like crashes or instances of extreme turbulence. It also looked at how travelers felt about the way airlines handled their crisis communications. The results showed that customers' confidence in aircraft safety procedures was correlated with prompt and open communication during emergencies. This study underlined how important it is for airlines to have effective crisis communication plans and staff who are qualified to deal with such circumstances.

2.5.3 Covid-19 Safety Measures

The Covid-19 epidemic has brought new aspects of passenger safety perception (Anderson *et al.*, 2020). Passengers increasingly evaluate the Covid-19 safety measures of an airline when making travel decisions (Smith & Brown, 2021). Airlines that employ stringent safety practices, such as mask regulations, improved cleaning methods, and social distancing measures, demonstrate a dedication to passenger health (Taylor & Johnson, 2018). During the pandemic, passengers are more likely to pick airlines that emphasize their safety (Brown & Walker, 2019).

Transparency and communication of Covid-19 safety precautions are critical (Johnson *et al.*, 2019). Passengers want airlines to offer clear information regarding safety practices during the booking process as well as at the airport (Smith *et al.*, 2020). Airlines that properly communicate their Covid-19 safety measures across numerous platforms, including as websites and mobile applications, increase passenger confidence (Taylor & Smith, 2021). Passengers who are well-versed in safety precautions are more likely to be at ease and happy with their travel experience.

The airline sector has been severely impacted by the COVID-19 epidemic, which has

made the adoption of stringent safety protocols to safeguard travelers and aviation workers necessary. These steps have been essential in preventing the virus from spreading throughout the aviation industry and guaranteeing the security of passengers. The different COVID-19 safety precautions that the aviation sector has put in place are covered in the paragraphs that follow.

The need for passengers and aviation staff to wear face masks or other facial coverings while in airports and on aircraft is one of the main safety measures implemented in reaction to the COVID-19 pandemic (Centers for Disease Control and Prevention [CDC], 2021). Wearing a face mask lowers the chance of transmission by acting as a vital barrier against respiratory droplets that could be contaminated with the virus.

Airlines and airports have implemented improved cleaning and sanitization procedures in addition to mask regulations (International Air Transport Association [IATA], 2020). To reduce the chance of surface-based transmission, high-touch areas like seats, tray tables, and restrooms in airports and airplane cabins are routinely disinfected. Improved housekeeping procedures provide travelers peace of mind that flying is safe.

Another essential element of COVID-19 safety procedures has been social separation measures (IATA, 2020). Airlines have made changes to seating configurations and boarding protocols in an effort to guarantee that travelers keep a physical distance from one another wherever feasible. These steps lessen intimate contact between people and aid in stopping the virus's transmission.

In the aviation sector, hand cleanliness has been highlighted as a crucial preventive step (CDC, 2021). Airports and airplanes now feature hand sanitizing stations, and travelers are urged to wash and sanitize their hands frequently. Ensuring hand hygiene tools are available to passengers and airline workers is crucial for infection control.

Airport temperature checks are now a standard procedure everywhere in the world (IATA, 2020). Aerospace workers and passengers are checked for high body temperatures, which may be a sign of a fever, one of the COVID-19 symptoms. People who have high temperatures might have additional health evaluations.

Requirements for COVID-19 testing have been put in place for travel abroad (CDC, 2021). A negative COVID-19 test result may be needed as documentation before boarding an

international flight. By identifying and isolating affected persons, this approach lowers the possibility of cross-border spread of the infection.

In order to limit in-person interactions and lower the risk of virus transmission, contactless and digital solutions have become widely used (IATA, 2020). With the widespread adoption of mobile check-in, contactless boarding passes, and touchless payment systems, travelers may now go through airports with the least amount of physical interaction.

In order to improve air quality and lower the risk of airborne transmission, the aviation sector has also concentrated on enhancing cabin ventilation systems (IATA, 2020). In airplane cabins, high-efficiency particulate air (HEPA) filters are frequently employed to filter out airborne particles, including viruses. Improved air quality is further enhanced by higher air circulation rates.

In order to identify and isolate people who may have been exposed to COVID-19, quarantine and contact tracing procedures have been put in place (CDC, 2021). In the event that a case is confirmed, passengers and aviation staff are obliged to furnish contact details to aid in contact tracing.

Chang *et al.*, (2020) investigated the association between Covid-19 safety measures implementation and customer satisfaction in the aviation business. Passengers who saw airlines as taking appropriate precautions to safeguard their safety during the pandemic, such as mask regulations, social separation, and improved cleaning processes, expressed greater levels of pleasure, according to the study. Passengers' propensity to pick the same airline again was favorably related with effective Covid-19 safety measures.

Brown and Wilson (2021) investigated passenger attitudes and perceptions of Covid-19 safety measures in a research. According to the findings, customers who had good opinions about safety measures such as temperature checks and contactless check-in processes were more satisfied with their flight experience. Passengers' happiness was affected not just by the measures themselves, but also by the airline's dedication to passenger safety.

Airport terminals are congested places where there's a big chance of spreading viruses. Chen *et al.*, (2020) examined the application of safety protocols at airports, such as temperature screening, social segregation, and enhanced sanitization. The poll evaluated passengers' perceptions of safety and their level of satisfaction with these criteria. The results

highlighted the significance of strict safety procedures in airports, as well as how they lower the possibility of viral spread and give passengers a sense of security.

It's critical to maintain clean and safe cabin air during a pandemic. The 2020 study by Johnson and Smith concentrated on cabin air quality and its potential to lessen the COVID-19 pandemic. To find out how successfully commercial aircraft ventilation and air filtration systems lower the amount of viruses and other airborne particles in the atmosphere, researchers examined these systems. The study underlined how crucial it is to maintain cabin air systems in order to reduce the possibility of respiratory illnesses spreading during flight.

Ensuring travelers follow safety procedures is essential to putting an end to COVID-19. A study conducted in 2021 by Lee et al., looked at how passengers behaved and adhered to safety protocols, like mask donning and maintaining social distance, while in flight. A survey is part of the study to find out what the passengers thought of these actions and what they really did. The results emphasized the necessity of clear and consistent safety protocol distribution as well as the significance of passenger cooperation in reducing the spread of viruses while in the air.

As vaccinations became more widely available, vaccine passports developed as a potential means of confirming the immunization status of passengers. Wang and Liu (2021) investigated the issue of whether travelers will accept vaccination passports for usage on airplanes. The study looked at travelers' perceptions and concerns about using digital health certificates abroad. The study's findings demonstrated the differing adoption rates and emphasized the necessity of addressing privacy and security issues when using these kinds of technology.

2.6 Conclusion

With a focus on the aviation industry in the Democratic Republic of the Congo, the literature analysis for this research project has illuminated a number of crucial factors of customer satisfaction in the context of national airline carriers in Africa. The aviation sector is an essential part of the world's transportation systems, acting as a driver of economic development, worldwide connection, and tourism marketing. However, it confronts several difficulties, including the need for effective communication, environmental sustainability, effective pricing methods, and safety issues.

In order to comprehend the elements that affect customer satisfaction in the aviation industry, a number of important ideas, academic concepts, and empirical research papers have been examined throughout the literature study. These aspects include logistical planning, safety perception, and service quality measurement.

