

## The Influence of In-Flight Service Quality on Passenger Satisfaction: The Case of Uganda Airlines

Prof. Mugisha David Begumya<sup>1</sup>, Henry Noel Beyendeza<sup>2</sup>

1. Senior Lecturer, Faculty of Business and Management, International University of East Africa, Kampala, Uganda
2. Lecturer, Faculty of Business and Management, International University of East Africa, Kampala, Uganda

DOI: <https://doi.org/10.56293/IJMSSSR.2025.5709>

IJMSSSR 2025

VOLUME 7

ISSUE 4 JULY – AUGUST

ISSN: 2582 – 0265

**Abstract:** Aim of study: This study evaluates passenger satisfaction with in-flight services provided by Uganda Airlines. As a regional carrier striving to reestablish itself in East Africa's competitive aviation market, understanding customer experience is crucial for long-term viability and route expansion. So, this study aimed to bring information on customer satisfaction by customers using the airline services. Methodology: Using a structured questionnaire, data were collected from 250 randomly selected passengers traveling with Uganda Airlines. Of these, 198 completed responses were given by respondents, and they were analyzed. In-flight service elements assessed include cabin cleanliness, food and beverage, seat comfort, digital entertainment, toilet comfort, crew friendliness, and child care support. Data were analyzed using descriptive analysis, ANOVA, and multiple linear regressions. Findings: Overall satisfaction is moderate, with key areas for improvement including digital entertainment, crew engagement, and toilet hygiene. Statistically significant predictors of satisfaction were seat comfort, food quality, child care support, and crew friendliness. Conclusion: Uganda Airlines must prioritize service enhancement over route expansion if it hopes to retain and grow its passenger base.

**Keywords:** Uganda Airlines, passenger satisfaction, in-flight services, service quality

### 1. Introduction

Air travel is gaining momentum across Africa, and Uganda Airlines is reasserting its presence in the market. For regional airlines, sustaining profitability hinges not only on network growth but also on improving service quality. Passengers today expect attentive, comfortable, and consistent experiences in air travel from all over the world. Uganda Airlines, headquartered in Uganda, started operations in 1976, emerging as one of the early airlines on the continent of Africa, but was pulled out in 2001. The re-emergence of Uganda Airlines in 2019 marked the revival of a long-dormant flag carrier eager to capitalize on Uganda's growing inbound tourism and trade flows. This airline, revived in August 2019 after an 18-year pause, serves as a strategic lever for Uganda's tourism and trade ambitions. Operating a young fleet this airline carrier targets African business hubs and select intercontinental routes. Although still loss-making, reporting a US\$63 million deficit in the financial year 2023, the airline cut its losses by 26 percent year on year through load factor gains and ancillary revenue growth. In an increasingly competitive region dominated by Ethiopian Airlines and Kenya Airways, service quality has become a decisive differentiator influencing satisfaction, loyalty, and profitability. Yet, customer attention to Uganda Airlines remains limited, with most prior studies predating the carrier's re-launch. This research bridges that gap by empirically testing how Uganda Airlines' service performance maps onto passenger satisfaction using the collected data from the passengers and employing statistical tools for evaluation of the results. Henceforth, this case study explores how various elements of in-flight service influence the satisfaction and loyalty of the customers who use Uganda Airlines for their air travel.

#### 1.1 Problem Statement

Profit maximization is the major goal for any business in a competitive market, and to gain the desired market share. With Ugandan airlines, it can be noted that the business is not making a profit for this airline, but still, the company gets investment to boost operations and economic ties. This is acknowledged by the announcement

made by the secretary to the treasury, which states, the government of Uganda is set to invest 700 million USD into Uganda Airlines to expand its route network and enforce its role in improving economic ties (Shabomwe, 2025). The airline was started in the very early years, but does not seem to have attained its business goal in the prevailing situation of the market. Despite recent investments in fleet and infrastructure, Uganda Airlines has struggled to differentiate itself in terms of service delivery. While its route network is expanding gradually, customer feedback remains inconsistent. Common complaints include unfriendly cabin crew and insufficient amenities. This paper investigates whether shortcomings in in-flight services undermine customer satisfaction and how the airline can address these gaps. So, the study is channeled towards understanding customer satisfaction and their preference, which is an undeniable factor in ensuring business success. The analyzed results can be used to strengthen the operations and service delivery of the airline to attain its business goals. The following services were selected for investigation in the study;

