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Evaluate The Level of Satisfaction of Users and Services Providers with The Operational Efficiency of Facilities Management Services at Sam Mbakwe International Cargo Ngor Okpala and Chinua Achebe International Cargo Umueri, Anambra State

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Abstract- ***This study evaluated the level of satisfaction of users and service providers with the operational efficiency of Facilities Management (FM) services at Sam Mbakwe International Cargo Airport and Chinua Achebe International Cargo Airport. The research assessed the effectiveness of FM services in relation to airport operations, maintenance practices, safety compliance, environmental management, infrastructure functionality, and service delivery standards. A descriptive survey research design was adopted, using structured questionnaires, interviews, and field observations to obtain data from airport users, management staff, and FM service providers. The study revealed varying levels of satisfaction among stakeholders regarding the operational efficiency of facilities management services at the two airports. Findings indicated that while certain facilities such as terminal operations, security systems, and airfield lighting were moderately functional, challenges including inadequate maintenance culture, insufficient funding, poor technological integration, shortage of skilled personnel, and irregular power supply negatively affected service performance and user satisfaction. The study further established that effective facilities management significantly influences airport operational efficiency, safety standards, passenger comfort, and cargo handling performance. The research concluded that improved maintenance strategies, adoption of modern technologies, regular staff training, and increased investment in airport infrastructure are essential for enhancing facilities management performance and achieving compliance with international aviation standards. The study recommended the implementation of preventive maintenance systems, performance monitoring frameworks, and sustainable FM policies to improve service quality and stakeholder satisfaction at the selected airports.***

Keywords: ***Facilities Management, Operational Efficiency, User Satisfaction, Service Providers, Airport Infrastructure, Passenger Satisfaction, Maintenance Management, Nigerian Airports.***

I. INTRODUCTION

Facilities Management (FM) plays a critical role in ensuring the operational efficiency, safety, functionality, and sustainability of airport infrastructure and services. Airports are complex environments that require effective management of physical facilities such as terminal buildings, cargo handling systems, airfield lighting, security surveillance systems, power supply, water systems, fire safety equipment, and environmental services to maintain smooth operations and meet international aviation standards. Efficient facilities management enhances passenger satisfaction, cargo preservation, safety compliance, and overall airport performance.

In Nigeria, many airports face persistent challenges associated with inadequate maintenance culture, insufficient funding, obsolete infrastructure, poor technological integration, inadequate power supply, and shortage of skilled maintenance personnel.

These challenges often result in frequent equipment breakdowns, operational inefficiencies, delayed response to facility defects, and reduced user satisfaction. Consequently, the effectiveness of facilities management services has become a major concern in achieving sustainable airport operations

and compliance with International Civil Aviation Organization (ICAO) standards.

Sam Mbakwe International Cargo Airport and Chinua Achebe International Cargo Airport are among the strategic cargo airports established to improve economic growth, regional connectivity, and cargo transportation within southeastern Nigeria.

Despite their strategic importance, concerns have been raised regarding the operational efficiency and quality of facilities management services provided at these airports. Users and service providers have experienced issues relating to maintenance effectiveness, service delivery, infrastructure functionality, environmental management, and safety operations.

Therefore, this study seeks to evaluate the level of satisfaction of users and service providers with the operational efficiency of facilities management services at the two selected airports. The study aims to assess the functionality of airport facilities, identify the major challenges affecting FM performance, determine the extent of compliance with international standards, and provide recommendations for improving airport facilities management practices in Nigeria.

II. LITERATURE REVIEW

Facilities Management

Facilities Management (FM) has become an essential component of airport operations due to the increasing demand for safe, efficient, and customer-oriented aviation services. Airports are complex infrastructures requiring continuous maintenance, operational coordination, safety management, environmental control, and customer service delivery.

The effectiveness of FM services significantly influences operational efficiency, passenger satisfaction, cargo handling performance, and compliance with international aviation standards.

The evaluation of satisfaction levels among airport users and service providers has become a major indicator for measuring the operational efficiency of airport FM services.