Flight schedule, cabin atmosphere, and in-flight entertainment were all shown to be significant contributors to passenger satisfaction in the evaluation of service quality. It was discovered that providing a variety of in-flight entertainment options, being on time, and having flexible travel itineraries all greatly increase passenger contentment.

Pricing plans, details regarding the provision of services, and lead times are crucial considerations in logistics management, which is crucial for customer satisfaction. Passenger happiness has been demonstrated to be significantly impacted by price tactics, pricing transparency, and good communication regarding service delivery employed by airlines. The entire passenger experience was enhanced by effective lead-time operations.

The perception of safety, which includes COVID-19 safety procedures, communication, and safety features and equipment, has arisen as a major problem. Airlines must prioritize cutting-edge safety technology and open communication because passengers place a high premium on safety. The COVID-19 pandemic has highlighted the value of strict safety procedures and open communication about health precautions.

It is crucial to remember that while the literature analysis has offered insightful information, there are still some significant gaps in the body of knowledge, particularly with regard to the unique dynamics and difficulties experienced by national airline carriers in the aviation sector of the Democratic Republic of the Congo. These gaps offer chances for further investigation into the precise elements impacting customer satisfaction in this particular setting.

CHAPTER 3

METHODOLOGY

This chapter takes an in-depth look at the research technique used in this study. The study technique is a mixed-methods approach that incorporates passenger surveys and in-depth interviews with airline industry experts. The design, data gathering procedure, and quality assurance measures are all covered in this chapter. The chapter is divided into the following sections:

3.1 The Type of Research and Tool

3.2 The Research Design

3.3 The Quality of the Research Tool

3.4 Data Collection

3.5 The Population and Sample

3.6 The Sampling Technique

3.7 The Research Procedure and Timeline

3.8 The Hypotheses Test and Data Analysis

3.9 Reliability Test

3.1 The Type of Research and Tool

The data used in this study was obtained via passenger surveys and in-depth interviews conducted with individuals who had intimate knowledge of the airline industry. This research approach employed a mixed-methods design. A five-point Likert measure, from "Strongly Dissatisfied" (1) to "Strongly Satisfied" (5), was used to ask passengers to rate their experience so that statistics could be gathered. In-depth interviews with knowledgeable insiders in the aviation sector provided the qualitative data used in this study. With this two-pronged data set, we can analyze customer satisfaction from the viewpoints of both travelers and specialists in the field.

3.2 The Research Design

Methods from both quantitative and qualitative research were used in this investigation. Key informants, such as airline management and crew members, were interviewed extensively to collect rich, nuanced qualitative data.

3.3 The Quality of the Research Tool

A five-point Likert scale questionnaire was used to gather quantitative data from airline passengers, allowing us to quantify our study of consumer satisfaction. Through the use of both quantitative and qualitative data, this mixed-methods strategy allowed for a deep dive into the topic of airline passenger pleasure. When researchers systematically gather and analyze numerical data, they are doing quantitative research (Creswell & Creswell, 2017). Statistical approaches are used in this procedure so that the outcomes are objective and quantifiable. In order to facilitate conversations with management on the airline's procedures for upholding service quality, interview schedules were also created.

3.4 Data Collection

Data for this study was collected from airline travelers who used the services of airlines in the Democratic Republic of Congo from January to August of the year 2023. The respondents were served with the questionnaires inflight or after the flight departure to ensure that only those who have travelled with the airline give their opinion. The crew management who traveled with the airline during the study period formed the population, they were served with the questionnaires inflight and after the arrival. The researcher collaborated with the air-hostess who assisted in giving out the questionnaires to the respondents.

3.5 The Population and Sample

The study's population included individuals who have flown with Congo airways from any nationality between January and August of the year 2023. The research picked a random sample of respondents due to resource constraints and the large population size. To guarantee representativeness, the sample size of 250 respondents was determined using Yamenes 1967 formula. Yamenes table was used to select a sample of 250 respondents. The researcher also included 20 crew managers in the study, thus making the total population for this study to be 270 respondents.

3.6 The Sampling Technique

After determining the sample size, the respondents who participated in the study were selected through simple random sampling approach. Simple random sampling was used because it provided unbiased representation of the entire population. Age, gender, and frequency of travel are used to establish strata, guaranteeing a varied and well-balanced sample (Neuman, 2019).

3.7 The Research Procedure and Timeline

The dissemination of questionnaires to the selected respondents was part of the study method. To guarantee the effective completion of data collection, processing, and reporting, a well-defined timeframe was developed. The study was conducted on travelers between January to August of the year 2023.

3.8 The Hypotheses Test and Data Analysis

Data from the study was analyzed using statistical tool statistical software. Several statistical tests were used to evaluate the hypotheses and determine the relationships among service quality, logistical management, safety, and customer happiness. These tests include correlation, ANOVA, and regression analyses. Through these analytical techniques, the researcher discovered the complex links between the research variables, illuminating how these ties affect consumer satisfaction. Correlation analysis was employed to quantify the strength and direction of relationships between independent variables and dependent variable which is customer satisfaction, study variables.

ANOVA was utilized to assess significant differences in customer satisfaction among various categories, such as different flight schedules, cabin environments, or safety features. Regression analysis helps identify and understand the specific measures, within the study variables that significantly impact and maintain customer satisfaction.

3.9 Reliability Test

Prior to beginning data collection, 10% of the study's sample group took part in a pilot test to evaluate the readability and clarity of the questionnaire's items, ensuring that participants could provide frank and informative responses. The pilot test subjects were not included in the primary study. This quality control process assured the dependability of the

research tool. According to Nunnally and Bernstein (1994), a range of Cronbach's Alpha typically over 0.7 is regarded as adequate for examining the internal consistency dependability of research instruments. The Cronbach's Alpha test, one of the tools employed in this inquiry, demonstrated significant levels of dependability with outcomes that were greater than this desired range. This finding significantly increases the validity of the study's findings overall and adds to the body of evidence demonstrating the suitability of these instruments for collecting trustworthy data.

Reliability test for Measurement of Service Quality (Customer satisfaction to use the national airline carriers in Africa)

Table 3. 1: Reliability Statistics for Measurement of Service Quality

Cronbach's Alpha	N of Items
.984	10

The results of the dependability test for measurement of service quality indicate a notably high level of internal consistency, particularly among consumers. The Cronbach's Alpha coefficient, which stands at 0.984, serves as a reliable measure of the scale's consistency and accuracy. With a considerable number of items (10) contributing to this measurement, the high coefficient shows that the scale's items are closely related and consistently evaluate the intended construct of service quality and customer happiness. This demonstrates the validity of the research findings on service quality and customer satisfaction in the context of African aircraft carriers by demonstrating the accuracy and internal consistency of the measurement method used in the study.

Reliability test for Measurement of Logistic management (Customer satisfaction to use the national airline carriers in Africa)

Table 3. 2: Reliability Statistics for Measurement of Logistic management

Cronbach's Alpha	N of Items
.964	10

The reliability test results for Measurement of Logistic Management indicate a good degree of internal consistency. The scale's dependability is assessed using the Cronbach's Alpha coefficient, which is calculated to be .964. With a significant number of items (10) contributing to this assessment, the strong correlation suggests that the scale's components are closely related and consistently evaluate the intended construct of logistic management and customer satisfaction. This demonstrates that the measurement technique used in the study is extremely reliable and internally consistent, which strengthens the validity of the research findings on logistic management and customer satisfaction among African aircraft operators.