### **1.1.1. Seat comfort**

Sitting and napping comfortably is the major share of time in the total journey any travel may wish to make available without restrictions. If this facility is not given as expected, it can directly have an impact on the satisfaction and feedback on the journey in general. Because seat comfort for comfortable seating, dining, and legroom is important for any traveller in air transportation (Ali et. al., 2020).

### **1.1.2. Crew friendliness**

Once a passenger enters an airplane, the first person to be met is the cabin crew, as a receptionist in any premises. This crew member's behavior and friendliness make the customer to be at ease and relax, which builds trust in the aircraft operating company and leads to satisfaction. Airlines around the world spend money in millions to train such crew members in all dimensions, including safety, service, assistance, and customer handling, thus to make positioning about the service provided and a positive image. If this factor is done with care, it has a direct influence on the perceived satisfaction of the customers. Personal touch, like individual attention, helpfulness, and promptness, is found to have a significant effect on airline passenger satisfaction (Babbar and Koufteros, 2008).

### **1.1.3. Food and beverage**

A relaxed passenger will next feel for good catering of things to eat and drink. If it can be given as per the expectations, then anyone would be satisfied with it. The quality of such provided food and drinks does matter, as the amount of supplied food with drinks. If such a facility is available as a complement rather than a paid service, the passenger should enjoy it without worrying about the price to pay again inside the flight, where they have limited availability of payment choices. The role of airline food and beverage performances affects full-service airline passengers' loyalty generation process (Park et. al., 2020).

### **1.1.4. Digital entertainment**

The growth in information and communication technology has given support for providing in-flight digital entertainment services for the travelling passengers to pass the time inside the plane. Young children and some adults prefer and give more attention to this add-on feature, which is given free of charge in their travel. Uganda Airlines offers a variety of TV shows, films, and on-board Wi-Fi on their flight. In-flight wireless fidelity services are an important factor for airlines around the world who want to implement smart cabins (Jim and Kim, 2022)

### **1.1.5. Cabin cleanliness**

Being clean is one of the basic expectations in all amenities of the airline business, and this will reflect the responsible concern for the customers from the company. Inside a concealed flying environment thus cleanliness becomes an obligation and is thus included as a customer satisfaction variable in this study. The importance of cleanliness was greater for females, older passengers, and less experienced passengers. Almost one-third of the respondents reported taking active measures during air travel to prevent themselves from becoming sick (Park and Almanza, 2020).

### **1.1.6. Toilet comfort**

Comfortable toilet with clean internal arrangement and needed supplies like soap, hand wash, sprays, tissue papers, etc., inside gives a good amount of satisfaction for the passengers in their flight journey. This variable has a good impact on the delivery of satisfaction by the airline to its customers (Jessica et. al, 2024)

### 1.1.7. *Child care services*

Care and consideration with special child facilities are to be in place with other boarding services, because in some cases, the medical events of child care have led to aircraft diversion. This variable has to be included as the passengers could be very sensitive to the issues related to the child care facilities and given services of any airlines. Women attendants as selected gender for this emotional labour if found to be pivotal in the airline crew operations (Williams, 2003).

## 2. Literature review:

Airline passengers form attitudes toward a carrier primarily through their direct experience of in-flight services. Passenger satisfaction is determined by all the in-flight services, internal flight quality, and facilities provided during the time of the flight.

