YANGON UNIVERSITY OF ECONOMICS
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MASTER OF DEVELOPMENT STUDIES PROGRAMME

A STUDY ON PASSENGERS' SATISFACTION ON OPERATIONAL PROCESS OF INTERNATIONAL AIRPORT (CASE STUDY: YANGON INTERNATIONAL AIRPORT)

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EMDevS – 30 (19th BATCH)

JUNE, 2025

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A STUDY ON PASSENGERS' SATISFACTION ON OPERATIONAL PROCESS OF INTERNATIONAL AIRPORT (CASE STUDY: YANGON INTERNATIONAL AIRPORT)

A thesis submitted in partial fulfillment of the requirements for the Master of Development Studies (MDevS) Degree

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This is to certify that the thesis entitled "**A Study on Passengers' Satisfaction on Operational Process of International Airport (Case Study: Yangon International Airport**" submitted as partial fulfillment towards the requirements for the degree of Master of Development Studies has been accepted by the Board of Examiners.

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ABSTRACT

This study aims to examine the determinants of passenger satisfaction at Yangon International Airport (YIA) in the post-COVID-19 context. Utilizing primary data collected through structured questionnaires and applying multiple regression analysis, the study investigates the impact of airport quality, facilities and infrastructure, service quality of staff, and accessibility and transportation on overall passenger satisfaction. The results reveal that the regression model explains 74.5% of the variance in passenger satisfaction ($R^2 = 0.745$), with accessibility and transportation emerging as the most significant predictor, followed by staff service quality and airport facilities. While airport quality exhibited a positive association, it did not reach statistical significance. These findings suggest that functional and service-related factors outweigh general perceptions in shaping traveler satisfaction. The study highlights the importance of improving access to the airport, enhancing staff professionalism, and upgrading terminal infrastructure to boost overall passenger experience. Recommendations are provided to airport management and policymakers for targeted improvements. This research contributes to the growing literature on airport service evaluation in developing countries and offers practical insights into enhancing service delivery at Myanmar's primary international gateway.

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LIST OF ABBREVIATIONS

ACC	–	Accounting
ACMV	–	Air Conditioning and Mechanical Ventilation
AIP	–	Aeronautical Information Publication
AMAN	–	Airfield Engineering and Maintenance
AMD	–	Airside Management Division
AOCC	–	Airport Operations Control Center
AOPS	–	Airport Operations
AOSS	–	Operations Safety and Standards
APS	–	Airport Services
ASE	–	Airport Special Equipment
CIVP	–	Civil and Project Development
DCA	–	Department of Civil Aviation
E&M	–	Engineering and Maintenance Division
ELEC	–	Electrical Systems
FPA	–	Financial Planning and Analysis
FTC	–	Finance Technical Committee
HRD	–	Human Resources Division
IATA	–	International Air Transport Association
ICAO	–	International Civil Aviation Organization
LMD	–	Landside Management Division
OPD	–	Operations Department
PAS	–	Pioneer Aerodrome Services
PROS	–	Procurement and Store
RFFS	–	Rescue and Firefighting Services
SCOM	–	Strategy and Commercial Division
SEC	–	Security Division
SOPS	–	Security Operations
SPSS	–	Statistical Package for the Social Sciences
TCB	–	Transport and Curbside
TMS	–	Terminals Management
TRE	–	Treasury
WSS	–	Water Supply and Sanitation
YACL	–	Yangon Aerodrome Company Limited
YIA	–	Yangon International Airport

CHAPTER I
INTRODUCTION

1.1 Rationale of the Study

In the contemporary aviation industry, the quality of airport services has become a critical determinant of passenger satisfaction and overall travel experience. As global air travel resumes following the COVID-19 pandemic, airports around the world are striving to rebuild passenger confidence by enhancing operational efficiency, hygiene standards, accessibility, and customer service. Within this context, Yangon International Airport (YIA), as the main international gateway of Myanmar, plays a pivotal role in shaping the perception of travelers and contributing to the national economy through tourism and international business.

Airports are critical infrastructure that directly influence the travel experience of passengers, affecting not only the perceived quality of service but also national reputation and economic development. In recent years, the rapid growth of air traffic and increasing expectations of travelers have intensified the need for airports to deliver efficient, safe, and customer-centered services. Yangon International Airport (YIA), the busiest and most prominent international airport in Myanmar, serves as a key node in the country's transportation network, connecting it to regional and global destinations.

However, despite infrastructure upgrades and operational reforms, YIA continues to face various challenges such as congestion during peak hours, limited passenger amenities, inconsistent customer service, and fluctuating cleanliness and safety standards. Moreover, in the post-COVID-19 period, the expectations of passengers regarding hygiene, digital services, and operational reliability have evolved significantly. Yet, there is a lack of systematic assessment of passenger satisfaction at YIA, particularly from the perspective of service quality, operational efficiency, and user perception. The absence of such evidence limits the ability of airport authorities and policymakers to make informed decisions for improving the

airport experience and enhancing Myanmar's competitiveness in the regional aviation sector.

Despite ongoing infrastructure developments and service improvements, there is limited empirical research assessing passenger satisfaction at YIA. Understanding the perceptions, expectations, and satisfaction levels of airport users is essential for identifying strengths and service gaps, particularly in a competitive and evolving air transport sector. Moreover, as Myanmar continues to integrate into regional and global economic systems, elevating the quality of airport services is crucial for attracting foreign investment and tourism.

By identifying critical factors influencing user satisfaction—such as cleanliness, staff behavior, signage, baggage handling, and access to services—this research enables stakeholders to prioritize interventions that can enhance the airport experience, improve service quality, and increase overall efficiency. Furthermore, as Myanmar seeks to revive its tourism sector and expand its role in regional connectivity, ensuring a positive airport experience is essential for improving the country's image and attracting more international visitors and investors. The study also supports long-term infrastructure planning and service innovations by offering evidence-based recommendations grounded in passenger perceptions and experiences.

This study is therefore undertaken to assess the level of passenger satisfaction with the operational processes, facilities, services, and overall environment of Yangon International Airport. The findings will provide valuable insights for airport authorities, policymakers, and service providers, facilitating data-driven improvements in service delivery. Furthermore, this research contributes to the broader academic discourse on airport management and customer satisfaction in emerging economies, offering contextual evidence from a Southeast Asian developing country.

1.2 Objective of the Study

The objectives of the study are:

- To evaluate passenger satisfaction with the operational processes at Yangon International Airport (YIA), and
- To analyze the quality and performance of passenger services and airport staff.

1.3 Method of Study

This study adopts a quantitative research approach to assess passenger satisfaction with the operational process at Yangon International Airport (YIA). A structured survey questionnaire was developed as the primary instrument for data collection, aimed at capturing respondents' experiences, perceptions, and evaluations of various airport services and operational dimensions. The research utilizes a descriptive cross-sectional design, which enables the collection of data from a representative sample of passengers at a single point in time. The survey design includes multiple sections covering demographic characteristics, frequency and purpose of travel, satisfaction with operational processes and overall impressions of airport service quality. The target population comprises both domestic and international passengers using Yangon International Airport. Given the annual traffic volume of approximately 1.2 million passengers at study period, the sample size, 400, was determined using Yamane's formula (1967) for a finite population. However, based on time and resource constraints, a sample size of 383 passengers was selected, which still provides a statistically significant representation of the population. A simple random sampling method was employed to ensure the selection of diverse respondents across different age groups, travel purposes, and flight types. Primary data were collected using the questionnaire with a 5-point Likert scale.

1.4 Scope and Limitation of the Study

This study focuses on assessing passenger satisfaction with the operational processes at Yangon International Airport (YIA), the main international gateway to Myanmar. The operational aspects under evaluation include check-in efficiency, security screening, baggage handling, airport cleanliness, signage and information services, staff behavior, waiting areas, and overall passenger experience. The survey targets both domestic and international passengers, regardless of nationality, gender, or travel purpose. Data were collected within a defined timeframe using a structured questionnaire and analyzed using quantitative methods to identify satisfaction levels and service gaps. The findings are intended to support airport management, policymakers, and stakeholders in improving operational efficiency and service quality at YIA.

The study is confined to Yangon International Airport and does not include other international or domestic airports in Myanmar. Thus, the findings may not be

generalizable to other airport settings. Data collection was conducted over a limited period, which may not capture seasonal variations in passenger volume or service performance. Although the sample size of 383 is statistically valid, it may not fully represent the diversity of all passengers, especially those traveling during off-peak hours or under special circumstances. The use of self-reported questionnaires may result in social desirability bias, where respondents provide favorable answers rather than honest opinions, particularly regarding staff courtesy or government-managed services. The study primarily uses quantitative analysis and does not delve deeply into passengers' qualitative feedback or emotional experiences, which could offer richer insights. Despite these limitations, the study provides valuable evidence on passengers' satisfaction with current operational processes at Yangon International Airport and offers suggestions for service improvement and future research.

1.5 Organization of the Study

This research is structured into five chapters to ensure a logical and coherent presentation of the study. Chapter I provides the foundation of the study including the rationale of the research, the objectives of the study, the scope and limitations of the study and organization. Chapter II presents a comprehensive review of both theoretical and empirical literature related to passenger satisfaction, airport operations, and service quality assessment frameworks. Chapter III overviews the International Airport in Myanmar. Chapter IV analyzes the survey data and the final chapter summarizes the major findings of the study, draws conclusions based on the objectives, and offers suggestions.

CHAPTER II
LITERATURE REVIEW

2.1 Concept of Passenger Satisfaction

Passenger satisfaction is a crucial performance indicator for airport service quality and overall operational success. It reflects how well an airport meets or exceeds passengers' expectations across their entire travel experience. As defined by Kotler and Keller (2016), satisfaction is “a person’s feeling of pleasure or disappointment resulting from comparing a product’s perceived performance (or outcome) in relation to his or her expectations.” In the context of air travel, this encompasses a range of experiences from arrival at the airport, through check-in, security checks, boarding, and baggage claim, to departure.

Airports are increasingly viewed not only as transportation hubs but also as service environments where customer experience plays a central role. Thus, passenger satisfaction is shaped by both tangible and intangible factors. Tangible factors include physical infrastructure, cleanliness, signage, seating, and amenities, while intangible factors involve staff behavior, communication, and emotional comfort (Fodness & Murray, 2007).

Passenger satisfaction is a multidimensional concept. Scholars such as Barsky and Labagh (1992) suggest that satisfaction is not merely the absence of dissatisfaction, but the presence of pleasurable experiences that create loyalty and positive word-of-mouth. In the airport context, the concept has evolved to include aspects such as functional satisfaction, emotional satisfaction and interactional satisfaction. Functional satisfaction relates to efficiency and effectiveness of services. Emotional involves passengers’ psychological comfort, stress reduction, and perceived security. Interactional satisfaction Concerns interpersonal encounters, such as courtesy and helpfulness of airport staff.