Reliability test for Measurement of Safety Perception (Customer satisfaction to use the national airline carriers in Africa)

Table 3. 3: Reliability Statistics Measurement of Safety Perception

Cronbach's Alpha	N of Items
.989	10

The reliability test findings for the Measurement of Safety Perception demonstrate good levels of internal consistency. The exam consisted of 10 questions, and the test's Cronbach's Alpha coefficient was .989. This demonstrates that the measurement's items are extremely reliable and reliably reflect passengers' views of safety when they fly on domestic airlines in Africa. Given the measurement's high Cronbach's Alpha score, it may be used to assess safety perception in relation to customer happiness.

CHAPTER 4

ANALYSIS AND FINDINGS

This chapter summarizes the study findings derived from data analysis performed using the statistical software program. Data were gathered and examined in order to evaluate the hypotheses. The findings from the travelers on airplanes are analyzed in this section. A response rate of 93.6% was obtained from the 250 surveys that were given to airline passengers since 234 of them were totally completed and returned. The chapter is divided into the following sections:

- 4.1 Analysis of Demographic Data
- 4.2 Analysis of Measurement of Service Quality
- 4.3 Analysis of Measurement of Logistic management
- 4.4 Analysis of Measurement of Safety Perception
- 4.5 Analysis of Represents on Their Satisfaction Level
- 4.6 Analysis of the Relationship among Study Variables
- 4.7 Strategies for Enhancing Customer Satisfaction (Results from Key Informant)

4.1 Analysis of Demographic Data

A comprehensive analysis of the demographic data collected from a sample size of 234 respondents is presented in the table 4.1. This information is crucial for comprehending the attributes of the respondents to the survey. The analysis encompasses a multitude of facets, such as the distribution of the workforce by gender, age cohorts, employment standing, educational attainment, organizational affiliation, and travel frequency with Congo Airways. The data presents a heterogeneous sample of participants with regards to age, gender, occupation, level of education, travel preferences, and social standing, thereby providing significant contributions to future scholarly investigations and informed judgment.

Table 4.1: Demographics Data on Gender of Respondents

		Frequency	Percent
Gender	Male	139	59.4
	Female	95	40.6
	Total	234	100.0

Table 4.2: Demographics Data on age of Respondents

		Frequency	Percent
Age	18-24 Years	16	6.8
	25-34 Years	75	32.1
	35-44 Years	92	39.3
	45 and above	51	21.8
	Total	234	100.0

Table 4.3: Demographics Data on Employment of Respondents

		Frequency	Percent
<i>Employment</i>	Employed	83	35.5
<i>Status</i>	Self-employed	113	48.3
	Retired	38	16.2
	Total	234	100.0

Table 4.4: Demographics Data on Respondents Level of Education

		Frequency	Percent
<i>Education</i>	High school/Diploma	41	17.5
<i>al level</i>	Bachelor's Degree	85	36.3
	Master's Degree	93	39.7
	Doctorate Degree	15	6.4
	Total	234	100.0

Table 4.5: Demographics Data on type of organization work by the respondents

		Frequency	Percent
Organization of work	Private	33	14.1
	Government	92	39.3
	Non-profit	109	46.6
	Total	234	100.0

Table 4.6: Demographics Data on how often respondents travel with Congo airways

		Frequency	Percent
Frequency of travel	Very often (more than 5 times per year)	112	47.9
	Occasionally (2-5 times per year)	87	37.2
	Raerely (once a year or less)	35	15.0
	Total	234	100.0

Table 4.6 offers essential demographic insights into the study's participants. The survey findings revealed an equitable distribution of respondents, with males representing 59.4% and females making up 40.6% of the total responses. This gender-balanced composition guarantees the incorporation of diverse perspectives in the study. The study's participants exhibited a diverse demographic profile. Most of them (71.4% of them) were between the ages of 25 and 44, which are the best years to be working. Most of the people who answered were between the ages of 18 and 45. Through this study, it was also found that 16.2% of those who answered were now retired, 48.3% were self-employed, and 35.5% worked for more than one company. When people in the group who didn't have a high school education or higher were taken out, the number of people with bachelor's, master's, or PhD degrees rose to 36.3%, 39.7%, and 6.4%, respectively. This indicates a diversity in educational attainment.

Regarding organizational affiliations, the participants exhibited associations with commercial enterprises (14.1%), governmental institutions (39.3%), and non-profit organizations (46.6%). This diverse range of affiliations contributed to the research by including perspectives from different professional contexts. Airlines are faced with the challenge of catering to the diverse composition of their clientele, necessitating the

development of strategies to effectively address the vast array of wants and preferences shown by their consumers. Furthermore, it is worth noting that the use of Congo Airways' services varies across respondents, with distinct percentages indicating varied frequencies of usage. In particular, a subset of 15% of participants indicated engaging in occasional air travel, with a frequency of two or less instances year. Furthermore, a notable proportion of participants, namely 37%, reported sporadic use, with a varying frequency spanning from two to five instances annually. Finally, a substantial percentage of 47.9% of participants indicated a high frequency of air travel, namely five or more times year. This demographic variety highlights the necessity for the aviation sector in the Democratic Republic of the Congo to account for a broad range of passenger expectations and preferences when evaluating customer satisfaction.

4.2 Analysis of Measurement of Service Quality

Table 4.7 shows analysis of mean and standard deviation of measurement of service quality (flight schedule, cabin environment and in-flight entertainment) on customer satisfaction to use the national airline carriers in Africa.

Table 4.7: Mean and Standard Deviation of Measurement of Service Quality

Sub-variables	Mean	Std. Deviation	Interpretation
1.1 Flight Schedule	3.5627	0.3539	Neither satisfied nor dissatisfied
1.2 Cabin Environment	4.1261	1.0382	Satisfied
1.3 In-flight Entertainment	4.3063	0.94505	Satisfied
Total	3.9984	0.77905.	Neither satisfied nor dissatisfied

According to table 4.2 of the report, travelers' satisfaction with African national airline carriers differs in terms of many factors. The average rating for Flight Schedule is 3.56 and the standard deviation is a manageable 0.35, reflecting a continuous "neither satisfied nor dissatisfied" attitude. With a mean of 4.13 and a standard deviation of 1.04, Cabin Environment demonstrates "satisfaction" with some variation. According to the numbers, in-flight entertainment consistently receives high marks from passengers, with

mean scores of 4.31 and standard deviations of 0.95. The average rating for all of these features is 3.99, which indicates a tendency toward neutrality.