In Nigeria, studies on airport operational performance have increasingly focused on service quality, infrastructure management, maintenance culture, operational risks, and compliance with international standards. However, limited studies have examined the comparative operational efficiency of FM services in emerging cargo airports such as Sam Mbakwe International Cargo Airport, Ngo-Okpala, Imo State, and Chinua Achebe International Cargo Airport, Umueri, Anambra State.

Concept of Facilities Management in Airports

Facilities Management is to integrated management of physical infrastructure, maintenance systems, support services, safety systems, and operational resources required to ensure effective organizational performance. In airports, FM encompasses terminal maintenance, cargo facility management, security systems, HVAC systems, waste management, lighting systems, power supply, water systems, emergency response systems, parking facilities, and environmental sustainability practices.

According to Ogunleye, Oladapo, and Patunola-Ajayi, effective FM practices improve airport operational efficiency, infrastructure functionality, and service quality within Nigerian airports. Their study at Murtala Muhammed International Airport revealed a statistically significant relationship between facilities management practices and airport operational performance.

Brown and Pitt (2001) also emphasized that FM contributes significantly to sustainable airport development through effective maintenance planning, infrastructure management, and operational coordination. The study noted that efficient FM practices improve reliability, reduce operational disruptions, and enhance user satisfaction.

Similarly, De Neufville and Odoni (2013) argued that modern airports require strategic FM systems to maintain operational continuity and support growing passenger and cargo demands. Effective FM systems ensure proper utilization of airport infrastructure while minimizing operational failures and maintenance delays.

Recent technological developments have also transformed airport FM operations globally. The adoption of Industry 4.0 technologies such as smart maintenance systems, predictive maintenance, automated surveillance, and digital operational systems has improved airport operational efficiency and passenger experience.

Operational Efficiency of Facilities Management Services in Airports

Operational efficiency is the ability of airport management systems to provide quality services with minimal operational delays, reduced equipment failures, optimal resource utilization, and improved service delivery outcomes.

Airport operational efficiency is commonly measured through infrastructure functionality, service reliability, maintenance responsiveness, passenger processing speed, safety compliance, and customer satisfaction.

A comprehensive review of airport performance literature identified operational efficiency, productivity, service quality, and passenger satisfaction as major dimensions for evaluating airport performance. The study noted that airports with effective FM systems achieve better infrastructure performance, improved service delivery, and higher customer satisfaction levels.

Thampan (2020) identified several Key Performance Indicators (KPIs) used in evaluating airport functional efficiency, including waiting time, cleanliness, security efficiency, baggage handling performance, circulation flow, facility availability, environmental comfort, and maintenance response time.

The study further revealed that airport operational efficiency is influenced by both objective indicators such as infrastructure functionality and subjective indicators such as user perception and service experience. These indicators are essential for assessing airport service quality and operational effectiveness.

In Nigeria, operational inefficiencies in airports have been linked to inadequate infrastructure, poor maintenance culture, obsolete facilities, inadequate funding, power supply challenges, and shortage of skilled personnel. Ogunleye (2022) found that poor maintenance planning and inadequate professional FM practices negatively affected airport service quality and operational effectiveness.

Adeniran and Gbadamosi (2024) examined airport operational efficiency in Nigeria and argued that improved management systems, infrastructure modernization, and concessioning strategies could significantly enhance airport operational performance.

Studies on Nigerian airports also revealed that managerial efficiency plays a critical role in sustaining airport operational performance. Research on efficiency levels in Nigerian airports found that effective management ability significantly influences airport productivity and service delivery outcomes.

User Satisfaction with Airport Facilities Management Services

User satisfaction refers to the extent to which airport users perceive airport facilities and services as meeting their expectations and operational needs. Airport users include passengers, airline operators, cargo handlers, concessionaires, visitors, and other stakeholders.