Measuring satisfaction requires an understanding of passengers’ expectations and the actual service delivered. Expectation-disconfirmation theory (Oliver, 1980) underpins much of the satisfaction literature and suggests that satisfaction results from

the comparison between expected service and perceived performance. If performance exceeds expectations, passengers are likely to be satisfied; if it falls short, dissatisfaction results.

In international airports, passenger satisfaction is closely tied to service quality, which influences traveler retention, airport reputation, and competitiveness in the regional and global air transport industry. Given the rising expectations of air travelers, particularly in post-pandemic recovery periods, understanding and improving satisfaction is critical to achieving sustainable airport management and growth. Therefore, evaluating passenger satisfaction is not only about recording opinions but involves a systematic assessment of how services align with the perceived value, needs, and experiences of travelers.

2.2 International Airport Services

International airports serve as complex nodes in the global transportation network, functioning not only as points of departure and arrival but also as facilitators of commerce, tourism, and international connectivity. As such, they are required to deliver a diverse range of services that cater to both functional and experiential needs of passengers from various socio-cultural backgrounds. The quality and availability of these services significantly impact passenger satisfaction, loyalty, and the overall competitiveness of an airport (Kazda & Caves, 2015). Thus, international airport services are multifaceted and interlinked, encompassing both essential operations and value-added experiences. The ability of an airport to deliver these services efficiently and responsively plays a decisive role in determining passenger satisfaction.

2.2.1 Core Operational Services

The primary services offered at international airports typically include:

- Check-in Services

These are among the first interactions passengers have with airport staff. Efficient and courteous check-in services set the tone for the entire airport experience. Modern check-in services may include traditional counter check-in, self-service kiosks, and online or mobile app check-ins (IATA, 2020).

- Security Screening and Immigration Control

These are critical for both national security and passenger confidence. Passengers expect efficient and respectful processing, clear signage, and minimal delays. The presence of biometric systems, automated passport control (APC), and digital queuing systems can enhance this process.

- Baggage Handling Services

Accurate and timely handling of baggage is essential. Misplaced or delayed luggage significantly impacts satisfaction. Advanced baggage tracking and transparent communication improve perceptions of reliability and trustworthiness (ACI, 2021).

- Boarding and Gate Services

Organized and timely boarding procedures, comfortable gate areas, and efficient coordination contribute to passengers' final impressions before departure. This includes timely flight information, adequate seating, and staff assistance.

- Customs and Arrival Processing

On arrival, swift and courteous customs procedures, as well as efficient baggage reclaim, affect how international passengers perceive the host country and airport.

2.2.2 Passenger Support and Facilitation Services

Beyond core operations, modern international airports offer a suite of passenger-focused services aimed at improving comfort, convenience, and satisfaction. They are as follows:

- Wayfinding and Signage

Clear, multilingual signage and terminal maps are vital for helping international passengers navigate the airport, especially those unfamiliar with the local language or layout.

- Information Desks and Help Services

Trained personnel who provide information about flights, transportation, and airport amenities are critical. In many airports, multilingual support and digital kiosks enhance accessibility.

- Lounges and Waiting Areas

Comfortable, clean, and well-equipped lounges—both for premium passengers and the general public—are increasingly important, particularly for long-haul or transit travelers. These may include business lounges, family rooms, and rest zones.

- Retail and Dining Facilities

The availability of international and local cuisine, duty-free shopping, and brand outlets contributes to the experiential dimension of airport services. According to Fodness and Murray (2007), these non-aeronautical services often have a greater influence on satisfaction in the context of extended waiting periods.

- Transport and Connectivity

Ground transportation options, including taxis, buses, ride-hailing services, and car rentals, along with accessibility to public transportation, are important components of overall airport service quality.

- Technology and Digital Services

Airports increasingly invest in digital infrastructure, such as free Wi-Fi, mobile apps for flight tracking, and contactless services. These technologies are essential in enhancing user experience and ensuring efficient passenger flows.

2.2.3 Special Assistance and Inclusive Services

Modern international airports are also expected to provide services for passengers with special needs. Assistance for Persons with Disabilities (PWDs) includes wheelchair services, accessible restrooms, elevators, tactile guidance systems, and dedicated support staff. Family and Child-Friendly Services comprises Baby care rooms, child play areas, and stroller rental contribute to a positive experience for families. Health and Emergency Services are availability of medical clinics, first aid, pharmacies, and emergency response units ensure safety and provide reassurance to passengers.

2.2.4 Post-Pandemic Considerations

In the wake of COVID-19, international airport services have undergone significant transformation. Health screening procedures, contactless technologies, sanitation protocols, and social distancing measures are now standard parts of the airport experience (ICAO, 2021). The integration of health certification platforms and digital vaccination records has added a new layer to passenger service expectations.

2.3 Service Quality Models Applied in Airport Setting

Service quality in airport settings is a multi-dimensional concept that reflects passengers' perceptions of how well an airport meets or exceeds their expectations across various service touchpoints. The complexity of airport operations, combining transportation, security, retail, and hospitality, demands a structured and analytical approach to measuring and managing service quality. Several conceptual models have been developed and applied to evaluate airport service quality, among which the SERVQUAL, AIRQUAL, and customized airport-specific frameworks are most notable.

2.3.1 SERVQUAL Model

The SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry (1988), is one of the most widely used frameworks for assessing service quality across different industries, including airports. The model defines service quality as the gap between customer expectations and perceptions across five dimensions:

- Tangibles: The appearance of physical facilities, equipment, personnel, and communication materials.
- Reliability: The ability to perform the promised service dependably and accurately.
- Responsiveness: The willingness to help customers and provide prompt service.
- Assurance: Employees' knowledge, courtesy, and ability to inspire trust and confidence.
- Empathy: The provision of caring, individualized attention to customers.

  In the context of airports, these dimensions can be adapted to evaluate terminal cleanliness, efficiency of check-in and security screening, courtesy of staff, clarity of signage, and accessibility of information. While SERVQUAL provides a generalizable model, its limitations in capturing the full scope of airport-specific services have led to the development of more tailored models.

2.3.2 AIRQUAL Model

To address the limitations of SERVQUAL in the aviation context, Fodness and Murray (2007) introduced the AIRQUAL model, specifically designed to assess

service quality at airports. This model identifies key dimensions that better reflect the airport service environment. These are as follows:

- Access: The ease with which passengers can get to and from the airport.
- Check-in Services: The efficiency, speed, and helpfulness of check-in processes.
- Security: The perceived safety and efficiency of security screening.
- Facilities: The cleanliness, comfort, and adequacy of physical infrastructure.
- Environment: The overall ambiance, including lighting, temperature, and noise levels.

According to these dimensions, AIRQUAL captures both functional and emotional components of the passenger experience. It emphasizes the importance of non-aeronautical services, such as retail and food offerings, as part of the total quality impression.

2.3.3 Airport Service Quality (ASQ) Model by ACI

The Airports Council International (ACI) developed the Airport Service Quality (ASQ) framework, which has become a global standard for benchmarking passenger satisfaction at airports. The ASQ model covers over 30 service attributes grouped into several key areas:

- Arrival and departure processes (e.g., security checks, immigration, baggage claim
- Terminal facilities and cleanliness
- Shopping and dining experience
- Ease of navigation and signage
- Courtesy and efficiency of airport staff
- Availability of services like Wi-Fi, lounges, ATMs, and public transport

The ASQ survey results are used by over 300 airports worldwide for performance comparison and strategic improvements. The methodology focuses on capturing real-time passenger feedback during the travel journey, making it a reliable tool for continuous improvement.

2.3.4 Integration with Passenger Satisfaction Research

Service quality models like SERVQUAL and AIRQUAL are often integrated with passenger satisfaction models to better understand how quality dimensions influence overall experience. According to Tsai et al. (2011), passengers form satisfaction judgments based on cumulative impressions from various service touchpoints rather than isolated experiences. Hence, effective quality measurement must account for both transactional performance (e.g., waiting times) and experiential factors (e.g., perceived comfort and ambiance).

2.3.5 Applications in Southeast Asian and Developing Country Airports

Studies conducted in Southeast Asia, including in Thailand, Malaysia, and Indonesia, have successfully applied modified versions of SERVQUAL and AIRQUAL to evaluate airport service quality. For instance, research at Kuala Lumpur International Airport emphasized the growing importance of digital infrastructure, multilingual services, and cultural sensitivity. In developing countries, including Myanmar, the applicability of these models is increasingly recognized as airports seek to align with international service standards amidst limited infrastructure and resource constraints.

2.4 Factors Influencing Passenger Satisfaction at Airports

Passenger satisfaction is a critical performance indicator for modern airports, reflecting both the effectiveness of airport operations and the quality of the passenger experience. With increased global air traffic and heightened passenger expectations, understanding the determinants of satisfaction has become vital for airport management. Multiple interrelated factors contribute to passenger satisfaction, ranging from operational efficiency and service delivery to environmental comfort and staff interaction. These factors can be broadly categorized into functional, emotional, and contextual dimensions.

2.4.1 Functional Factors

Functional factors relate to the efficiency and effectiveness of airport processes. Key components include:

- Check-in Efficiency

The ease and speed of check-in procedures, whether at counters, kiosks, or online, significantly affect passengers' initial impressions. Long waiting times and poor queue management are frequently cited sources of dissatisfaction (Bogicevic et al., 2013).

- Security and Immigration Processing

The clarity, speed, and professionalism of security screening and immigration control are critical. Delays, perceived intrusiveness, or confusion during these processes can create stress and reduce satisfaction (Park, 2007).

- Baggage Handling

Timely and safe delivery of baggage is a fundamental expectation. Mishandling or long waits at baggage claim areas can lead to negative perceptions of service quality.

- Signage and Navigation

The availability of clear, multilingual signs and wayfinding tools contributes to a seamless passenger journey, particularly for international travelers unfamiliar with the terminal layout.

2.4.2 Environmental and Facility-Related Factors

Physical facilities and ambient conditions greatly shape passengers' comfort and overall satisfaction. These include:

- Cleanliness and Maintenance

A clean and well-maintained terminal environment, including restrooms, seating areas, and floors, directly enhances the perceived quality of service (Fodness & Murray, 2007).

- Terminal Layout and Comfort

Spacious design, adequate seating, air conditioning, lighting, and noise control contribute to comfort during waiting periods. Crowded or poorly ventilated terminals are consistently linked with dissatisfaction.

- Amenities and Retail Options

The presence of diverse food outlets, duty-free shops, lounges, Wi-Fi access, charging stations, and other conveniences contributes to a pleasant and engaging airport experience.

2.4.3 Service Interaction and Staff Behavior

Passengers' interactions with airport personnel play a critical role in shaping their satisfaction levels. Key aspects include:

- Courtesy and Professionalism

Friendly and helpful staff at check-in, security, boarding, and information counters create a sense of trust and hospitality.