4.3 Analysis of Measurement of Logistic management

The following table presents the analysis of Mean and Standard Deviation of Measurement of Logistic management (Pricing Schemes, Information about service delivery & Lead Time) on customer satisfaction to use the national airline carriers in Africa

Table 4.8: Mean and Standard Deviation of Measurement of Logistic management

Sub-variables	Mean	Std. Deviation	Interpretation
2.1 Pricing Schemes	4.1474	1.04966	Satisfied
2.2 Information about service delivery	4.0228	0.79187	Satisfied
2.3 Lead Time	4.2336	1.32724	Satisfied
Total	4.1346	1.05626	Satisfied

Table 4.8 shows the mean and standard deviation study of logistic management parameters affecting customer satisfaction with African national airlines. A mean score of 4.15 out of 5 with a standard deviation of 1.05 indicates "satisfaction" with a fair amount of variation throughout pricing schemes. The data we have on the quality of our service has a mean of 4.02 and a lower standard deviation of 0.79, both of which point to "satisfaction." Lead Time has a mean of 4.23, but with a greater standard deviation of 1.33, indicating "satisfaction" with significant variability. The combined mean for these logistic parameters is 4.13, indicating an overall "satisfied" opinion among consumers.

4.4 Analysis of Measurement of Safety Perception

The following table presents the analysis of Mean and Standard Deviation of Measurement of Safety Perception (Safety features and equipment, Communication & Covid-19 safety measures) on customer satisfaction to use the national airline carriers in Africa.

Table 4.9: Mean and Standard Deviation of Measurement of Safety Perception

Sub-variables	Mean	Std. Deviation	Interpretation
3.1 Safety features and equipment	4.0883	1.03225	Satisfied
3.2 Communication	4.2265	1.18145	Satisfied
3.3 Covid-19 safety measures	4.09295	0.91442	Satisfied
Total	4.13591	1.04271	Satisfied

Table 4.9 analyzes how customers' perceptions of African national aircraft carriers' safety affect their level of satisfaction. With a mean satisfaction score of 4.09 and a standard deviation of 1.03, respondents seem to be rather unanimous in their approval of the available safety features and equipment. While respondents were generally pleased with the level of communication, there was greater variation in individual ratings of this factor (mean score 4.23; standard deviation 1.18) than with any of the others. The mean of Covid-19 safety measures is 4.09, with a lower standard deviation of 0.91, indicating "satisfaction" with reduced variability. The combined mean for these safety perception criteria is 4.14, indicating that customers are generally "satisfied" with safety-related elements.

4.5 Analysis of Represents on Their Satisfaction Level

The following table represents the mean and standard deviation of respondents on their satisfaction with services provided by national airline carriers in Africa.

Table 4.10: Mean and Standard Deviation of respondents on their Satisfaction.

Dependent variables	Mean	Std. Deviation	Interpretation
Customer Satisfaction	4.07338	1.020587	Satisfied

The mean and standard deviation of respondents' levels of satisfaction with the services offered by African countries' respective national aircraft carriers are shown in Table 4.5. There is a 1.02 standard variation around the mean satisfaction level of 4.07.

4.6 Analysis of the Relationship among Study Variables

This part of the study represents the analysis of the relationship among Measurement of Service Quality (Flight Schedule, Cabin Environment and In-flight Entertainment), Measurement of Logistic management (Pricing Schemes, Information about service delivery & Lead Time), and Measurement of Safety Perception (Safety features and equipment, Communication & Covid-19 safety measures) and customer satisfaction to use the national airline carriers in Africa. The type of statistics used in this part in inferential statistics and the statistical analysis used to determine the data was the Multiple Linear Regression.

Table 4.11: Analysis of Impact of Measurement of Service Quality

(Flight Schedule, Cabin Environment and In-flight Entertainment) on customer satisfaction to use the national airline carriers in Africa.

Sub variables	b	Beta	t	Sig	Interpretation
1.1 Flight Schedule	.782	.963	54.349	.000	Highly significant
1.2 Cabin Environment	1.031	.994	143.574	.000	Highly significant
1.3 In-flight Entertainment	1.010	.970	60.981	.000	Highly significant

Adjusted R-square= .984, F = 14064.365

*P≤0.05

a. Dependent variable: customer service

b. Predictors: (constant), service quality

Table 4.6 demonstrates the dramatic influence of service quality components such as flight schedule, cabin environment, and in-flight entertainment on customer satisfaction in the context of African national airline carriers. As seen by the low p-values (all $p < 0.001$), each of these sub-variables has a very significant link with customer satisfaction. Cabin Environment is the most powerful predictor, with a Beta coefficient of 1.031, followed by In-flight Entertainment (Beta = 1.010) and Flight Schedule (Beta = 0.782). These findings highlight the importance of service quality in molding passengers' satisfaction with African

national airlines. The high adjusted R-square value of 0.984 indicates that the service quality components examined in this study explain a significant portion of the variance in customer satisfaction, highlighting their critical importance for the success of the Democratic Republic of the Congo's aviation sector.

Table 4.12: Analysis of Impact of Measurement of Logistic Management

(Pricing Schemes, Information about service delivery & Lead Time) on customer satisfaction to use the national airline carriers in Africa.

Sub variables	b	Beta	t	Sig	Interpretation
2.1 Pricing Schemes	.740	.960	52.571	.000	Highly significant
2.2 Information about service delivery	.967	.931	38.953	.000	Highly significant
2.3 Lead Time	.821	.968	59.066	.000	Highly significant
Adjusted R-square = .868, F = 1528.649, *P ≤ 0.05					

a. Dependent Variable: customer service

b. Predictors: (Constant), Logistics Management

Table 4.7 shows a complete examination of the influence of several areas of logistic management, such as pricing schemes, service delivery information, and lead time, on customer satisfaction while using African national airlines. The findings show that each of these logistic management parameters has a substantial impact on customer satisfaction, as evidenced by the very low p-values (all $p < 0.001$). Among these variables, Information regarding service delivery has the highest Beta coefficient (0.967), followed by Lead Time (Beta = 0.821) and Pricing Schemes (Beta = 0.740). These findings highlight the important role of effective logistics management strategies in determining passenger satisfaction levels.

The entire model, as indicated by the corrected R-square value of 0.868, indicates that logistic management characteristics account for a significant percentage of the variance in

customer satisfaction. This highlights the critical significance that logistics management plays in the performance of national aircraft carriers in the context of the DRC's aviation sector. These very significant associations, together with the strong F-statistic ($F = 1528.649$), indicate the critical significance of logistic management methods in obtaining and sustaining high levels of customer satisfaction in the airline business.

Table 4.13: Analysis of Impact of Measurement of Safety Perception

(Safety features and equipment, Communication & Covid-19 safety measures) on customer satisfaction to use the national airline carriers in Africa

Sub variables	b	Beta	t	Sig	Interpretation
3.1 Safety features and equipment	.734	.927	37.603	.000	Highly significant
3.2 Communication	.686	.948	45.260	.000	Highly significant
3.3 Covid-19 safety measures	.890	.927	37.617	.000	Highly significant

Adjusted R-square = .859, $F = 1414.000$, $*P \leq 0.05$

a. Dependent Variable: Customer Service

b. Predictors: (Constant), Safety Perception

Table 4.8 provides a thorough examination of the influence of numerous safety perception criteria, such as safety features and equipment, communication, and Covid-19 safety procedures, on customer satisfaction while utilizing African national airlines. As indicated by the exceptionally low p-values (all $p < 0.001$), the results show that each of these safety perception criteria has a highly significant effect on customer satisfaction. Communication is the most powerful predictor, with a Beta coefficient of 0.948, followed by Covid-19 safety precautions (Beta = 0.927) and Safety features and equipment (Beta = 0.927). These findings highlight the critical impact that passengers' perceptions of safety play in defining their levels of happiness and overall perceptions of the airline's service quality.