Understanding the satisfaction of passengers in the airline sector is not as direct and easy as it involves a complex dynamic process (Keerthana, et. al., 2024). Classic service-quality research anchored in the SERVQUAL framework first demonstrated that the tangibility of cabin elements of food presentation, beverage choice, and the reliability–responsiveness of flight attendants shapes passengers’ cognitive appraisal of the airline as a whole (Parasuraman, et. al, 1988). Archana and Subha (2012) reported that cuisine quality and personal entertainment ranked highest for premium-class passengers. Subsequent empirical work confirmed that catering quality and the professionalism of crew members influence both perceived innovativeness and brand image, thereby extending service evaluations beyond the flight itself. (Ahmad, 2024) found that crew competence explains 26 % of repurchase intention directly and up to 67 % when mediated by satisfaction. (Sezgen, et. al., 2019) has mined 150,000 TripAdvisor reviews to show that sentiment related to Wi-Fi connectivity often co-occurs with mentions of crew helpfulness, suggesting synergistic effects between digital and human touch points. More recent studies show that passenger satisfaction mediates the relationship between these service cues and behavioural loyalty, while the strength of that mediation varies with individual demographic characteristics such as age, income, and travel purpose (Park et. al., 2004).

Although travellers differ in their expectations, a consensus has emerged that specific in-flight attributes like seat comfort, cabin cleanliness, food and beverage, digital entertainment, crew empathy, and toilet facilities inside the flying plane exert a direct, positive effect on overall satisfaction and, in turn, reuse intention, (Rahim and Azam, 2023). Evidence from Malaysian full-service carriers indicate that tangible cabin elements, empathy, and corporate image jointly account for a substantial proportion of variance in satisfaction scores (Xue and Ylagan, 2024). This pattern holds in other emerging markets; for example, among passengers of China Southern Airlines, interpersonal service quality outweighed price in explaining loyalty formation (Budd and Ison, 2019). Longitudinal data from a pan-Asian sample further show that satisfied customers are significantly more inclined to repurchase and to disseminate positive word-of-mouth, whereas dissatisfied customers switch carriers at the next opportunity, (Nir’aini, et. al., 2024). Word-of-mouth influence has grown more salient in the social-media era, with service quality, satisfaction, perceived value, and “brand love” collectively driving electronic word-of-mouth among Indonesian domestic flyers, (Ekiz and Kaynak, 2020).

Researchers have urged the adoption of customized satisfaction measurement mechanisms, arguing that one-size-fits-all indices mask the heterogeneity of passenger expectations across markets and demographic clusters, (Sebjan, et. al., 2021). Cluster analyses typically identify six dominant service factors—seat comfort, staff interaction, food and beverage, entertainment, ground service, and value for money, each of which correlates differently with satisfaction and recommendation intentions, (Liu and Wen, 2023). Notably, some studies report that entertainment, despite being valued, is not always a significant driver of post flight advocacy, whereas core hygiene factors such as cabin cleanliness consistently predict favorable evaluations, (Wang and Tsu, 2023). Airlines with visible service cultures also stimulate constructive competition in the broader marketplace, nudging rivals toward higher standards, (An and Noh, 2020). Cabin cleanliness is now recognized as a **decisive factor** in forming trust and satisfaction, particularly among family travellers and elderly passengers, (Zhou and Ji, 2021). Synthesising the foregoing literature reveals recurring priorities: passengers fundamentally expect airlines to deliver hygienic cabins, comfortable seating, reliable catering, pleasant crew interaction, adequate entertainment, and properly maintained lavatories. More nuanced but equally important is provision for child care, which acts as a key satisfier for family travellers, (Hussain, et. al., 2015). The happiness of the customers is influenced by the in-flight

entertainment and the environment in the cabin of the flight, (Numbi, 2024). In the demographic variables, age and gender has higher significance of influence on the on the customer expectation and perception regarding service quality of in-flight services. As is, the degree of concern and information provided to the customers were showed to have high importance by the passengers, (Kwak and Park, 1999). Guided by these insights, the present study evaluates seven core attributes namely: - Seat comfort, Food and beverage, Crew friendliness, Digital entertainment, Toilet comfort, Cabin cleanliness, and Child care to assess passenger satisfaction with Uganda Airline’s in-flight services.