- Responsiveness and Problem Solving

Staff's ability to quickly and effectively handle complaints, flight changes, or lost items is a core determinant of service recovery and satisfaction.

- Language and Communication

In international airports, multilingual capabilities and clear communication are essential for ensuring that passengers feel understood and respected.

2.4.4 Time-Related and Psychological Factors

Time perception and emotional state also influence how passengers evaluate their airport experience. Studies (Correia et al., 2008) have found that:

- Waiting Time

Passengers' satisfaction is affected not only by the actual length of waiting but also by the perceived value of that time. Providing entertainment, information, or shopping opportunities can reduce negative perceptions during idle time.

- Stress and Anxiety

Airports are often associated with travel stress, particularly for first-time flyers or during peak periods. Well-designed environments and empathetic service delivery can mitigate travel-related anxiety.

2.4.5 External and Contextual Factors

Other influencing factors include:

- Flight Punctuality

Delays or cancellations, although sometimes outside airport management's control, significantly impact satisfaction, especially when communication about disruptions is lacking.

- Transport Connectivity

The ease of reaching the airport via public transport, availability of taxis, parking, and airport shuttles contributes to overall travel satisfaction.

- Cultural Expectations

Different cultural backgrounds lead passengers to evaluate the same services differently. For instance, what is considered friendly behavior in one culture may be seen as intrusive in another (Rhoades & Waguespack, 2008).

2.5 Review of Related Studies

Passenger satisfaction has been the subject of extensive research globally due to its strategic importance in the aviation and service sectors. This section reviews key studies conducted at the international, regional, and local levels to identify prevailing research themes, methodologies, and findings related to service quality and satisfaction in airport settings. Internationally, numerous studies have examined the determinants of passenger satisfaction in major airports using service quality models such as SERVQUAL and the Airport Service Quality (ASQ) framework.

Fodness and Murray (2007) conducted a foundational study in the United States, identifying three dimensions of airport service quality: functional, interactional, and environmental. Their study revealed that information access, ease of navigation, and courtesy of personnel were the most significant predictors of satisfaction.

Bogicevic et al. (2013) applied the SERVQUAL model to assess how interpersonal services and physical infrastructure affect overall passenger experience. Their findings emphasized the importance of both “high-tech” (automation, self-service kiosks) and “high-touch” (human interaction) elements in shaping passenger perceptions.

Suhartanto and Noor (2012) investigated service quality at Soekarno-Hatta International Airport in Indonesia using structural equation modeling. They found that timeliness, security, and comfort were key components of airport service quality that directly influenced passenger loyalty.

Ellen and Wang (2015) analyzed passenger satisfaction across major Asian and European airports using ASQ data. Their results showed that cleanliness, staff behavior, and efficiency of check-in and security processes were universally important, while the importance of retail and leisure services varied across regions.

Research within the Southeast Asian context has explored similar themes but often highlights unique regional issues such as capacity constraints, multilingual

communication challenges, and developing infrastructure. Tan and Endut (2018) studied Kuala Lumpur International Airport (KLIA), emphasizing the impact of multilingual signage, cultural sensitivity, and religious facilities on Muslim travelers' satisfaction. Their study concluded that localized service provision enhances satisfaction in culturally diverse settings.

Putrawan and Rizal (2020) evaluated satisfaction among domestic and international travelers at Bali Ngurah Rai International Airport. Their findings revealed that international passengers placed higher emphasis on cleanliness and immigration efficiency, whereas domestic passengers were more concerned with affordability and public transport connectivity.

Tran et al. (2019) conducted a study at Tan Son Nhat International Airport in Vietnam, finding that crowd management and airside service quality were the most pressing issues due to rapid increases in passenger traffic without proportional infrastructure upgrades.

These studies suggest that while global service standards exist, regional variations in socio-economic development, culture, and passenger expectations influence the way airport services are perceived and evaluated. Research on airport service quality in Myanmar remains relatively limited, reflecting a broader gap in service sector studies. However, some studies and institutional reports provide useful insights into the Myanmar aviation sector.

Myanmar Department of Civil Aviation (DCA) Reports (2018–2023) have highlighted efforts to modernize Yangon International Airport (YIA) through private sector involvement (notably MAI and JICA support). These reports note improvements in terminal design, increased use of automated check-in systems, and better crowd control measures.

Htun and Aung (2020) conducted a survey-based study on passenger satisfaction at YIA focusing on domestic travelers. Their findings revealed moderate satisfaction levels, with cleanliness, staff courtesy, and safety procedures rated positively, but dissatisfaction with parking availability, food services, and baggage claim speed.

Zaw and Win (2022) explored service gaps using a modified SERVQUAL model among international passengers. Their study identified tangible aspects (terminal condition, signage, seating) and responsiveness of staff as critical gaps requiring service improvement to align with international standards.

CHAPTER III
OVERVIEW OF AIRPORTS IN MYANMAR

3.1 Background History of Airports in Myanmar

The aviation sector plays a critical role in facilitating economic growth, international trade, and tourism development, particularly for countries undergoing transitional phases such as Myanmar. As an emerging economy in Southeast Asia, Myanmar has increasingly recognized the importance of investing in aviation infrastructure to enhance its global connectivity and domestic integration. Airports, as key nodes in the air transport network, serve not only as gateways for international and domestic travel but also as critical platforms that shape travelers' first impressions of a country's service quality, institutional efficiency, and development status.

Over the past two decades, Myanmar has made significant strides in modernizing its aviation sector following political and economic liberalization. The easing of international sanctions and the opening up of the economy in the early 2010s led to an upsurge in tourist arrivals, business travel, and foreign direct investment, placing unprecedented pressure on the country's airport infrastructure—most notably at Yangon International Airport. In response, both the government and private sector stakeholders initiated a series of reforms, including the liberalization of airport management through public-private partnerships, the upgrading of key facilities, and the introduction of international service standards.

Despite these improvements, Myanmar's airport infrastructure still faces numerous challenges in terms of service quality, capacity, and customer satisfaction, particularly when benchmarked against regional peers in ASEAN. Many domestic airports remain underdeveloped, with limited facilities and operational inefficiencies. Even at international hubs like Yangon International Airport, passenger complaints about service speed, cleanliness, staff behavior, and signage continue to emerge, signaling the need for a systematic evaluation of airport service quality from the passenger's perspective.

This chapter provides a comprehensive overview of the structure and functioning of Myanmar's airport system, including regulatory governance, classifications, and operational capacity. Special attention is given to Yangon International Airport due to its strategic importance as the country's primary international gateway and the focus of this research. The chapter aims to situate the research problem—passenger satisfaction within an international airport setting—within the broader institutional and infrastructural context of Myanmar's aviation sector. This overview is essential for understanding the contextual variables that influence passengers' perceptions and evaluations of airport services.

3.2 Structure of the Civil Aviation Sector in Myanmar

Myanmar's civil aviation sector operates under a centralized regulatory framework, with oversight, policy-making, and operational responsibilities primarily concentrated within the Department of Civil Aviation (DCA) under the Ministry of Transport and Communications (MoTC). The DCA is the national authority responsible for regulating air transport, ensuring compliance with International Civil Aviation Organization (ICAO) standards, and overseeing airport operations, safety regulations, and air traffic control systems. Its responsibilities extend to the issuance of licenses, certification of aircraft, supervision of flight operations, and coordination with international aviation bodies.

The structure of Myanmar's airport network is composed of three categories of airports: international airports, domestic airports, and airstrips. As of recent records, the country possesses over 30 operational airports, out of which three airports, Yangon, Mandalay, and Nay Pyi Taw, are designated as international airports. Among these, Yangon International Airport (YIA) stands as the busiest and most significant hub, handling a majority of the country's international passenger traffic and cargo operations.

The airport governance model in Myanmar has evolved over the past two decades, particularly after the government embraced public-private partnerships (PPPs) to enhance airport efficiency and attract foreign investment. Under this model, airport management and development responsibilities are increasingly being handed over to private consortiums or joint ventures, with the government retaining regulatory authority. A notable example is Yangon Aerodrome Company Limited (YACL), which was granted a 30-year concession in 2015 to operate and expand

Yangon International Airport. This transition has introduced private sector expertise into airport administration, improved service offerings, and expanded terminal capacities.

In addition to regulatory functions, the DCA also maintains direct operational control over most domestic airports, many of which are located in remote or underdeveloped regions. These domestic facilities, though vital for regional connectivity, often suffer from underinvestment, limited facilities, and outdated technologies. As a result, disparities persist between international and domestic airport standards, particularly in service quality, safety, and infrastructure.

Myanmar's aviation sector is also influenced by bilateral and multilateral agreements, including ASEAN Open Skies policies and aviation cooperation with countries such as China, Thailand, and Japan. These partnerships aim to liberalize air traffic rights, promote technical capacity building, and modernize aviation services. However, political instability, bureaucratic inefficiencies, and capacity limitations have slowed progress in implementing reform measures consistently across the sector.

In sum, the civil aviation structure in Myanmar is undergoing a gradual transformation marked by regulatory modernization and private sector engagement. However, challenges remain in aligning operational standards with international benchmarks and ensuring equitable development across all airports. This structural backdrop is essential to consider when assessing passenger satisfaction levels, particularly at Yangon International Airport, where institutional reforms are most actively being tested.

3.3 Overview of Yangon International Airport (YIA)

Yangon International Airport (YIA), located in Mingaladon Township approximately 15 kilometers north of central Yangon, serves as Myanmar's primary international gateway and the busiest airport in the country. Historically known as Mingaladon Airport, YIA has undergone significant transformation over the decades, evolving from a modest airfield to a modern aviation facility that plays a critical role in the nation's socio-economic development and international connectivity.

YIA was initially constructed in 1947 and operated for many years under government administration. However, growing passenger traffic and infrastructure limitations led to its inclusion in the national airport modernization agenda. In 2015, the Myanmar government, under a public-private partnership initiative, granted a 30-

year concession to Yangon Aerodrome Company Limited (YACL) to manage, operate, and upgrade YIA. Since then, YIA has undergone extensive renovations, including the expansion of its terminals, modernization of facilities, and implementation of advanced airport technologies.

Yangon International Airport (YIA) is Myanmar's largest and busiest airport, serving as the country's principal gateway for international air travel, located about 15 km north of Yangon city It is strategically located between India and China, within a six-hour flight radius of major global cities such as Tokyo, Dubai, Singapore, Beijing, and New Delhi. This geographic position makes YIA a key hub for both regional and international flights, providing access to nearly two-thirds of the world's population. YIA currently operates three terminals: Terminal 1 and Terminal 2 handle international flights (with Terminal 2 undergoing renovation), while Terminal 3 serves domestic flights. The airport is served by 13 international airlines flying to 23 destinations and 5 domestic airlines connecting cities across Myanmar. Before the COVID-19 pandemic, YIA handled a record 6.5 million passengers in 2019. Although numbers fell during the pandemic, recovery is underway, with about 3.25 million passengers recorded in 2023. To support future growth, YIA is upgrading its infrastructure, including refurbishing Terminal 2 to increase annual passenger capacity to 20 million. These improvements aim to enhance service quality, incorporate modern facilities, advanced technologies, and improve operational efficiency. Yangon Aerodrome Company Limited (YACL) is committed to maintaining a safe, secure, and efficient airport environment, focusing on infrastructure, talent development, and global best practices to support Myanmar's aviation sector growth and integration into the global air transport network.