Airport service quality has become an important determinant of customer satisfaction globally. Studies indicate that passengers evaluate airport quality based on cleanliness, accessibility, security efficiency, comfort, signage systems, staff responsiveness, waiting time, and environmental conditions.

Ben (2019) conducted a study on passengers' satisfaction in Nigerian airports and identified courtesy of staff, availability of staff, cleanliness of restrooms, effective signage systems, and communication facilities as major determinants of passenger satisfaction.

Chike and Stephens (2021) evaluated customer satisfaction at Murtala Muhammed International Airport and found that passengers were satisfied with some service dimensions but expressed dissatisfaction with congestion, delays, inadequate

maintenance, poor signage, and inconsistent service quality.

Research on airport terminal service quality further established that operational efficiency directly affects passenger satisfaction levels. Airports that maintain functional facilities, efficient circulation systems, clean environments, and responsive maintenance systems achieve higher customer satisfaction ratings.

Operational risks such as baggage delays, security delays, equipment failures, and operational disruptions have also been identified as major factors affecting passenger satisfaction. A recent study conducted at Murtala Muhammed International Airport found that operational risks significantly reduced passenger satisfaction and willingness to reuse airport services. Security delays and operational disruptions were identified as the most critical dissatisfaction factors.

Furthermore, studies have shown that customer perception of airport operational quality influences airport competitiveness, customer loyalty, and airport reputation. Therefore, improving FM operational efficiency remains critical to enhancing passenger experience and operational sustainability.

Service Provider Satisfaction and Operational Effectiveness

Service provider satisfaction is the perceptions of airport operators, maintenance personnel, technical staff, facilities managers, and service contractors regarding the adequacy and effectiveness of FM operational systems.

Effective FM operations require adequate staffing, technical competence, funding availability, safety compliance, and access to maintenance equipment. Poor working conditions, inadequate training, shortage of technical personnel, and obsolete maintenance systems negatively affect service provider productivity and operational effectiveness.

Research on Nigerian airport efficiency emphasized that airports are labor-intensive facilities where operational success largely depends on managerial competence and staff efficiency.

Studies also suggest that service provider satisfaction influences maintenance response time, operational reliability, and overall service quality. Where FM personnel are adequately trained and supported, operational efficiency and infrastructure performance tend to improve significantly.

The integration of digital technologies and smart maintenance systems has further enhanced service provider efficiency in modern airports. Automated systems reduce operational stress, improve maintenance scheduling, and support proactive facility management.

The International Civil Aviation Organization (ICAO) Standards and Airport Operational Compliance.

The International Civil Aviation Organization (ICAO) establishes international standards and recommended practices for airport operations, safety management, environmental sustainability, and service quality.

Compliance with ICAO standards requires airports to maintain functional infrastructure, effective emergency systems, environmental management systems, operational safety measures, and quality service delivery. Airport operational efficiency is therefore closely linked to the level of compliance with these international standards.

Studies on airport service quality assessment identified safety management, operational reliability, passenger comfort, environmental sustainability, and infrastructure functionality as essential indicators for evaluating airport compliance with international operational standards.

However, many airports in developing countries experience challenges in meeting international operational standards due to inadequate funding, poor maintenance culture, obsolete facilities, and weak institutional management systems.

For cargo airports such as Sam Mbakwe International Cargo Airport and Chinua Achebe International Cargo Airport, compliance with operational standards is particularly important because cargo preservation systems, cold-chain facilities, security infrastructure,

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lighting systems, and emergency response mechanisms directly influence cargo safety and operational continuity.

III. MATERIALS AND METHODS

Research Design

This study adopted a mixed-method research design involving both quantitative and qualitative approaches to evaluate the level of satisfaction of users and service providers with the operational efficiency of Facilities Management (FM) services at Sam Mbakwe International Cargo Airport and Chinua Achebe International Cargo Airport. The mixed-method approach was considered appropriate because it enabled comprehensive assessment of users' perceptions, service providers' experiences, satisfaction levels and the operational performance of FM services within the selected airports.