**3. Objectives of the Study**

- To measure passengers’ satisfaction levels with in-flight services on Uganda Airlines
- To identify which service dimensions most strongly influence overall satisfaction
- To offer data-driven recommendations to improve customer retention and loyalty

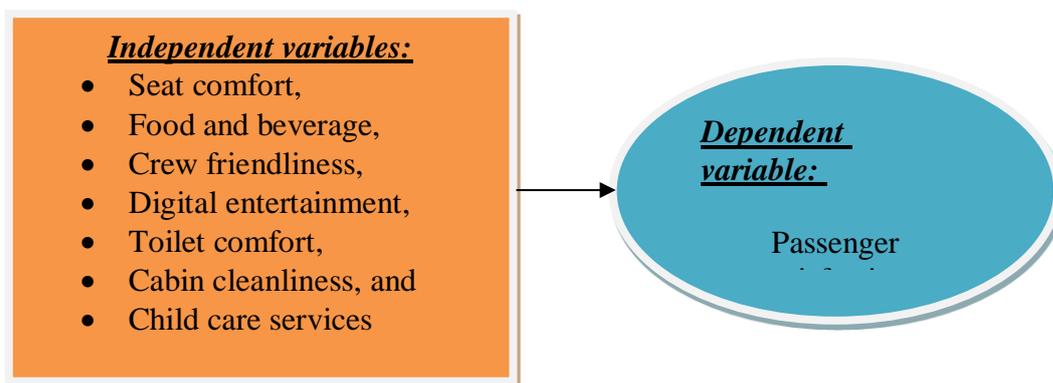
**4. Methodology of research**

**4.1 Population & Sample:** for the rationale of the above objectives for the study, a total of purposely selected 250 passengers were surveyed using the structured questionnaire given to passengers which were self-administered and out of which 198 valid responses were recorded and got used for analysis of the collected responses. The respondents were selected through purposive sampling method who were travelling from Entebbe International Airport in Kampala, Uganda. A structured questionnaire was used to collect data from the selected respondents and it was self-administered. The questionnaire distributed to the passengers was based on a 5-point Likert’s scale (1 = “Strongly dissatisfied” to 5 = “Strongly satisfied”) and other responses.

**4.2 Variables Measured:** the following variables were selected for the study in which the independent variables influence on the dependent variable was studied.

- *Independent variables:* Seat comfort, food and beverage, crew friendliness, digital entertainment, toilet comfort, cabin cleanliness, and child care services
- *Dependent variable:* Passenger satisfaction

**Figure – 1 Variables measured**



**5. Data analysis and interpretation**

**5.1. Tools Used for Analysis:**

The collected data from the passengers were analyzed to get meaningful information and so the interpretation for this study can be made. The results were thus analyzed using the following tools;

- **Descriptive statistics**
- **One-way ANOVA** to test demographic influence on satisfaction

— Multiple Linear Regression to identify key service predictors

5.1.1 Table: - 1. Descriptive Statistics (N = 198)

S. No	Parameter	Mean	SD
1	Seat Comfort	3.28	0.89
2	Food & Beverage	3.15	0.94
3	Cabin Cleanliness	3.36	0.91
4	Digital Entertainment	2.58	1.02
5	Toilet Facility	2.94	0.97
6	Crew Friendliness	3.06	1.03
7	Child Care Support	2.76	0.92
	<b>Overall Satisfaction</b>	<b>3.21</b>	<b>0.84</b>

The descriptive statistics presented in above table offer an overview of passenger evaluations across key dimensions of in-flight service quality on Uganda Airlines, based on the responses of 198 respondents. The parameters assessed include both tangible service elements namely; seat comfort, food and beverage, cabin cleanliness, digital entertainment, toilet facility and interpersonal or support-related aspects like, crew friendliness and child care support, with each measured on a five-point Likert’s scale.