Yangon International Airport was established in 1947 on the site of a former World War II airfield. The original terminal building was completed in 1957 to serve Myanmar's growing air travel needs. As passenger demand increased over the decades, the airport underwent significant expansions with Terminal 2 opening in 2007. Later, Terminal 1 and Terminal 3 were inaugurated in March and December 2016, respectively, marking major steps toward modernizing and enlarging the airport. Ownership of the airport remains with the Government of the Republic of the Union of Myanmar. Since 2015, operational management has been handled by Yangon Aerodrome Company Limited (YACL) under a concession agreement with the Department of Civil Aviation (DCA). This followed the selection of the Pioneer

Aerodrome Services (PAS) Consortium in 2013, which was tasked with transforming YIA into a modern international airport.

Yangon International Airport (YIA) occupies a significant area comprising both landside and airside infrastructure designed to support efficient airport operations and enhance passenger experience. The building area includes three main terminal structures: Terminal 1 and Terminal 2 for international flights, and Terminal 3 for domestic operations. Terminal 1, the largest and most modern facility, covers approximately 90,000 square meters and features check-in counters, immigration control, departure gates with airbridges, retail spaces, and food and beverage outlets. Terminal 2 is currently being renovated to improve capacity and service efficiency, while Terminal 3 provides essential domestic passenger services. These terminals are supported by auxiliary buildings, such as the Airport Operations Control Center (AOCC), Rescue and Firefighting Services (RFFS), airline offices, engineering and maintenance facilities, and multi-level car parking structures.

The airside area of YIA is equally critical to its functionality and includes a 3,414-meter asphalt runway capable of handling wide-body aircraft, multiple taxiways, aircraft parking aprons, and service roads. The airport is equipped with air traffic control facilities, ground handling areas, and lighting systems that meet International Civil Aviation Organization (ICAO) standards. The apron space allows for the simultaneous parking of both domestic and international aircraft, contributing to efficient aircraft turnaround times. Together, the building and airside areas form an integrated infrastructure system that supports YIA's role as Myanmar's primary international gateway. Continuous development and modernization of both zones are key to ensuring operational reliability, improving passenger flow, and accommodating future growth in air traffic.

YIA handled over 6 million passengers annually prior to the COVID-19 pandemic, making it the dominant hub for both incoming and outgoing flights in Myanmar. The airport serves as the operational base for several domestic airlines—such as Myanmar National Airlines, Air KBZ, and Golden Myanmar Airlines—as well as international carriers including Thai Airways, Singapore Airlines, Qatar Airways, and Korean Air, connecting Yangon with major cities across Southeast Asia, the Middle East, and beyond.

With its modernization, YIA has made efforts to improve service quality, operational efficiency, and passenger comfort. Notable developments include the

digitization of check-in and boarding processes, the introduction of automated passport control systems, improved signage and information services, and enhanced accessibility features for elderly and disabled passengers. Moreover, safety and security procedures have been aligned more closely with international aviation standards through partnerships with ICAO and regional aviation authorities.

Despite these improvements, YIA still faces several challenges that impact passenger satisfaction, including congestion during peak hours, inconsistent customer service quality, occasional delays in baggage handling, and the need for better coordination between immigration, customs, and airline services. Additionally, the pandemic-induced reduction in air traffic revealed operational vulnerabilities and emphasized the importance of resilience in airport management.

In summary, Yangon International Airport has made notable progress in transforming into a regional aviation hub through infrastructure investment and service innovation. However, to achieve higher levels of passenger satisfaction and operational excellence, continued improvements are needed in service delivery, customer experience management, and institutional capacity. YIA's performance and reputation are not only critical to Myanmar's air transport system but also serve as a benchmark for other airports in the country.

3.4 Operational Processes and Passenger Services at YIA

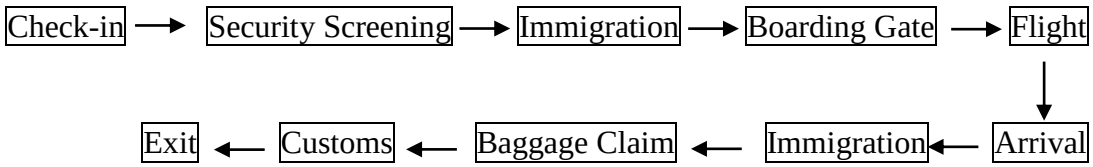
Yangon International Airport (YIA) plays a pivotal role in connecting Myanmar to the global aviation network. Its operational processes and passenger services are integral to shaping travelers' overall airport experience and satisfaction. Effective management of these functions is essential not only for safety and efficiency but also for maintaining competitive standards in line with international benchmarks.

3.4.1 Passenger Flow and Operational Process

The operational process at YIA follows a standard passenger handling model. The major stages include check-in, security screening, immigration clearance, boarding, and post-arrival processing such as immigration and customs clearance. Figure 3.1 illustrates the typical journey of an international passenger at YIA. Each step in this process involves coordination among airport authorities, airline staff, security forces, immigration officers, and ground handling agencies. Delays or inefficiencies at any point in this chain can significantly affect the passenger experience.

Figure (3.1) Passenger Operational Flow at YIA

(International Departures and Arrivals)



Source*:* Own Compilation

3.4.2 Passenger Services at YIA

YIA offers a variety of services across its terminals. These are broadly categorized into essential operational services and passenger convenience services, as summarized in Table 3.1.

Table (3.1) Key Passenger Services Available at Yangon International Airport

Category	**Services Provided**
Operational Services	Check-in counters, security screening, immigration and customs, baggage handling
Flight Information	Real-time flight information display systems (FIDS), public announcement systems
Passenger Comfort	Lounges (Business & VIP), seating areas, air conditioning, baby care rooms
Retail & F&B	Duty-free shops, souvenir stores, restaurants, coffee shops, fast food kiosks
Accessibility Services	Wheelchair access, priority counters, elevators, ramps, assistance for elderly/disabled
Transport & Connectivity	Taxi counters, app-based ride services, car rental, airport shuttle, parking
Information Services	Help desks, digital kiosks, multi-lingual signage, airport maps
Technology Integration	E-boarding, self-check-in kiosks, CCTV surveillance, free Wi-Fi
Health & Safety	First-aid stations, quarantine room (COVID-19), temperature screening, sanitation zones

3.4.3 Myanmar's Airport Infrastructure and Aviation Regulatory Environment

Myanmar's airport infrastructure plays a vital role in enhancing the nation's connectivity, tourism, and economic development. The country currently operates a network of 71 airports, of which 32 are active. The development of Myanmar's civil aviation sector began with the establishment of Yangon Airport, originally known as Mingaladon Airport, which was the first airport to begin operations in Myanmar. Officially opened in 1947, shortly after World War II, it was built on the site of a former Japanese military airfield in Mingaladon Township, Yangon, and became the country's first civil aviation facility. At that time, the airport served both domestic and international routes, linking Myanmar with cities such as Bangkok, Kolkata, and Singapore. Although its original infrastructure was modest, the airport played a key role in positioning Myanmar on the regional air travel map.

Over the years, Yangon Airport has undergone several phases of expansion and modernization. It was later renamed Yangon International Airport (YIA) and redeveloped to accommodate the increasing volume of air traffic. In 2016, the construction of Terminal 1 and Terminal 3 significantly enhanced its capacity and brought its facilities in line with international standards. Today, YIA remains the busiest and most important airport in Myanmar, serving as the main hub for both domestic and international flights. Its historical significance and ongoing development make it a cornerstone of Myanmar's aviation infrastructure.

In addition to Yangon, the country has developed other major international airports. Mandalay International Airport (MDL) was constructed between 1996 and 2000 and officially opened in September 2000. It features a 4,267-meter runway—the longest in Southeast Asia—and served as the most technically advanced airport in the country prior to YIA's expansion. Similarly, Nay Pyi Taw International Airport (NYT) opened in December 2011 to serve the administrative capital, offering modern terminals and a capacity of approximately 3.5 million passengers annually. To further improve regional accessibility, the government has launched modernization plans for several domestic airports, including those in Heho, Kawthaung, and Mawlamyine. Additionally, the Hanthawaddy International Airport project near Yangon is expected to become a major aviation hub, with an initial capacity of 12 million passengers annually and a long-term target of 30 million.

The management and regulation of Myanmar's airports fall under the Department of Civil Aviation (DCA), which operates under the Ministry of Transport and Communications. The DCA is responsible for ensuring that airport operations comply with the standards set by the International Civil Aviation Organization (ICAO), particularly those in Annex 9, which deals with facilitation. Regulations are detailed in the Aeronautical Information Publication (AIP), which governs aircraft entry, overflight permissions, and operational guidelines. Scheduled international flights must secure prior authorization from the DCA and meet all international compliance requirements.

Security and operational zoning are strictly enforced in Myanmar's airports. Facilities are divided into public and restricted zones, and access to restricted areas requires valid security permits, ID cards, and vehicle authorizations. The country also adheres to bilateral air service agreements, which regulate the operations of foreign airlines. All carriers must obtain permits issued by the DCA in accordance with regulatory circulars such as AIC 01/09. These frameworks are essential in ensuring secure, efficient, and internationally compliant airport operations as Myanmar continues to expand and integrate its aviation sector with global networks.

3.4.4 Operational Transforming of Yangon International Airport

Yangon International Airport (YIA) has experienced extensive operational transformation in recent years, particularly following the transition of airport management to Yangon Aerodrome Company Limited (YACL) in 2015 under a public-private partnership model. In response to rising passenger volumes and evolving aviation demands, YIA has significantly modernized and expanded its infrastructure. Terminal 1 and Terminal 3 were newly constructed, while Terminal 2 is currently under renovation to increase processing capacity and improve service efficiency. These upgrades have helped the airport accommodate growing passenger traffic, which reached a peak of 6.5 million in 2019 before declining due to the COVID-19 pandemic. Recovery has since begun, with 3.25 million passengers recorded in 2023.