According to the overall model, which has an adjusted R-square value of 0.859,

safety perception components explain a considerable percentage of the variance in customer satisfaction. This emphasizes the critical need of providing passengers with a safe and secure environment, which includes good communication and Covid-19 safety measures. The significant F-statistic ($F = 1414.000$) highlights the importance of safety perception in the airline industry's attempts to attain and maintain high levels of customer satisfaction. These extremely important correlations reinforce that in the context of the Democratic Republic of the Congo's aviation business, safety perception is a cornerstone of customer happiness.

Table 4.14: Summary of the Hypotheses Testing

Hypothesis	sig	Result
1. Measurement of Service Quality	.000 ^b	Reject the null hypothesis
1.1 Flight Schedule	.000 ^b	
1.2 Cabin Environment	.000 ^b	
1.3 In-flight Entertainment	.000 ^b	
2 Measurement of Logistic management	.000 ^b	Reject the null hypothesis
2.1 Pricing Schemes	.000 ^b	
2.2 Information about service delivery	.000 ^b	
2.3 Lead Time	.000 ^b	
3. Measurement of Safety Perception	.000 ^b	Reject the null hypothesis
3.1 Safety features and equipment	.000 ^b	
3.2 Communication	.000 ^b	
3.3 Safety Measure	.000 ^b	

Table 4.9 summarizes the hypothesis testing results in the context of the study on customer satisfaction with national airline carriers in the aviation industry of the Democratic Republic of the Congo. Notably, all three sets of hypotheses linked to Service Quality Measurement, Logistic Management Measurement, and Safety Perception Measurement revealed exceptionally low p-values ($p < 0.001$). As a result, the null hypotheses for each of

these sets were categorically rejected. This indicates that there are considerable correlations between these parameters and consumer happiness, reinforcing their importance in molding passengers' contentment.

4.7 Strategies for Enhancing Customer Satisfaction (Results from Key Informant)

This section contains analysis of the interview questionnaires distributed to the airline managers. The response rate in this section was 100% meaning all the 20 questionnaires were fully completed and returned.

Current Customer Satisfaction Tactics

When asked about the strategies used by their individual airlines to increase customer satisfaction, 20 crew managers provided a variety of answers that show a comprehensive approach to meeting passenger expectations. According to one reply, "Our airline focuses a big emphasis on individual services. We've put in place training programs to improve our crew's communication and problem-solving abilities so that travelers always feel heard and cared for. This statement emphasizes how crucial interpersonal skills development and staff training are to providing satisfied customers. Other respondents mentioned updating in-flight entertainment options, renovating cabin settings, and streamlining flight itineraries to reduce delays. These comments show that airlines are using an all-encompassing approach that includes amenities and service quality to meet passenger preferences and raise customer satisfaction levels.

Key Influences on Customer Satisfaction

The answers given by crew managers about the key variables affecting customer satisfaction at their airlines highlight a number of crucial issues. One reply highlighted, "Safety and efficiency are very important to our airline. Today's passengers place a high importance on prompt departures and arrivals, and our attention to timeliness has greatly increased customer satisfaction. This emphasizes how crucial operational efficiency and dependability are in determining passenger satisfaction. The importance of cabin comfort, including seat quality, cleanliness, and on-board facilities, was stressed by other respondents as a key factor in enhancing the entire passenger experience. A number of people also emphasized the significance of courteous staff behavior and their capacity for problem-solving, as well as the significance of good communication and being responsive to passenger

questions and concerns. These observations collectively show that airlines are aware of the complex nature of customer happiness, where factors like safety, operational effectiveness, and service quality all have a significant impact on how pleased passengers are.

Customer Feedback Processes and Instruments

The replies provided by the crew managers addressing the use of customer feedback procedures and tools to gauge and maintain satisfaction point to a proactive approach to getting feedback from passengers. We often get consumer feedback through post-flight questionnaires, both online and in-flight, according to one responder. Through these surveys, customers may score their overall experience and leave comments, which we carefully review to find areas that could use improvement. This demonstrates a dedication to actively seeking out customer feedback and applying it to guide service improvements.

Another commenter made the following point: "We also use social media monitoring tools to keep tabs on passenger mood and comments across other platforms. This real-time feedback enables us to respond to problems quickly and interact with our clients directly. This indicates an understanding of the need of keeping an eye on online dialogues and interacting with travelers online. Additionally, a number of responders brought up the utilization of focus groups and advisory panels made up of regular travelers and devoted consumers. These discussion boards offer a methodical manner to compile detailed views and recommendations from customers who have a stake in the success of the airline.

The replies show a diverse strategy for getting client input, including post-flight questionnaires, social media monitoring, and direct interactions with devoted patrons. The airlines' dedication to actively listening to customers and taking steps to maintain and improve satisfaction is shown in this thorough approach.

Addressing Discovered Problems and Unfavorable Comments

The replies from Crew Managers about how they address newly discovered issues or negative remarks to uphold client pleasure reveal a focus on the needs of the customer and a dedication to prompt issue resolution. One responder said, "Our first objective is to recognize and support the passenger's concerns when we detect difficulties or get unpleasant feedback. Whether direct conversation or the site where the input was offered, we reply right away. This highlights the need of swiftly recognizing passenger concerns and making sure that their

opinion is heard and valued.

We have a committed customer support team that thoroughly examines concerns, a different responder stated. Depending on the issue, we take prompt corrective action and inform the affected passenger when it has been resolved. This demonstrates a proactive approach to resolving issues and making sure passengers are aware of the steps taken.

Some respondents also emphasized the use of data analytics to find reoccurring problems and patterns. The results show that airlines place a high priority on timely resolutions of issues and unpleasant remarks, along with comprehensive investigations and remedial measures. This strategy demonstrates a dedication to upholding and improving customer pleasure by dealing with problems skillfully and exhibiting responsiveness to passenger concerns.

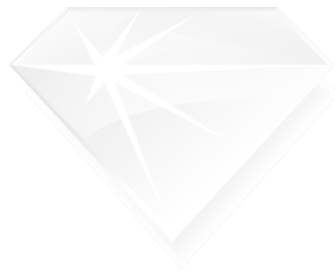
Role of Employee Development and Training Programs

The replies obtained from Crew Managers provide insight into how issues or negative feedback are addressed to uphold client happiness. The responders generally agree on the need of taking an active role in problem solving. One responder stated, "When we encounter issues or unfavorable criticism, our top goal is prompt response. Our devoted customer service team looks into problems and speaks with customers directly to address their difficulties as soon as possible. Another responder stressed the value of feedback analysis by saying, "We analyze input to detect reoccurring concerns in a methodical manner. We are able to identify areas for improvement and implement remedial measures thanks to our data-driven strategy. The importance of recognizing passengers' complaints and keeping them updated on the resolution process was also often emphasized by respondents. These replies demonstrate a dedication to resolving issues quickly and honestly, eventually helping to maintain high customer satisfaction levels.