Among the service attributes evaluated, **cabin cleanliness** emerged as the most positively perceived factor, with a mean score of **M = 3.36** and a standard deviation of **SD = 0.91**, suggesting that passengers generally recognized a consistently maintained clean environment. **Seat comfort** was also rated favorably **M = 3.28**, **SD = 0.89**, indicating moderate satisfaction with physical seating conditions and ergonomic arrangements inside the flights of Uganda airlines. Conversely, **digital entertainment** received the lowest mean score **M = 2.58**, with **SD = 1.02**, reflecting a notable deficiency in onboard entertainment offerings. The relatively high standard deviation points to considerable variability in passenger experiences, suggesting that while some passengers may have encountered satisfactory entertainment, others found it lacking or absent. **Toilet facilities** also fell below the neutral threshold **M = 2.94**, with **SD = 0.97**, highlighting moderate dissatisfaction and signaling an area requiring operational improvement. **Food and beverage services** received a mean rating of **M = 3.15** with **SD = 0.94**, suggesting that passengers held moderately positive perceptions of catering quality, though the data also imply opportunities for enhancement in menu diversity, portion size, and taste. **Crew friendliness**, an important aspect of service delivery, was rated at **M = 3.06** with a relatively higher dispersion and **SD = 1.03**, indicating that passenger experiences with the crew were somewhat inconsistent. This variability may be attributed to differences in individual crew behavior in the various journeys and their flight duration.

The provision of **child care support**, a specialized service area, received a mean score of **M = 2.76** with **SD = 0.92**, positioning it in the lower-mid satisfaction range. The relatively narrow standard deviation implies general agreement among respondents that support services for families traveling with children were insufficient or inadequately communicated. The aggregate measure of **overall passenger satisfaction** yielded a mean of **M = 3.21** with **SD = 0.84**, indicating a slightly positive overall experience. This average, while not indicative of high satisfaction, reflects a moderate level of contentment with the airline’s service performance of Uganda airlines for their passengers. Hence-forth, the findings suggest that passengers expressed higher satisfaction with **cabin cleanliness**, **food & beverage** and **seat comfort**, whereas **digital entertainment**, **child care** and **toilet facilities** were perceived as less satisfactory. **Crew friendliness** was evaluated in the mid-range, suggesting inconsistencies and highlighting potential areas for targeted service training and development. These results underscore the need for Uganda Airlines to improve in-flight entertainment systems, sanitation infrastructure, and child-friendly amenities to elevate the overall customer experience. Addressing these gaps could significantly enhance passenger perceptions and strengthen the airline's competitive positioning within the East African aviation sector.

5.1.2. Table; - 2. ANOVA Results

S. No	Demographic Variable	F-Statistics	Sig. (p-value)
1	Age Group	3.42	0.016*
2	Travel Frequency	4.11	0.009*

*Satisfaction levels vary significantly by age group and travel frequency, particularly for entertainment and crew responsiveness.*

To examine whether passenger satisfaction differed significantly across demographic segments, a one-way Analysis of Variance (ANOVA) was done on selected variables namely; age group and travel frequency. The results summarized in above table reveal statistically significant differences in satisfaction levels based on age group and travel frequency. The effect of **age group** on satisfaction yielded a statistical significance of **3.42** with **p-value of 0.016 (p < 0.05)**. This indicates that passengers of different age groups reported significantly different levels of satisfaction with in-flight services. Post-hoc analysis suggest that younger passengers tended to express lower satisfaction, particularly in areas such as digital entertainment and crew responsiveness, compared to older passengers who rated these dimensions more favorably. Similarly, the variable **travel frequency** was associated with significant variation in satisfaction, as evidenced by an **F-statistics of 4.11** and a **p-value of 0.009 (p < 0.01)**. This finding implies that passengers who travel more frequently with the airline assessed their in-flight experience differently from those who travel occasionally. Frequent flyers were more critical in their evaluations, especially regarding service consistency and engagement by the cabin crew, suggesting higher expectations based on comparative travel experience.