To support increased air traffic and enhance safety, substantial improvements were made to airside operations, including the enhancement of runways, taxiways, aprons, firefighting systems, and parking stands—enabling the airport to handle larger aircraft and more frequent flights. The establishment of the Airport Operations

Control Center (AOCC) has centralized airport management, allowing for real-time monitoring and improved coordination across departments. On the passenger services side, technological upgrades in baggage handling, check-in systems, and security screening have reduced wait times and elevated the travel experience. YACL has also prioritized human resource development through continuous training and international certification programs to ensure professionalism and service excellence. With these comprehensive enhancements, YIA now supports 13 international and 5 domestic airlines across 23 destinations, and aims to boost its annual passenger capacity to 20 million—positioning itself as a key aviation hub in the region. Studies by Graham (2013) and Ashford et al. (2011) highlight that effective operations not only reduce costs but also enhance the customer experience.

3.5 Demographic and Travel Characteristics

Yangon International Airport (YIA), the busiest airport in Myanmar, serves as a major gateway for both international and domestic travelers. Before the COVID-19 pandemic, YIA handled approximately 6.1 to 6.5 million passengers annually, with about 66% of these being international travelers and 34% domestic. The majority of international passengers came from nearby countries such as Thailand, Singapore, Malaysia, China, and South Korea, reflecting Myanmar's strong regional connectivity. The airport caters to a diverse mix of traveler types, including tourists, business passengers, and regional cross-border traders.

YIA operates flights through approximately 36 domestic and international airlines, including both full-service and low-cost carriers. Popular international routes include Bangkok, Singapore, Kuala Lumpur, Guangzhou, Seoul, and Doha, while key domestic destinations are Mandalay, Bagan, Heho, and Naypyidaw. Flight frequency before the pandemic averaged around 214 movements per day, but this declined significantly during the COVID-19 period. Passenger traffic dropped from over six million to just 1.83 million in 2020 and further to 720,000 in 2021. However, a gradual recovery began in 2022 with 2.15 million passengers, and by the end of 2023, the airport had served approximately 3.25 million passengers, with daily flights increasing to around 92.

The airport infrastructure includes three terminals: Terminal 1 for international flights (opened in 2016), Terminal 2 (an older international terminal currently being upgraded), and Terminal 3 for domestic flights. YIA is designed to accommodate up

to 20 million passengers per year, supported by a single 3,414-meter asphalt runway capable of handling large aircraft. During the pandemic, the airport maintained its facilities and implemented safety protocols such as health screening and enhanced sanitization to rebuild traveler confidence. As Myanmar's air traffic continues to recover post-pandemic, YIA is well-positioned to support increasing tourism and business travel through its expanding route network, airline resumption, and improved terminal facilities.

Table (3.2) Passenger Movements (2015-2025 up to)

YIA Passenger Movement from 2015 to 2025 (1,000,000)			
Years	International	Domestic	Total
2015	3.1	1.5	4.6
2016	3.6	1.8	5.4
2017	4	1.9	5.9
2018	4.1	1.9	6
2019	4.5	2	6.5
2020	9	9	1.8
2021	0.22	0.5	0.72
2022	0.9	1.2	2.1
2023	1.9	1.3	3.2
2024	2.1	1	3.1
2025	0.8	0.4	1.2

Source: YACL 2025

Table (3.3) Aircraft Movements (2015-2025 up to)

YIA Aircraft Movement from 2015 to 2025 (1,000)			
Years	International	Domestic	Total
2015	28	35	63
2016	32	38	70
2017	37	41	78
2018	36	37	72
2019	37	37	74
2020	10	18	28
2021	3	12	15
2022	9	19	28
2023	17	20	37
2024	19	17	36
2025	9	7	16

Source: YACL 2025

3.5.1 Airport Operation Revenue Generations

Airport operations involve a wide range of functions designed to ensure the safe and efficient movement of passengers, aircraft, baggage, and cargo. At Yangon International Airport (YIA), these operations include terminal management, airside and landside coordination, ground handling services, security, and passenger facilitation. While these are essential for aviation functionality, the airport also plays a vital economic role through its ability to generate revenue.

Revenue at YIA, as with other international airports, comes from two primary sources: aeronautical and non-aeronautical income. Aeronautical revenues are derived from airline-related activities, such as landing fees, parking charges, passenger service fees, and navigation services. These charges are largely dependent on flight frequency and passenger volume. Non-aeronautical revenues, which have become increasingly important, are generated through commercial activities within the airport premises. These include retail and duty-free shops, food and beverage outlets, advertising, car parking, car rentals, and leasing of airport commercial space. In recent years, many airports, including YIA, have focused on enhancing non-aeronautical income streams

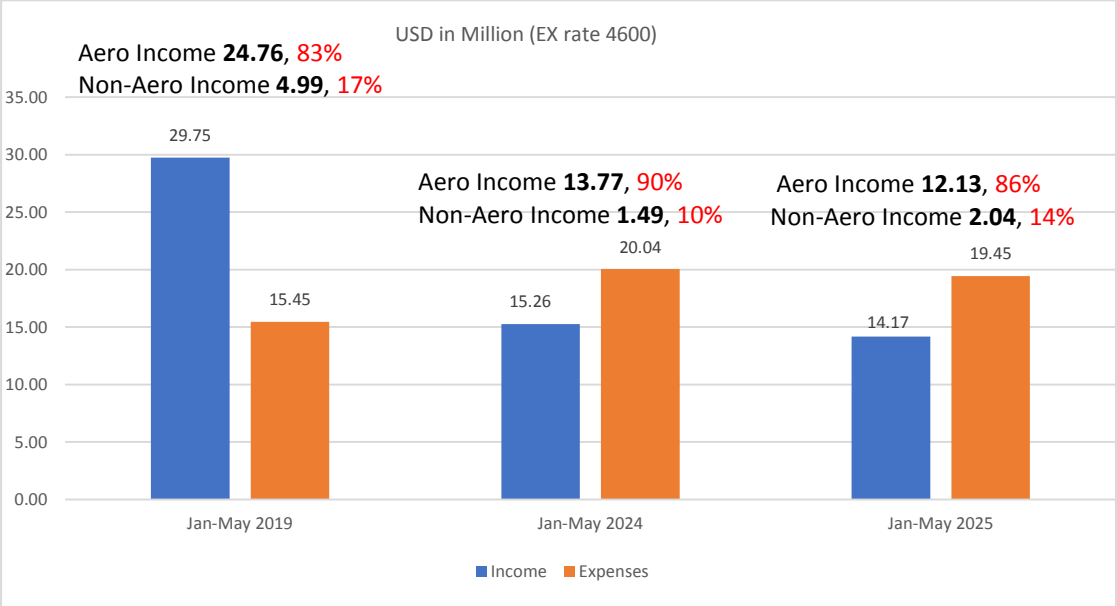
due to their higher profitability and stability, especially during periods of fluctuating air traffic.

The generation of airport revenue at YIA is not only essential for its operational sustainability but also plays a significant role in contributing to Myanmar's Gross Domestic Product (GDP). Firstly, the airport's direct revenues contribute to national income through taxation and economic activity. Secondly, the operation of YIA creates a ripple effect across related sectors—such as airlines, logistics, tourism, ground transport, and retail—stimulating broader economic output. This indirect and induced impact enhances job creation, supports local businesses, and increases household spending, thereby reinforcing the country's economic structure.

Furthermore, YIA serves as a key enabler of international trade and tourism, both of which are major contributors to GDP. Efficient air cargo facilities support the export of goods like garments, agricultural produce, and manufactured items, improving trade balance and foreign exchange earnings. Likewise, the airport facilitates the arrival of international tourists, generating significant revenue in sectors such as hospitality, cultural services, and transportation. The airport's role in boosting tourism and trade highlights its strategic importance in Myanmar's economic development.

Ongoing infrastructure upgrades and expansion projects at YIA—such as terminal modernization and improved service capacity—are aimed at enhancing both operational efficiency and commercial revenue potential. These improvements are expected to increase passenger handling capacity and service quality, thereby attracting more international airlines and boosting traveler spending. In turn, this growth contributes not only to the airport's profitability but also to Myanmar's broader economic goals, making YIA a key infrastructure asset for long-term development.

Figure (3.2) Airport Revenue Generation (Jan – May 2019,2024,2025)



Source: YACL 2025

3.5.2 Yangon Aerodrome Company Limited Organization Structure

Yangon Aerodrome Company Limited (YACL), the private entity managing Yangon International Airport, follows a hierarchical organizational structure that facilitates effective oversight of operations, strategic planning, infrastructure management, and service delivery. This structure ensures a well-defined chain of command, interdepartmental coordination, and the capacity to address both operational requirements and long-term objectives. The organizational layout is illustrated in Figure (3.4).

At the top of the hierarchy is the Chief Executive Officer (CEO), who sets the overall strategic vision and provides executive leadership. Assisting the CEO are the Corporate Regulatory Affairs Department (CRAD), the Corporate Communication Unit, and the Office Secretariat, which handle governance, public relations, and executive-level administrative support.

Directly under the CEO is the Chief Operating Officer (COO), who is in charge of day-to-day airport operations. The COO is supported by the Safety Department (SAF) and a dedicated Office Secretariat to maintain safety standards and coordinate administrative tasks across divisions. The COO supervises several operational departments, each tailored to specific functions essential to airport management. These departments ensure seamless daily activities, maintenance, and forward-looking infrastructure planning. The Operations Department (OPD) is central to real-time airport control and coordination, managing operations through the Airport

Operations Control Center (AOCC) and its own office. The Airside Management Division (AMD) handles airside activities including aircraft movement, ground services, and emergency response. It includes sub-units like Airport Operations (AOPS), Operations Safety and Standards (AOSS), and Rescue and Firefighting Services (RFFS), which are crucial for maintaining airfield safety and efficiency.

The Landside Management Division (LMD) oversees passenger-related services and landside logistics, including terminal operations and ground transport access. It comprises Terminals Management (TMS), Airport Services (APS), and Transport and Curbside (TCB), ensuring efficient baggage handling and smooth passenger flow.

The Security Division (SEC) is tasked with ensuring airport security through operations (SOPS) that involve access control, surveillance, and adherence to aviation security standards.