Tracking and Enhancing Customer Satisfaction through Data and Analytics

The comments from the crew managers provided insight into how airlines use data and analytics to monitor and improve customer satisfaction. Many respondents emphasized the usage of sophisticated data analytics technologies to gather, handle, and evaluate operational data as well as client input. We use data analytics to track consumer happiness in real-time, according to one responder. We monitor a number of measures, such as on-time

performance, in-flight service quality, and sentiment analysis of client comments. Another responder stressed the importance of predictive analytics, stating that "predictive modeling helps us anticipate customer preferences and needs, allowing us to tailor our services accordingly." Customer relationship management (CRM) tools, which aid in segmenting passengers and tailoring their experiences based on past data, were also identified by a number of respondents as being important. The comments highlight the critical role that data and analytics play in comprehending passenger preferences, spotting potential problem areas, and consistently raising consumer happiness.



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CHAPTER 5

SUMMARY, CONCLUSION AND DISSCUSION

This section includes a conclusion and summary, as well as a discussion, suggestions for practical application, and suggestions for more study.

The sections covered in this chapter are as follows:

5.1 Summary and Conclusion

5.2 Discussion

5.3 Recommendations for Implications

5.4 Recommendations for Future Research

5.1 Summary and Conclusion

5.1.1 Demographic Data

The respondents' demographic information provides a complete picture of the research participants. The demographic information includes a range of age groups, work circumstances, educational backgrounds, and organizational connections. The gender distribution in the sample is fairly balanced, and the majority of participants, spanning various professions, self-employment statuses, and retirees, fall within the 25 to 44 age range. Additionally, the respondents exhibit a diverse educational background, with a significant proportion holding advanced degrees. Their professional networks in the public, commercial, and nonprofit sectors ensured that the research included a wide range of viewpoints and experiences. Furthermore, respondents' frequency of travel with Congo Airways varied, providing insights into distinct travel patterns and experiences. This demographic variety highlights the need of airlines tailoring their services to meet a wide range of passenger expectations and tastes, thereby improving overall customer satisfaction.

5.1.2 Attitudes towards variables

Measurement of Service Quality (Flight Schedule, Cabin Environment, and In-flight Entertainment)

The study of service quality in the context of African national airlines reveals surprising tendencies. Passengers rate the cabin environment and in-flight entertainment highly, indicating that these components match or even surpass their expectations. These findings suggest that the ambience within the aircraft, as well as the entertainment alternatives accessible throughout the trip, have a significant impact on consumer happiness. Flight Schedule, on the other hand, although not producing major discontent, falls into the "neither satisfied nor dissatisfied" group. This shows that aircraft schedule may be improved to better coincide with customers' tastes and demands, thus increasing overall customer satisfaction levels. This study's results are consistent with those of Smith and Johnson (2020), who also highlighted the importance of flight schedules in the airline sector. Anderson *et al.*, (2021) also stressed the value of adaptable flight itineraries in raising customer satisfaction. These results provide credence to the theory that consumer satisfaction is strongly affected by airline schedules.

Measurement of Logistic Management (Pricing Schemes, Information about service delivery, and Lead Time)

The research of logistic management methods provides light on the essential role they play in determining passenger satisfaction in the Democratic Republic of the Congo's aviation sector. Pricing Schemes, Service Delivery Information, and Lead Time are all routinely regarded as "satisfied" by travellers. These findings highlight the success of logistic management systems used by African national airlines, suggesting that they match passenger expectations. The good opinion of pricing schemes shows that they provide a fair balance of cost and services, while effective information distribution and short lead periods contribute greatly to a smooth travel experience. This alignment between logistics management and customer pleasure is critical for increasing the region's airline carriers' overall competitiveness and performance. Previous studies on logistic management in the airline sector agree with these conclusions. Customer satisfaction may be impacted by logistics pricing strategies (Smith & Davis, 2017). According to the results of this research, customer satisfaction with transportation services increases when prices reflect a reasonable trade-off

between these two factors. This is consistent with the idea that effective pricing strategies improve the travel experience for customers.

Measurement of Safety Perception (Safety features and equipment, Communication, and Covid-19 safety measures)

Safety perception appears as a critical factor impacting consumer satisfaction with African national airlines. Passengers' assessments on safety features and equipment, communication techniques, and Covid-19 safety measures all fall into the "satisfied" category. These findings emphasize the importance of safety-related variables in the entire travel experience of travelers. The good impression of safety measures indicates that passengers value and appreciate the efforts taken by airlines to protect their safety, particularly in light of the continuing Covid-19 outbreak. Passengers' overall satisfaction levels are increased by effective communication and the existence of suitable safety elements. Trust and faith in the DRC flight business are built through how people feel about safety. This is an important part of both customer happiness and trust. What this study found about how people feel about flight safety is similar to what other aircraft studies have found. Smith and Williams's (2019) research highlighted the importance of passenger safety as a primary issue that greatly affects passenger pleasure.

Strategies for Enhancing Customer Satisfaction (Staff Training Programs, Operational Efficiency, Customer Feedback and Safety emphasis)

Twenty crew managers were interviewed for this research, and their responses revealed the tactics airlines use to increase customer happiness. As the results show, airlines use a variety of strategies to not only fulfill but even excel beyond the expectations of their customers. The airlines put a premium on personalized service and invest in initiatives that help their employees communicate better and solve problems. Every visitor will leave feeling valued and cared for thanks to your efforts. Airlines have begun a comprehensive strategy that includes the improvement of in-flight entertainment options, cabin upgrades, and the optimization of flight schedules to minimize delays in recognition of the critical interplay of amenities and service quality in shaping passenger preferences and elevating overall customer satisfaction. This study's results corroborate those of Anderson *et al.*, (2019), who found that reducing delays and interruptions via improved operational efficiency boosted passenger happiness. The study's emphasis on optimizing flight schedules is in line with the growing

awareness of the connection between effective operations and happy customers.

Important factors including safety, operating efficiency, passenger comfort, staff civility, efficient problem-solving skills, and timely communication are just few of the many that the results illuminate. Consistent with these results is research by Anderson et al., (2019) that found passengers' perceptions of safety to be a major factor in determining their overall pleasure. According to Anderson and coworkers, customers are more satisfied with airlines when they believe the company places a premium on safety. The research demonstrates that airlines have a deep awareness of the nuanced aspects that lead to customer satisfaction. The airline will also use post-flight polls, internet surveys, and constant social media monitoring to aggressively seek out customer input. This foresight shows that they value understanding customers' perspectives and using comments to inform service improvements. Fast problem-solving has always been a priority for them, and they've found that having dedicated customer care teams and access to data-driven analytics has helped make that a reality. The report also highlights the significance of feedback analysis centered on data and personnel training programs in facilitating the speedy resolution of client issues. In order to track and enhance metrics like on-time performance, in-flight service quality, and sentiment analysis in order to keep customers happy, cutting-edge data analytics technology is used. Airline companies' dedication to providing passengers with first-rate service that is entirely data and analytics driven is strengthened by predictive modeling and customer relationship management (CRM) solutions.