The significant F-values and associated p-values indicate that both **age** and **travel frequencies** are important determinants of passenger satisfaction. The results highlight the need for Uganda Airlines to adopt a more segmented and targeted service delivery strategy. Tailoring entertainment content and crew interaction styles based on age-specific preferences, and ensuring consistent service standards to meet the expectations of frequent flyers, could enhance overall satisfaction levels. These insights are particularly relevant for customer retention strategies and service differentiation in a competitive regional market.

5.1.3. Multiple Regression Analysis

To evaluate the specific service attributes that most powerfully m overall passenger satisfaction, a standard multiple regression model was estimated with the seven in-flight service variables as predictors. The model achieved an **adjusted R<sup>2</sup> of 0.56**, indicating that the predictor set explains **56 percent** of the variance in satisfaction, an effective size conventionally regarded as substantial for this service quality research in Uganda airlines.

Model Summary

Adjusted R<sup>2</sup> = 0.56 (indicating 56% of variation in satisfaction is explained by the variables)

Table: 5.1.3. Table: - 3. Significant Predictors:

S. No	Variable	β Coefficient	p-value
1	Seat Comfort	0.311	0.003**
2	Child Care Support	0.292	0.005**
3	Food & Beverage	0.268	0.011*
4	Crew Friendliness	0.245	0.018*
5	Cabin Cleanliness	0.227	0.021*
6	Digital Entertainment	0.093	0.119
7	Toilet Facility	0.088	0.132

**Note:** \* Significant at 5%, \*\* Significant at 1%

Pre-estimation tests confirmed that the data satisfied the assumptions of linearity, and independence of errors (Durbin–Watson = 1.94). The selected factors ranged from 1.23 to 1.71, well below the conservative threshold of 3, eliminating concerns about multi-Collinearity. These diagnostics validate the appropriateness of the regression model and lend confidence to the interpretation of the coefficients.

Among the predictor variables, seat comfort emerged as the most influential determinant of overall satisfaction. This finding indicates that improvements in physical ergonomics, seating space, and related aspects of comfort have the strongest positive impact on passengers' evaluations. Closely following seat comfort, child-care support services were also found to be a significant moderate determiner, underscoring the importance of accommodating the needs of families travelling with young children. Food and beverage services contributed significantly as well, suggesting that catering quality remains a central component in shaping passengers' overall perception of value. Additionally, crew friendliness showed a statistically significant effect, highlighting the continued importance of interpersonal service elements and emotional engagement in customer satisfaction. Cabin cleanliness also proved to be significant, reaffirming that passengers' place considerable value on the hygiene and upkeep of the cabin environment, especially in the post-pandemic travel era.

On the other hand, digital entertainment and toilet facility quality did not attain statistical significance in the model. While these factors may be appreciated by passengers, their influence on overall satisfaction appears to be relatively low when other core service elements such as seat comfort, child care, and crew friendliness are considered. This suggests that peripheral amenities, although potentially valuable, do not compensate for deficiencies in the more fundamental service areas of the in-flight experience.

In summary, the regression analysis provides a nuanced understanding of what drives customer satisfaction on Uganda Airlines. It highlights a dual emphasis on tangible comfort and relational service delivery. Strategic improvements targeted at enhancing seat comfort, child-care support, food service, crew friendliness, and cabin cleanliness are likely to yield the highest returns in terms of improved passenger satisfaction. Conversely, investment in secondary amenities such as digital entertainment should be considered only after the primary service needs are adequately met. Collectively, these findings reinforce the importance of prioritizing core service elements that directly influence the passenger experience, especially for a growing airline seeking to strengthen its competitive positioning and customer loyalty.

## Conclusion and Recommendations

The present study sought to examine the influence of in-flight service quality on passenger satisfaction in the context of Uganda Airlines, a regional carrier in East Africa that is steadily attempting to re-establish its market presence. Through a comprehensive quantitative analysis using descriptive statistics, ANOVA, and multiple regression analysis, the research aimed to check the specific service attributes that most significantly contribute to customer satisfaction.