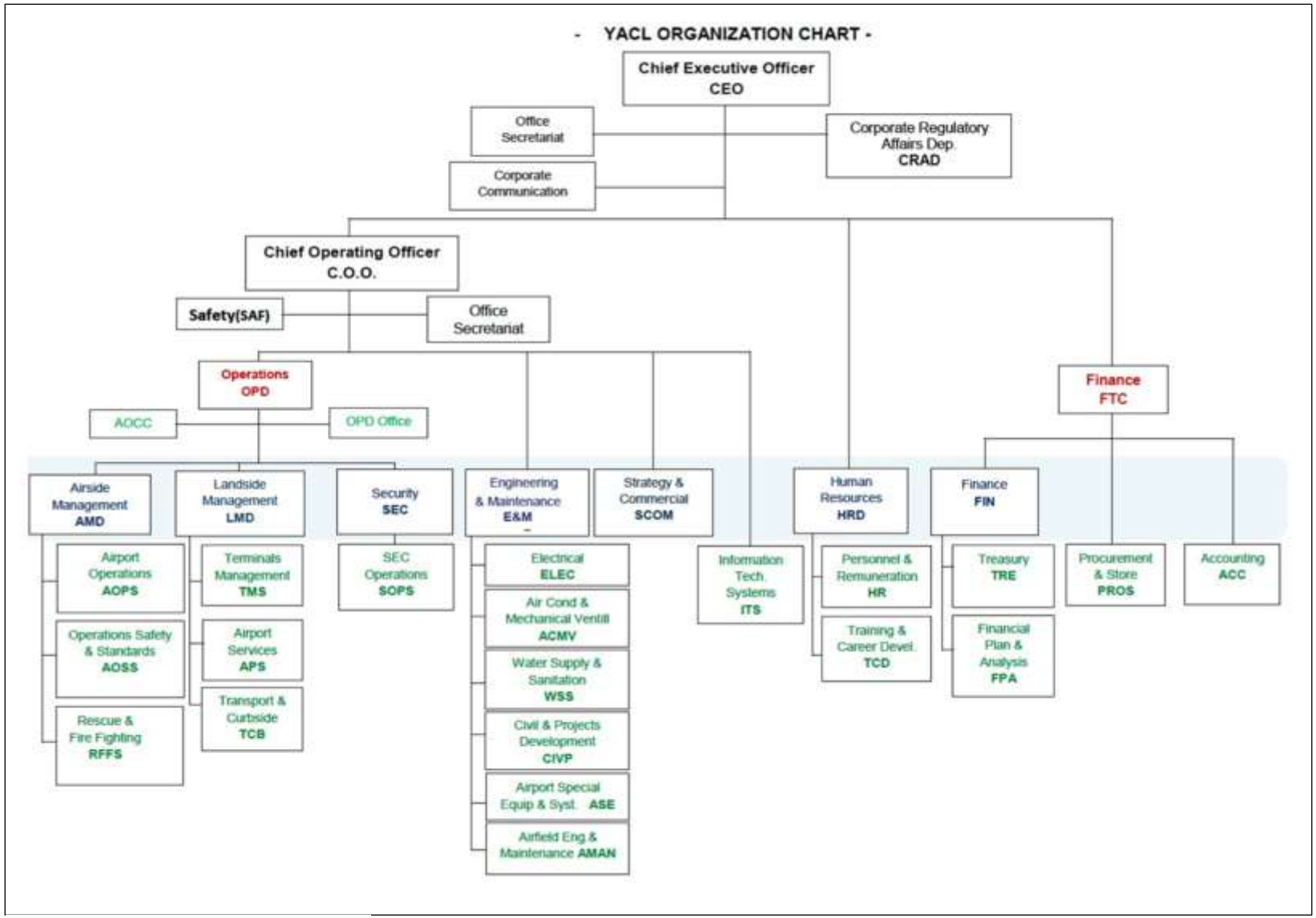
The Engineering and Maintenance Division (E&M) manages the airport's physical and technical infrastructure. This includes the Electrical Systems (ELEC), Air Conditioning and Mechanical Ventilation (ACMV), Water Supply and Sanitation (WSS), Civil and Project Development (CIVP), Airport Special Equipment (ASE), and Airfield Engineering and Maintenance (AMAN) units, all of which support facility upkeep and system reliability.

Strategic planning and revenue development fall under the Strategy and Commercial Division (SCOM), which drives long-term business initiatives and non-aeronautical income. The Human Resources Division (HRD), consisting of Personnel and Remuneration (HR) and Training and Career Development (TCD), manages employee development, staffing, and welfare.

Financial management is overseen by the Finance Division (FIN), which includes Treasury (TRE), Financial Planning and Analysis (FPA), Procurement and Store (PROS), and Accounting (ACC). The Finance Technical Committee (FTC) operates within this division to strengthen internal controls and support strategic investments.

In summary, YACL's structure emphasizes clear departmental roles and functional specialization, enabling efficient operations aligned with international aviation standards. This integrated framework not only enhances accountability and safety but also supports YIA's ambition to evolve into a modern, customer-focused airport hub for Myanmar and the broader region.

Figure (3.3) Organization Chart of Yangon Aerodrome Company



Source: YACL 2025

CHAPTER IV
SURVEY ANALYSIS

4.1 Survey Profile

To evaluate passenger satisfaction regarding the operational process and services at Yangon International Airport (YIA), the target population comprises both domestic and international passengers using Yangon International Airport. Given the annual traffic volume of approximately 1.2 million passengers the sample size was determined using Yamane's formula (1967) for a finite population.

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

Where:

n = sample size

N = population (1,200,000)

e = margin of error (0.05)

$$n = \frac{1200000}{1 + 1200000(0.05)^2} = \frac{1200000}{3001} \approx 400$$

However, based on time and resource constraints, a sample size of 383 passengers was selected, which still provides a statistically significant representation of the population. A simple random sampling method was employed to ensure the selection of diverse respondents across different age groups, travel purposes, and flight types (domestic and international).

4.2 Survey Design

To evaluate passenger satisfaction regarding the operational process and services at Yangon International Airport (YIA), a structured survey was conducted. This section describes the design of the survey instrument, sampling methods and data collection process. The survey instrument was development based on prior empirical studies on airport service quality and passenger satisfaction, incorporating elements form established models such as SERVQUAL and AIRQUAL. The questionnaire was

designed to assess perceptions across multiple dimensions of airport operations and service experiences. The questionnaire consisted of three main sections:

Section A: General information of passengers

Section B: Passengers' perception on Airport Quality

Section C: Passengers' satisfaction on Airport (Airport facility and infrastructure, service quality of staff, Accessibility and Transportation and overall satisfaction)

A 5-point Likert scale was used to measure responses in Section B and C.

4.3 Data Analysis

4.3.1 General Information of Passengers

In this chapter, the study surveyed 383 passengers at Yangon International Airport (YIA) using a structured questionnaire. Among the respondents, 52.2% were male and 47.8% were female, indicating a nearly even gender distribution. Regarding marital status, the majority (53.8%) were married, followed by 43.6% who were single, and 2.6% who selected "Other." In terms of educational background, 36.0% had completed high school, 35.8% had a secondary-level education, and 28.2% were university graduates. These demographic profiles reflect a diverse group of passengers, providing a comprehensive understanding of different customer perspectives. The purpose of travel revealed that 48.3% of respondents were tourists, while 35.2% were business travelers. The remainder included 8.4% traveling for personal reasons and 8.1% for educational purposes. In terms of airport usage frequency, 59.0% had visited YIA 1–2 times, 26.6% had traveled 3–5 times, and 14.4% had visited more than 5 times. This indicates that both first-time and returning passengers were well represented in the sample.

Table (4.1) General Information of Passengers

No.			Frequency	Percentage
1	Gender	Male	200	52.2
		Female	183	47.8
2	Marital Status	Single	167	43.6
		Married	206	53.8
3	Education	Secondary	137	35.8
		High School	138	36.0
		Graduate	108	28.2
4	Purpose of Trip	Tourism Travel	185	48.3
		Business	135	35.2
		Non Business	32	8.4
		Education	31	8.1
5	Travel Frequency	1 to 2 times	226	59.0
		3 to 5 times	102	26.6
		Above 5 times	55	14.4

Source: Survey Data (June, 2025)

4.3.2 Reliability Analysis

Reliability analysis was conducted to ensure internal consistency of the scales used to measure service quality and satisfaction. All constructs demonstrated high reliability, with Cronbach's alpha values ranging from 0.866 to 0.901. These values confirm that the survey instrument was statistically reliable and appropriate for data analysis. Respondents rated multiple aspects of airport service quality using a five-point Likert scale. The dimension with the highest average rating was Airport Facilities and Infrastructure (mean = 3.61), followed by Service Quality of Staff (mean = 3.53), Airport Quality (mean = 3.42), and Accessibility and Transportation (mean = 3.40). Among individual items, food and beverage options received the highest score (mean = 3.80), whereas transportation access was rated lowest (mean = 3.08), highlighting a specific area for improvement.

Table (4.2) Reliability Analysis of Variables

Sr. No.	Variables	No. of Statements	Cronbach's Alpha
1	Airport Quality	5	0.881
2	Airport facilities and infrastructure	5	0.866
3	Service Quality of Staff	5	0.901
4	Accessibility and Transportation	5	0.869
5	Overall Passenger Satisfaction	5	0.888

Source: Survey Data (June, 2025)

4.3.3 Users' Perceptions on Airport Quality and satisfaction at Yangon International Airport (YIA)

Passenger perceptions of airport quality were assessed across several factors such as signage, cleanliness, food and beverage options, and Wi-Fi availability. The mean scores for these factors ranged from 3.35 to 3.46, indicating moderate satisfaction. Passengers rated the clarity of signage (mean = 3.38) and cleanliness (mean = 3.35) as reasonably good, though improvements could be made, especially in terms of maintaining cleanliness. The food and beverage options (mean = 3.46) and restroom facilities (mean = 3.46) were rated more positively, suggesting that these aspects of the airport experience met or slightly exceeded passenger expectations. Wi-Fi and internet access (mean = 3.45) was another area where passengers were generally satisfied, although room for improvement in terms of speed and connectivity remains. The overall mean value for airport quality was 3.42, indicating that while the airport's physical environment met basic expectations, there is potential for enhancement.

Table (4.3) Analysis of Airport Quality

Sr. No.	Items	Mean	Std. Deviation
1	The Airport signage is clear and easy to follow.	3.38	1.056
2	The Airport is clean and well-maintained.	3.35	1.064
3	The airport offers good food and beverage options.	3.46	1.009
4	Restroom facilities are clean and accessible.	3.46	1.007
5	Wi-Fi and internet access are reliable and available.	3.45	1.047
	Overall Mean Value	3.42	

Source: Survey Data (June, 2025)

4.3.4 Passengers' Perception on Yangon International Airport

I. Passengers' Perception on Airport facilities and infrastructure

Regarding facilities and infrastructure, the overall mean score was 3.61, reflecting relatively high satisfaction with the airport's amenities. Passengers particularly appreciated the availability and cleanliness of restrooms (mean = 3.72) and the comfort and availability of seating in the waiting areas (mean = 3.60). These areas received the highest satisfaction ratings, suggesting that YIA has met passengers' expectations for basic comfort and hygiene. However, the cleanliness of terminals (mean = 3.28) was rated the lowest in this category, indicating that there is room for improvement in maintaining the cleanliness of public areas. Passengers were also moderately satisfied with Wi-Fi and internet services (mean = 3.66) and food and beverage options (mean = 3.80), highlighting that these services are well-regarded but may need further attention to meet the increasing demand of modern travelers.