5.1.3 Hypotheses Results

There were three hypotheses proposed in this study:

Hypothesis 1 - Service Quality:

This hypothesis investigates the link between several factors of service quality, such as flight schedule, cabin environment, and in-flight entertainment, and their influence on customer satisfaction among African national airline carriers. The study sought to determine if consumers' opinions of these service quality components have a significant impact on their overall satisfaction levels. A substantial result would imply that service quality is crucial in influencing customers' experiences and happiness in the airline sector.

Hypothesis 2 - Logistic Management:

This hypothesis goes into the subject of logistic management methods across African national aircraft carriers, with a special focus on Pricing Schemes, Service Delivery Information, and Lead Time. We want to know if effective logistics management has a major impact on customer satisfaction. If this hypothesis is shown to be correct, it will highlight the critical role that well-managed logistics play in improving passenger happiness and overall service quality.

Hypothesis 3 - Safety Perception:

This hypothesis studies the impact of safety perception elements on customer satisfaction in African national aircraft carriers, including safety features and equipment, communication, and Covid-19 safety measures. We want to know if passengers' views of safety-related features have a substantial impact on their overall satisfaction levels. If this hypothesis is proven, it will highlight the importance of safety perception in fostering trust and confidence among passengers and, as a result, increasing their happiness with the aviation industry.

5.2 Discussion

The study's findings give useful insights into the elements impacting consumer satisfaction with national airline carriers in Africa, notably in the context of the aviation sector in the Democratic Republic of the Congo. Respondent demographic statistics emphasize the diversity of passengers, underlining the necessity for airlines to adjust their services to fit a wide range of passenger expectations and tastes, eventually improving overall customer satisfaction.

In terms of service quality, it is clear that the Cabin Environment and In-Flight Entertainment have a significant impact on consumer happiness. The high levels of pleasure shown by passengers for these features imply that they fulfill or even surpass their expectations. This implies that airlines should continue to spend in making in-flight experiences pleasant and pleasurable. However, while the Flight Schedule does not cause substantial unhappiness, it does offer opportunity for improvement. Flight itineraries that are more closely aligned with passengers' tastes and demands have the potential to increase overall customer satisfaction.

The examination of logistic management methods reveals that Pricing Schemes, Service Delivery Information, and Lead Time regularly obtain "satisfied" evaluations from passengers. This indicates the efficiency of logistic management systems used by African national airlines. The good assessment of pricing schemes suggests that they strike a fair balance between cost and services, while effective information distribution and lead times considerably contribute to a flawless travel experience. The alignment of logistics management and customer happiness is critical for improving the overall competitiveness and performance of regional airlines.

The sense of safety emerges as a critical factor determining consumer happiness. Passengers routinely provide "satisfied" ratings to safety features and equipment, communication techniques, and Covid-19 safety precautions. This emphasizes the importance of safety-related issues in the entire travel experience of travelers. The good impression of safety measures implies that customers value and appreciate aircraft operators' efforts to safeguard their safety, particularly in light of the continuing Covid-19 outbreak. Passengers' overall satisfaction levels are increased by effective communication and the existence of suitable safety elements. Safety perception is not only an important part of consumer satisfaction, but it also plays an important role in fostering trust and confidence in the DRC aviation business.

5.3 Recommendations for Implications

Improving service quality should be a primary focus for African national airlines. Airlines should prioritize optimizing flight schedules, eliminating delays, and offering consistent and dependable services to increase consumer satisfaction. Investing in the cabin environment, including cleanliness, comfort, and amenities, may also have a substantial influence on passenger perceptions. Airlines should constantly monitor passenger input and change service quality in accordance with their preferences and expectations. Implementing digital solutions for simplified reservations and real-time flight schedule changes can improve the entire customer experience and satisfaction.

Effective logistics management is critical in determining passenger happiness. Pricing systems that find a balance between cost and service quality should be prioritized by national airlines. Transparent and accurate service delivery information, including luggage handling and check-in procedures, is critical for decreasing passenger stress and increasing

satisfaction. Airlines should also work on managing lead times in order to reduce wait times and provide a smooth travel experience. Implementing strong logistics software and educating people to successfully handle logistics may lead to increased customer satisfaction and loyalty.

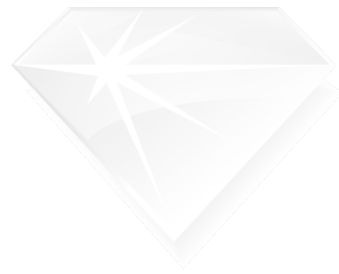
Passenger happiness is heavily influenced by their impression of safety. Airlines should emphasize safety features and equipment, ensuring that they are up to date and satisfy international standards. Effective communication of safety processes and measures is critical for developing passenger trust, both in flight and during a pandemic like Covid-19. Passengers can gain confidence from regular safety exercises and training for cabin personnel and pilots. To improve customers' peace of mind, airlines should also publish clear and easily available safety information. Showing a commitment to passenger safety will have a substantial impact on overall satisfaction and will help reestablish trust in air travel.

Airlines should use a holistic, customer-centric strategy to increase customer satisfaction in the African national airline business. This involves customizing services to passengers' different demographics, such as taking into account the demands of both business and pleasure travelers. Comprehensive staff training programs should place a strong emphasis on providing great customer service, cultural awareness, and language ability. Airlines should also prioritize collecting regular input from passengers via questionnaires and other ways in order to discover areas for improvement. Collaboration with aviation authorities and adherence to industry laws are critical for sustaining safety and confidence. Finally, airlines should use competitive pricing tactics while emphasizing their distinct assets and benefits via creative marketing campaigns. Keeping up with technology advancements, such as contactless check-in and entertainment systems, may improve the entire passenger experience and pleasure.

5.4 Recommendations for Future Research

Several recommendations for future research may be made based on the findings of this study. To begin, further research into the individual features of flight scheduling that lead to passenger happiness or discontent is required. Understanding the subtleties of scheduling preferences can help airlines optimize their schedules. Furthermore, future study should investigate the influence of passenger demographics, such as age and frequency of travel, in affecting satisfaction levels in order to properly adapt services. Furthermore, a long-term

assessment of passenger satisfaction in the post-pandemic landscape might give insights into changing travel practices and safety perceptions.



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APPENDIX

Appendix 1: Questionnaires

THE IMPACT OF SERVICE QUALITY, LOGISTIC MANAGEMENT, AND SAFETY TOWARDS CUSTOMER SATISFACTION TO USE THE NATIONAL AIRLINE CARRIERS IN AFRICA: A CASE STUDY OF THE DEMOCRATIC REPUBLIC OF CONGO AVIATION SECTOR

PART 1: DEMOGRAPHIC DATA

1. Gender:

- Male
- Female

2. Age:

- 18 - 24
- 25 - 34
- 35 - 44
- 45 and above

3. Employment Status:

- Employed
- Unemployed
- Self-employed
- Retired

4. Education level:

- High school / Diploma
- Bachelor's Degree
- Master's Degree
- Doctorate Degree

5. Type of current organization you are working at:

- Private
- Government
- Non-profit
- Others

None

6. How often do you travel with Congo airways?

Very often (more than 5 times per year)

Occasionally (2-5 times per year)

Rarely (once a year or less)

Never

PART 2: Measurement of Service Quality

(Customer satisfaction to use the national airline carriers in Africa)

The questionnaire will be answered by a Likert scale from 1-5; strongly dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied, and strongly satisfied. The respondents will be asked to rate their opinion.