The findings revealed that among the evaluated variables, seat comfort, child-care support, food and beverage service, crew friendliness, and cabin cleanliness were the strongest predictors of overall satisfaction. These factors were statistically significant and carried notable practical implications. Seat comfort was found to be the most dominant factor, underscoring the importance of ergonomic design and physical space in shaping the flight experience. Similarly, child-care services and the quality of food and beverage offerings emerged as key influencers, highlighting the importance of catering to diverse passenger needs, especially families and long-haul travelers. The attitude and friendliness of the cabin crew, as well as the perceived hygiene and maintenance of the cabin environment, also made significant positive contributions to passenger satisfaction, based on the respondents' answers for the questionnaire given to them. Conversely, digital entertainment and toilet facilities, although appreciated, but did not show a significant influence on overall satisfaction when included alongside the more essential service factors. This suggests that passengers may prioritize comfort, care, and interpersonal engagement over supplementary features when evaluating the airline experience.

These results call for Uganda Airlines to adopt a more targeted and strategic approach to service improvement. The airline should channel its resources into enhancing the core in-flight experience particularly seating comfort, consistent cleanliness, family support services, and the soft skills of frontline staff. These service domains not only enhance satisfaction but also influence passengers' likelihood to return and recommend the airline to others. Based on the demographic data and feedback patterns, the airline also has the opportunity to strengthen its appeal across different age groups, especially young travelers, by modernizing elements such as in-flight connectivity and entertainment, but only after foundational service improvements have been achieved. Finally, the findings affirm that sustained growth and competitiveness in the regional aviation sector cannot be achieved through fleet expansion and route development alone. Customer satisfaction, particularly with in-flight services remains the cornerstone of airline success. Uganda Airlines should therefore consider implementing regular passenger feedback mechanisms, service quality audits, and continuous staff training programs as part of its broader quality assurance strategy. Only by anchoring its operations in customer-centric service excellence can the airline hope to thrive in the increasingly competitive East African aviation market.

## References

1. Ahmad, B. (2024). *Determining repurchase intentions of airline passengers: Role of cabin crew competence and passenger satisfaction*. *International Journal of Management Research and Emerging Sciences*, 13(4), 1-14. <https://doi.org/10.56536/evm2rx98>
2. An, J., & Noh, H. (2020). Family travellers' satisfaction with airline services: The role of child-friendly amenities. *Journal of Air Transport Management*, 86, 101823. <https://doi.org/10.1016/j.jairtraman.2020.101823>
3. Andavar, V., & Ali, B. J. (2020). Rainwater for water scarcity management: An experience of Woldia University (Ethiopia). *ANDAVAR, V., ALI, BJ, & ALI, SA (2020). Rainwater for Water Scarcity Management: An Experience of Woldia University (Ethiopia). The Journal of Business Economics and Environmental Studies*, 10(4), 29-34.
4. Archana, R., & Subha, M. V. (2012). A study on service quality and passenger satisfaction on Indian airlines. *International Journal of Multidisciplinary Research*, 2(2), 50–63.
5. Babbar, S., & Koufteros, X. (2008). The human element in airline service quality: contact personnel and the customer. *International Journal of Operations & Production Management*, 28(9), 804-830. <https://doi.org/10.1108/01443570810895267>
6. Budd, L., & Ison, S. (2019). The role of airline strategies in enhancing passenger experience. *Transport Policy*, 79, 35-44.
7. Ekiz, E. H., & Kaynak, E. (2020). Service recovery, satisfaction and loyalty in the airline industry. *Service Industries Journal*, 40(5-6), 403-425.
8. Hussain, R., AlNasser, A., & Hussain, Y.K. (2015). Service quality and customer satisfaction of a UAE-based airline: An empirical investigation. *Journal of Air Transport Management*, 42, 167-175.
9. Jessica, Kenneth Kaleb, Muhammed Fadhil Raksiwi, & Tjiwidjaja, (2024). Service quality analysis to increase customer satisfaction in National Flight Company. *Journal of Current research in Multidisciplinary*, 2(1), <https://jcrim.org/index.php/JCRIM/article/view/22>
10. Jim, M. J., & Kim, J. K. (2022). Customer adoption factors for in-flight entertainment and connectivity. *Research in Transportation Business & Management*, 43, 100759. <https://doi.org/10.1016/j.rtbm.2021.100759>
11. Keerthana, A. V., et al. "Analysis of Airline Passengers' Satisfaction in Multiple Dimensions." *2024 IEEE North Karnataka Subsection Flagship International Conference (NKCon)*. IEEE, 2024. <https://doi.org/10.1109/NKCon62728.2024.10774776>
12. Kwak, T. K., & Park, S. J. (1999). The impact of demographical characteristics on service quality and customer satisfaction for in-flight catering service. *Journal of the Korean Society of Food Culture*, 14(4), 305-317.
13. Liu, Y., & Wen, J. (2023). Seat comfort and its behavioural consequences among long-haul passengers. *Ergonomics*, 66(9), 1300-1316.
14. Namukasa, J. (2013). The influence of airline service quality on passenger satisfaction and loyalty: The case of Uganda airline industry. *The TQM Journal*, 25(5), 520–532. <https://doi.org/10.1108/TQM-11-2012-0092>