Table (4.4) Analysis of Airport facilities and infrastructure

Sr. No.	Items	Mean	Std. Deviation
1	How satisfied are you with the cleanliness of the airport terminals?	3.28	1.148
2	How would you rate the comfort and availability of seating in the waiting areas?	3.60	1.114
3	How satisfied are you with the availability and cleanliness of restrooms?	3.72	1.034
4	How do you rate the Wi-Fi and internet service at the airport?	3.66	1.128
5	How satisfied are you with the food and beverage options?	3.80	.968
	Overall Mean Value	3.61	

Source: Survey Data (June, 2025)

II. Passengers' Perception on Service quality of Staff

In terms of service quality of staff, the overall mean score was 3.53, reflecting positive passenger experiences with airport personnel. The check-in process (mean = 3.51) and the helpfulness and courtesy of staff (mean = 3.51) were well-received, indicating that the staff was seen as efficient and friendly. Baggage handling and claim services (mean = 3.60) received the highest score in this category, suggesting that passengers found the process smooth and hassle-free. However, the accuracy and timeliness of flight information displays and announcements (mean = 3.46) were slightly lower-rated, indicating room for improvement in ensuring that passengers receive real-time updates.

Table (4.5) Passengers' Perception of Service Quality of Staff

Sr. No.	Items	Mean	Std. Deviation
1	How would you rate the check-in process at YIA?	3.51	1.023
2	How satisfied are you with the helpfulness and courtesy of airport staff?	3.51	1.010
3	How satisfied are you with the baggage handling and claim services?	3.60	.992
4	How satisfied are you with the flight information displays and announcements?	3.46	1.048
5	How is the good value for services offered by the Airport staff?	3.59	1.069
	Overall Mean Value	3.53	

Source: Survey Data (June, 2025)

III. Passengers' Perception on Accessibility and Transportation

The category of accessibility and transportation received the lowest ratings across all dimensions, with an overall mean score of 3.40. Convenience of access to the airport (mean = 3.08) was the most significant area of concern, reflecting dissatisfaction with transportation options to and from YIA. Passengers also expressed some dissatisfaction with the availability of convenient transportation options (mean = 3.40) and overall ease of navigating within the airport (mean = 3.48), suggesting that while airport signage and internal pathways were functional, they did not fully meet expectations for smooth and accessible travel. Despite these challenges, security screening (mean = 3.54) and the safety at the airport (mean = 3.52) were rated positively, indicating that passengers felt secure during their time at YIA.

Table (4.6) Analysis of Accessibility and Transportation

Sr. No.	Items	Mean	Std. Deviation
1	How convenient was access to the airport (e.g., public transport, taxis)?	3.08	1.094
2	How do you rate the ease of navigating within the airport?	3.48	1.068
3	How satisfied are you with the security screening process?	3.54	.951
4	How safe did you feel during your time at the airport?	3.52	1.060
5	Transportation options to and from the airport are convenient.	3.40	1.117
	Overall Mean Value	3.40	

Source: Survey Data (June, 2025)

IV. Summary of Service Quality Management

The overall satisfaction of passengers with their YIA experience was captured through a series of questions regarding their general perceptions. The mean score for overall experience at YIA was 3.42, which indicates moderate satisfaction with the overall environment and service. However, the willingness to recommend YIA to others (mean = 3.32) received the lowest rating, suggesting that while passengers were generally satisfied, their likelihood of recommending the airport could be improved. When asked about their overall satisfaction with YIA services (mean = 3.82), passengers were relatively more positive, indicating that the services offered were generally satisfactory but may require refinement in specific areas to increase advocacy and repeat patronage.

Table (4.7) Overall Mean Value of Service Quality Management

Sr. No.	Variables	Mean
1	Airport Quality	3.42
2	Airport facilities and infrastructure	3.61
3	Service Quality of Staff	3.53
4	Accessibility and Transportation	3.40
	Overall Mean Value	3.49

Source: Survey Data (May, 2025)

V. Passengers' Satisfaction on Overall Passenger Satisfaction

The analysis of passenger satisfaction at Yangon International Airport (YIA) shows a moderately high overall satisfaction, with an average mean score of 3.48. Passengers expressed the highest satisfaction with general YIA services (mean = 3.82) and the overall service quality (mean = 3.55), including factors like cleanliness, security, Wi-Fi, and facilities. However, slightly lower satisfaction levels were noted in the areas of airport cleanliness and willingness to recommend YIA to others (both mean = 3.32). These results indicate that while YIA performs well in many service areas, improvements in terminal cleanliness and overall passenger experience could enhance satisfaction further.

Table (4.8) Analysis of Overall Passenger Satisfaction

Sr. No.	**Items**	**Mean**	**Std. Deviation**
1	How would you rate your overall experience at Yangon International Airport?	3.42	1.048
2	Would you recommend YIA to others based on your experience?	3.32	1.111
3	Based on your experience, what is your overall satisfaction with the airport's service quality? (Cleaning, Temperature, Security, Wifi, Food and Beverage, Shopping, Internet, ATM, Exchange, Moblie Service)	3.55	.969
4	How satisfied are you with the cleanliness of the airport terminals?	3.32	1.048
5	I am satisfied with the YIA services.	3.82	1.038
	Overall Mean Value	3.48	

Source: Survey Data (May, 2025)

4.4 Relationship between Service Quality and Overall Passenger Satisfaction

Correlation analysis showed that all four service quality dimensions had strong, statistically significant positive relationships with overall passenger satisfaction. The strongest correlation was observed between accessibility and transportation and overall satisfaction (r = 0.836), followed by service quality of staff (r = 0.766), airport quality (r = 0.708), and facilities and infrastructure (r = 0.698). These results highlight that improvements in transport accessibility and staff service quality are likely to have the most substantial effect on passenger satisfaction.

Table (4.9) Correlation Analysis between Service Quality and Overall Passenger Satisfaction

Sr. No.	Dimension	Pearson Correlation with Passenger Satisfaction	P value
1	Airport Quality	0.708***	0.000
2	Airport facilities and infrastructure	0.698***	0.000
3	Service Quality of Staff	0.766***	0.000
4	Accessibility and Transportation	0.836***	0.000

Source: Survey Data (May, 2025)

*** is significant at 1% level, ** is significant at 5% level

4.4.1 Multiple Linear Regression Analysis between Service Quality and Overall Passenger Satisfaction

Pearson correlation analysis was conducted to examine the relationship between service quality dimensions and passenger satisfaction. All service quality factors showed strong and statistically significant positive correlations with satisfaction. The highest correlation was observed with Accessibility and Transportation (r = 0.836), followed by Service Quality of Staff (r = 0.766), Airport Quality (r = 0.708), and Facilities and Infrastructure (r = 0.698). These findings support the hypothesis that improvements in service quality are strongly associated with increased passenger satisfaction.

Multiple regression analysis was performed to determine the extent to which service quality dimensions predict passenger satisfaction. The model explained 74.2%

of the variance in satisfaction (Adjusted $R^2 = 0.742$), indicating a strong explanatory power. Among the predictors, Accessibility and Transportation had the most significant impact ($\beta = 0.546$, $p < 0.001$), followed by Service Quality of Staff ($\beta = 0.186$, $p < 0.001$) and Facilities and Infrastructure ($\beta = 0.130$, $p < 0.01$). Interestingly, Airport Quality did not show a statistically significant effect ($p = 0.086$), suggesting that while passengers may evaluate facilities favorably, it is the service delivery and accessibility that drive satisfaction.

Table (4.10) Effect of Service Quality on Overall Passenger Satisfaction

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.213	0.105		2.032	0.043	
Airport Quality	0.079	0.046	0.078	1.723	0.086	3.034
Airport Facilities and Infrastructure	0.130**	0.041	0.130	3.179	0.002	2.490
Service quality of Staff	0.185***	0.050	0.186	3.694	0.000	3.751
Accessibility and Transportation	0.552***	0.044	0.546	12.430	0.000	2.853
Durbin-Watson	1.991					
R	0.863					
R^2	0.745					
Adjusted R^2	0.742					
F Value	275.630***					

Dependent Variable: Overall Passenger Satisfaction

Source: Survey Data (May, 2025)

*** is significant at 1% level, ** is significant at 5% level

CHAPTER V
CONCLUSION

5.1 Findings

The findings of this study highlight several critical aspects of airport operational processes and their impact on passenger satisfaction at Yangon International Airport (YIA). The overall passenger satisfaction score of 3.48 indicates that while there are areas of strength, there is considerable room for improvement in meeting passenger expectations. The highest satisfaction was observed in the Airport Facilities and Infrastructure category, which scored 3.61, with passengers particularly appreciating food and beverage options as well as restroom cleanliness. This aligns with global trends where passengers place significant value on basic amenities and cleanliness.

In contrast, Accessibility and Transportation emerged as the lowest-rated dimension, with a score of 3.40. Despite this, Accessibility and Transportation was found to have the strongest correlation with overall satisfaction. This finding emphasizes that while passengers are dissatisfied with transportation options and the convenience of access to the airport, improving these areas could have a profound positive impact on the overall passenger experience. Service Quality of Staff, with a mean score of 3.53, also positively influenced satisfaction. This finding aligns with previous research, reinforcing the importance of human interaction in shaping a positive airport experience. Interestingly, Airport Quality, which includes elements like signage and cleanliness, was moderately rated at 3.42, but it did not significantly affect overall satisfaction in regression analysis. This suggests that while passengers appreciate a clean and aesthetically pleasing environment, functional elements such as operational efficiency and staff service play a more significant role in shaping satisfaction.

The analysis confirms the relevance of the SERVQUAL model and Expectancy–Disconfirmation Theory in understanding passenger satisfaction. Both theories emphasize the importance of service performance meeting or exceeding

expectations, and in this context, operational efficiency, ease of access, and positive staff interaction emerged as the most influential factors. This study thus suggests that YIA's efforts to enhance passenger satisfaction should focus on improving the accessibility of transportation options, staff service quality, and operational efficiency.

5.2 Suggestions

Based on the findings, several key recommendations can be made to improve passenger satisfaction at YIA. First and foremost, improving accessibility and transportation is crucial. The airport should consider enhancing transport links between the airport and major city areas by expanding public transport options, improving signage, and providing more frequent shuttle services. Additionally, clearer directions to transportation hubs and services tailored to different passenger needs—such as services for late-night travelers—would address the accessibility concerns identified in this study.

Moreover, enhancing staff training and service delivery is essential. While passengers were generally satisfied with the courtesy and professionalism of the staff, investing in continuous customer service training can further improve the quality of interaction between staff and passengers. Airport personnel should be trained to handle diverse passenger needs and provide personalized, empathetic service. By fostering a culture of excellence in customer service, YIA can significantly improve the passenger experience, especially in terms of emotional satisfaction.

The integration of more digital services at YIA could also contribute to a smoother, more efficient passenger journey. The airport should explore implementing self-service kiosks for check-in and baggage drop, along with mobile apps to provide real-time updates on flight statuses, security wait times, and transportation availability. These technological advancements would streamline processes and reduce wait times, offering a more modern and efficient service experience.