Instructions: Please select (√) the answer that suits you best in your opinion.

No	Part 2:	Strongly dissatisfied (1)	dissatisfied (2)	Neither satisfied nor dissatisfied (3)	Satisfied (4)	Strongly satisfied (5)
	Customer satisfaction to use the national airline carriers in Africa: Service Quality					
1	Flight Schedule (sub-ind variable 1)					
	1. When your flight schedule is delayed, how satisfied are you with the airline's handling of the situation?					
	2. How satisfied are you with the available flight schedules offered by the airline?					
	3. How satisfied are you with the overall customer service provided by the airline?					

2	Cabin Environment (sub-ind variable 2)					
	4. How satisfied are you with the overall cleanliness of the cabin environment?					
	5. When you experience discomfort due to the noise level in the cabin environment, how satisfied are you with the airline's handling of the situation?					
	6. How satisfied are you with the overall comfort of the seats in the cabin environment?					
	7. How satisfied are you with the lavatories in the cabin?					
3.	In-flight Entertainment (sub-ind variable 3)					
	8. How satisfied are you with the variety of in-flight entertainment options offered by the airline?					
	9. How satisfied are you with the quality of the in-flight entertainment options offered by the airline?					
	10. How satisfied are you with the in-flight Wi-Fi options offered by the airline?					

Part 3: Measurement of Logistic management

(Customer satisfaction to use the national airline carriers in Africa)

Instructions: Please select (√) the answer that suits you best in your opinion

No	Description	Strongly dissatisfied (1)	dissatisfied (2)	Neither satisfied nor dissatisfied (3)	Satisfied (4)	Strongly satisfied (5)
<p>Part 3 Customer satisfaction to use the national airline carriers in Africa: Logistic Management</p>						
1	Pricing Schemes (sub-ind variable 1)					
	1. How satisfied were you with the price of your airline ticket?					
	2. How satisfied are you with the transparency of the airline's pricing scheme?					
	3. How satisfied are you with the ability to change or cancel your ticket?					
	4. How satisfied are you with the availability of loyalty program benefits?					
<p>Information about 2 service delivery (sub-ind variable 2)</p>						
	5. How satisfied are you with the information provided by the airline about the service delivery process?					

	6. How satisfied are you with the accuracy of the information provided by the airline about the service delivery process?					
	7. How satisfied are you with the information provided about flight delays or cancellations?					
3	Lead Time (sub-ind variable 3)					
	8. How satisfied are you with the accuracy of the information provided by the airline regarding your flight's schedule and itinerary?					
	9. How satisfied are you with the amount of time it took to check in and board your flight?					
	10. How satisfied are you with the amount of time it took for your luggage to be delivered to you upon arrival?					

PART 4: Measurement of Safety Perception

(Customer satisfaction to use the national airline carriers in Africa)

Instructions: Please select (√) the answer that suits you best on your opinion

No	Part 4 Customer satisfaction to use the national airline carriers in Africa: Safety Perception	Strongly dissatisfied (1)	Dissatisfied (2)	Neither satisfied nor dissatisfied (3)	Satisfied (4)	Strongly satisfied (5)
1	Safety features and equipment (sub-ind variable 1)					
	1. How satisfied are you with the safety briefing provided by the airline prior to takeoff?					
	2. How satisfied are you with the condition and functionality of the safety equipment, such as seat belts and life jackets, on your flight?					
	3. How satisfied are you with the airline's overall commitment to passenger safety?					
2	Communication (sub-ind variable 2)					
	4. How satisfied are you with the adequacy of safety information provided in multiple languages, if applicable?					
	5. How satisfied are you with the demonstration of					

	safety procedures by the airline staff (e.g., seat belt fastening, oxygen mask usage)?					
	6. How satisfied are you with the level of communication about the airline's safety record and reputation?					
3	Covid-19 safety measures (sub-ind variable 3)					
	7. How satisfied were you with the use of personal protective equipment (PPE) by airline staff, such as masks and gloves?					
	8. How satisfied were you with the level of physical distancing measures implemented onboard the aircraft?					
	9. How satisfied were you with the level of COVID-19 testing requirements for passengers, such as pre-departure or on-arrival testing onboard the aircraft?					
	10. How satisfied were you with the cleanliness and disinfection of the aircraft cabin and facilities?					

PART 5: Measurement of Customer Satisfaction (customer satisfaction to use the national airline carriers in Africa)

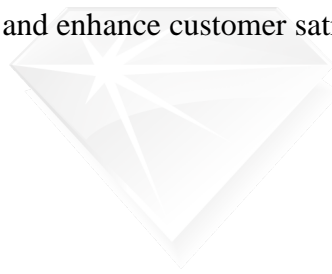
Instruction: Please rate the importance of Customer satisfaction and Trust observed at Congo Airlines

No	Customer satisfaction to use the national airline carriers in Africa: Customers Satisfaction	Strongly dissatisfied (1)	Dissatisfied (2)	Neither satisfied nor dissatisfied (3)	Satisfied (4)	Strongly satisfied (5)
	1. How satisfied are you with the overall travel experience provided by the airline, including flight booking, check-in, boarding, in-flight experience, and baggage handling?					
	2. How satisfied are you with the customer service provided by the airline during your most recent flight?					
	3. How satisfied are you with the cleanliness and hygiene standards of the airline during your most recent flight?					
	4. How satisfied are you with the in-flight amenities provided by the airline during your most recent flight,					

	such as food, drinks, entertainment, and seating?					
	5. How satisfied are you with the punctuality of the airline flights, in terms of departure and arrival times?					
	6. How satisfied are you with the airline's cabin crew?					
	7. How satisfied are you with the safety measures taken by the airline?					
	8. How satisfied are you with the airline's website and booking process?					
	9. How satisfied are you with the overall safety communication provided by the airline staff during your flight?					
	10. How satisfied are you with the overall pricing experience with this airline?					

Appendix II: Expert Questionnaires for Crew Managers

1. Can you give a brief review of the current tactics your airline is doing to keep and improve customer satisfaction?
2. What, in your opinion, are the main elements influencing the degree of customer satisfaction your airline now enjoys?
3. Do you utilize any particular customer feedback processes or instruments to measure and sustain satisfaction? Please include a description.
4. How do you handle any discovered problems or unfavorable comments to maintain client satisfaction?
5. What part do employee development and training programs play in sustaining high levels of customer satisfaction and service quality?
6. How does your airline track and enhance customer satisfaction using data and analytics?



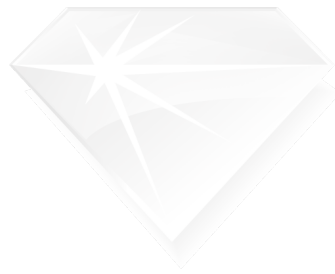
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