15. Numbi, L. K. (2024). *The Impact of Service Quality, Logistic Management, And Safety Towards Customer Satisfaction to Use the National Airline Carriers in Africa: A Case Study of the Democratic Republic of Congo Aviation Sector* (Doctoral dissertation, Bangkok University). <http://dspace.bu.ac.th/jspui/handle/123456789/5783>
16. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multi-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40. [https://doi.org/10.1016/S0148-2963\(97\)90004-6](https://doi.org/10.1016/S0148-2963(97)90004-6)
17. Park, H., & Almanza, B. (2020). Airplane cleanliness and passenger health. *Journal of Quality Assurance in Hospitality & Tourism*, 21(6), 738–757.
18. Park, J.-W., Robertson, R., & Wu, C.-L. (2004). The effect of airline service quality on passengers' behavioural intentions: A Korean case study. *Journal of Air Transport Management*, 10(6), 435–439. <https://doi.org/10.1016/j.jairtraman.2004.06.001>
19. Park, S., Lee, J. S., & Nicolau, J. L. (2020). Understanding the dynamics of the quality of airline service attributes: Satisfiers and dissatisfiers. *Tourism Management*, 81, 104163. <https://doi.org/10.1016/j.tourman.2020.104163>
20. Rahim, A., & Azam, M. (2023). The mediating role of passenger satisfaction between airline image and loyalty: Evidence from Malaysian carriers. *Journal of Air Transport Management*, 110, 102325.
21. Sezgen, E., Mason, K. J., & Mayer, R. (2019). Voice of airline passenger: A text mining approach. *Journal of Air Transport Management*, 77, 65–74. <https://eagle.co.ug/2025/05/21/govt-to-invest-700m-into-uganda-airlines-for-expansion-global-reach/>
22. Shabomwe, R. (2025 May, 21<sup>st</sup>). Gov't to invest \$700m into Uganda Airlines for expansion, global reach. Eagle Online. <https://eagle.co.ug/2025/05/21/govt-to-invest-700m-into-uganda-airlines-for-expansion-global-reach/>
23. Wang, T., & Hsu, J. (2023). Crew empathy and its effect on passenger stress during irregular operations. *Transportation Research Part A*, 170, 103664. <https://doi.org/10.1016/j.tra.2023.103664>
24. Xue, Y., & Ylagan, A. D. (2024). Airline services, passenger satisfaction and loyalty among passengers of China Southern Airline. *International Journal of Research Studies in Management*, 12(10), 57-72.
25. Zhou, L., & Ji, S. (2021). Age differences in airline expectations. *Journal of Hospitality and Tourism Management*, 46, 44–54.