Furthermore, while the airport's facilities are generally well-maintained, there is room for improvement in terms of passenger comfort. Expanding the seating capacity, providing additional charging stations, and ensuring that waiting areas are spacious and well-equipped would enhance the overall passenger experience. Increasing the number of accessible services for passengers with disabilities is also recommended, ensuring that the airport is fully inclusive.

Finally, it is important for YIA to develop a continuous feedback mechanism to monitor passenger satisfaction and identify areas of improvement in real time. This could involve regular surveys, digital platforms for feedback submission, and engagement with passengers through social media channels. By staying attuned to passenger needs and concerns, YIA can make timely adjustments to services and operations, fostering an ongoing improvement cycle.

5.3 Needs for Further Research

While this study provides valuable insights into the relationship between operational processes and passenger satisfaction at YIA, there are several directions for further research that would enhance the understanding of passenger experiences and airport service quality. Future studies could explore longitudinal changes in passenger satisfaction, tracking how improvements in operational services over time affect satisfaction levels. This would allow for a deeper understanding of the long-term impact of various operational enhancements and their sustainability.

Additionally, qualitative research could complement the quantitative findings by providing a more nuanced understanding of passenger emotions and perceptions. Interviews or focus groups with passengers could uncover deeper insights into the emotional and psychological impact of airport experiences, aspects that may not be fully captured through structured surveys. Understanding the emotional connections passengers have with the airport, such as the feelings of stress or comfort, could help YIA tailor its services to improve not just functional but also emotional satisfaction.

Another area for future research is the exploration of emerging technologies in airport service delivery. As airports increasingly adopt digital solutions such as biometric checks, self-service kiosks, and mobile applications, understanding their impact on passenger satisfaction will be crucial. Researchers could examine how these technologies influence passenger expectations and satisfaction, especially in terms of convenience, security, and personalization.

Moreover, further comparative studies between YIA and other airports in Southeast Asia could offer valuable insights into regional best practices and strategies for improving operational efficiency and passenger satisfaction. By benchmarking against leading airports such as Changi Airport in Singapore or Suvarnabhumi Airport in Bangkok, YIA can identify potential gaps in its service delivery and infrastructure.

In conclusion, while this study provides a strong foundation for improving passenger satisfaction at YIA, further research in areas such as emotional passenger experiences, technological innovations, and comparative studies will be instrumental in shaping the airport's future service offerings and enhancing its competitiveness in the region.

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APPENDIX A

QUESTIONNAIRE

Section A: General Information

1. Gender

□ Male □ Female

2. Marital Status

□ Single □ Married □ Other

3. Trip Purpose

□ Tourism Trave □ Business. □ Non-Business □ Education

4. Travel Frequency

□ 1-2 trips □3-5 trips □ >5 trips

5. Education

□ secondary school □ High school □ Graduated

Section B: Users' Perceptions on Airport Quality and satisfaction at Yangon International Airport (YIA)

Please state level of your agreement on each statement by providing the most relevant number.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	The check-in process is efficient and timely.					
2	The airport signage is clear and easy to follow.					
3	Security screening is well-organized and quick.					
4	Airport staff are helpful and courteous.					
5	The airport is clean and well-maintained.					
6	The availability of seats and waiting areas is sufficient.					
7	The airport offers good food and beverage options.					
8	Restroom facilities are clean and accessible.					

9	Flight information displays are accurate and timely.					
10	The overall airport environment feels safe.					
11	Transportation options to and from the airport are convenient.					
12	Wi-Fi and internet access are reliable and available.					
13	The airport provides good value for services offered.					
14	Baggage claim services are efficient.					

Section C: Satisfaction of Users at Yangon International Airport

No.	Statement	1	2	3	4	5
	Airport Facilities and Infrastructure					
1	How satisfied are you with the cleanliness of the airport terminals?					
2	How would you rate the comfort and availability of seating in the waiting areas?					
3	How satisfied are you with the availability and cleanliness of restrooms?					
4	How do you rate the Wi-Fi and internet service at the airport?					
5	How satisfied are you with the food and beverage options?					
	Passenger Services and Staff					
6	How would you rate the check-in process at YIA?					
7	How satisfied are you with the helpfulness and courtesy of airport staff?					
8	How satisfied are you with the baggage handling and claim services?					
9	How satisfied are you with the flight information displays and announcements?					
	Accessibility and Transportation					
10	How convenient was access to the airport (e.g., public transport, taxis)?					

11	How do you rate the ease of navigating within the airport?					
12	How satisfied are you with the security screening process?					
13	How safe did you feel during your time at the airport?					
	Overall Satisfaction					
14	How would you rate your overall experience at Yangon International Airport?					
15	Would you recommend YIA to others based on your experience?					
16	Based on your experience, what is your overall satisfaction with the airport's service quality? (Cleaning, Temperature, Security, Wifi, Food and Beverage, Shopping, Internet, ATM, Exchange, Moblie Service)					

Rating Scale:

1 – Very Dissatisfied 2 – Dissatisfied 3 – Neutral 4 – Satisfied 5 – Very Satisfied

APPENDIX B

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	200	52.2	52.2	52.2
	Female	183	47.8	47.8	100.0
	Total	383	100.0	100.0	

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	167	43.6	43.6	43.6
	Married	206	53.8	53.8	97.4
	Other	10	2.6	2.6	100.0
	Total	383	100.0	100.0	

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	137	35.8	35.8	35.8
	High School	138	36.0	36.0	71.8
	Graduate	108	28.2	28.2	100.0
	Total	383	100.0	100.0	

Trips Purpose					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tourism Travel	185	48.3	48.3	48.3
	Business	135	35.2	35.2	83.6
	Non Business	32	8.4	8.4	91.9
	Education	31	8.1	8.1	100.0
	Total	383	100.0	100.0	

Travel Frequency					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 2 times	226	59.0	59.0	59.0
	3 to 5 times	102	26.6	26.6	85.6
	Above 5 times	55	14.4	14.4	100.0
	Total	383	100.0	100.0	

Reliability Analysis and Descriptive Analysis

Case Processing Summary			
		N	%
Cases	Valid	383	100.0
	Excluded[a]	0	.0
	Total	383	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.881	.881	5

Item Statistics			
	Mean	Std. Deviation	N
Users' Perceptions on Airport Quality and satisfaction 1	3.38	1.056	383
Users' Perceptions on Airport Quality and satisfaction 2	3.35	1.064	383
Users' Perceptions on Airport Quality and satisfaction 3	3.46	1.009	383
Users' Perceptions on Airport Quality and satisfaction 4	3.46	1.007	383
Users' Perceptions on Airport Quality and satisfaction 5	3.45	1.047	383

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.420	3.347	3.465	.117	1.035	.003	5

Case Processing Summary			
		N	%
Cases	Valid	383	100.0
	Excluded[a]	0	.0
	Total	383	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.866	.868	5

Item Statistics			
	Mean	Std. Deviation	N
Airport Facilities and Infrastructure 1	3.28	1.148	383
Airport Facilities and Infrastructure2	3.60	1.114	383
Airport Facilities and Infrastructure3	3.72	1.034	383
Airport Facilities and Infrastructure4	3.66	1.128	383
Airport Facilities and Infrastructure5	3.80	.968	383

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.611	3.279	3.796	.517	1.158	.040	5

Case Processing Summary			
		N	%
Cases	Valid	383	100.0
	Excluded[a]	0	.0
	Total	383	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.901	5

Item Statistics			
	Mean	Std. Deviation	N
Passenger Services and Staff 1	3.51	1.023	383
Passenger Services and Staff2	3.51	1.010	383
Passenger Services and Staff3	3.60	.992	383
Passenger Services and Staff4	3.46	1.048	383
Passenger Services and Staff5	3.59	1.069	383

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.533	3.462	3.598	.136	1.039	.003	5

Case Processing Summary			
		N	%
Cases	Valid	383	100.0
	Excluded[a]	0	.0
	Total	383	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.871	5

Item Statistics			
	Mean	Std. Deviation	N
Accessibility and Transportation 1	3.08	1.094	383
Accessibility and Transportation2	3.48	1.068	383
Accessibility and Transportation3	3.54	.951	383
Accessibility and Transportation4	3.52	1.060	383
Accessibility and Transportation5	3.40	1.117	383

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.404	3.084	3.535	.452	1.146	.035	5

Case Processing Summary			
		N	%
Cases	Valid	383	100.0
	Excluded[a]	0	.0
	Total	383	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.889	5

Item Statistics			
	Mean	Std. Deviation	N
Overall Satisfaction 1	3.42	1.048	383
Overall Satisfaction2	3.32	1.111	383
Overall Satisfaction3	3.55	.969	383
Overall Satisfaction4	3.32	1.048	383
Overall Satisfaction5	3.82	1.038	383

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.485	3.321	3.817	.496	1.149	.043	5

Correlation Analysis

Correlations						
		Airport Quality	Airport Facilities and Infrastructure	Service quality of Staff	Accessibility and Transportation	Overall Passenger Satisfaction
Airport Quality	Pearson Correlation	1	.703**	.788**	.719**	.708**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	383	383	383	383	383
Airport Facilities and Infrastructure	Pearson Correlation	.703**	1	.732**	.690**	.698**

	Sig. (2-tailed)	.000		.000	.000	.000
	N	383	383	383	383	383
Service quality of Staff	Pearson Correlation	.788**	.732**	1	.775**	.766**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	383	383	383	383	383
Accessibility and Transportation	Pearson Correlation	.719**	.690**	.775**	1	.836**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	383	383	383	383	383
Overall Passenger Satisfaction	Pearson Correlation	.708**	.698**	.766**	.836**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	383	383	383	383	383
**. Correlation is significant at the 0.01 level (2-tailed).						

Multiple Linear Regression Analysis

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Accessibility and Transportation, Airport Facilities and Infrastructure, Airport Quality , Service quality of Staff[b]	.	Enter

a. Dependent Variable: Overall Passenger Satisfaction

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.863[a]	.745	.742	.44073	1.991

a. Predictors: (Constant), Accessibility and Transportation, Airport Facilities and Infrastructure, Airport Quality , Service quality of Staff

b. Dependent Variable: Overall Passenger Satisfaction

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	214.160	4	53.540	275.630	.000[b]
	Residual	73.425	378	.194		
	Total	287.585	382			
a. Dependent Variable: Overall Passenger Satisfaction						
b. Predictors: (Constant), Accessibility and Transportation, Airport Facilities and Infrastructure, Airport Quality , Service quality of Staff						

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.213	.105		2.032	.043		
	Airport Quality	.079	.046	.078	1.723	.086	.330	3.034
	Airport Facilities and Infrastructure	.130	.041	.130	3.179	.002	.402	2.490
	Service quality of Staff	.185	.050	.186	3.694	.000	.267	3.751
	Accessibility and Transportation	.552	.044	.546	12.430	.000	.351	2.853
a. Dependent Variable: Overall Passenger Satisfaction								