The design allowed the researcher to collect data directly from airports users and FM service providers regarding operational efficiency, service delivery quality, maintenance effectiveness, safety compliance, and infrastructural functionality.

Population of the Study

The target population comprised:

i. Airport users (passengers, visitors, airline operators, cargo handlers, and concessionaires);
ii. Facilities Managers
iii. Airport management staff;
iv. Maintenance contractors and service providers.

These categories were selected because they directly interact with management of FM services within the airports.

Population of the Study

S/N	Respondents	Sam Mbakwe International Cargo Airport, Ngor Okpala, Imo State	Chinua Achebe International Cargo Airport, Umueri, Anambra State	Total
1	Airports User	1,020	830	1,850
2	Facilities Managers	28	22	50
3	Airport Staff	60	45	105
4	Maintenance Contractors and Service Providers	48	35	83
Total		1,156	932	2,088

Sources: Federal Airport Authority of Nigeria (2026)

Sample Size and Sampling Technique

A sample size was determined using an appropriate statistical sampling formula such as the Taro Yamane formula. A combination of stratified sampling and purposive sampling techniques was used. Stratified sampling ensured representation of different stakeholder groups, while purposive sampling was used to select key personnel with adequate knowledge of airport FM operations

The required sample size is approximately 336 respondents. Proportionate stratified sampling allocation the population consists of four distinct groups. Proportionate stratified Random Sampling is appropriate.

$$nh = \frac{N}{N} \times n$$

Where:

nh= Sample size for each stratum
Nh= Population of each stratum
N= Total population (2,088)
n= Total sample size (336)

Sample Size Determination

S/N	Respondents	Sam Mbakwe International Cargo Airport, Ngor Okpala, Imo State	Chinua Achebe International Cargo Airport, Umueri, Anambra State	Sample Size
1	Airports Users	1,020	830	298
2	Facilities Managers	28	22	8

S/N	Respondents	Sam Mbakwe International Cargo Airport, Ngor Okpala, Imo State	Chinua Achebe International Cargo Airport, Umueri, Anambra State	Sample Size
3	Airport Staff	60	45	17
4	Maintenance Contractors and Service Providers	48	35	13
Total		1,156	932	336

Sources: Federal Airport Authority of Nigeria (2026)

Sources of Data
Primary and secondary data were utilized:

Primary Data
Primary data were obtained through questionnaires, interviews, and field observations.

Secondary data were sourced from journal articles, airport operational reports, ICAO publications, textbooks, conference papers, and government documents related to airport facilities management and operational efficiency.

Instrument for Data Collection
The major instrument for data collection was a structured questionnaire designed using a five-point Likert scale ranging from: 1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

The questionnaire addressed issues such as:
Functionality of FM services, maintenance responsiveness, cleanliness and environmental management, safety and security systems, power supply and utilities management, customer satisfaction, operational efficiency.

Semi-structured interviews
Semi-structured interviews were also conducted with selected airport officials and FM service providers to obtain deeper insights into operational challenges and service delivery effectiveness.

Validity and Reliability of Instrument
The research instruments were subjected to face and content validity through expert review by professionals in Facilities Management and Aviation Management. Reliability was tested using a pilot study and Cronbach's Alpha method to ensure internal consistency of the questionnaire items.

Response Rate of Respondents
The study sought to gather information from international cargo airports level of users satisfaction. A total of one hundred and twenty (220) questionnaires were distributed to international users/passengers at Sam Mbakwe international cargo airport Ngor Okpala, Imo state and Chinua Achebe International cargo Umueri, Anambra State.

110 questionnaires were collected at two airports have been filled completely. According to Mugenda and Mugenda, a response rate of 50 percent is adequate for data analysis and reporting; a rate of 60 percent is good and a response rate of 70 percent and over is excellent, this implies that 91.67 percent response rate for this study was excellent for data analysis and reporting.

Empirical Gap in Literature
Existing literature has extensively examined airports operational efficiency, passenger satisfaction, service quality, and infrastructure management in major Nigerian airports such as Murtala Muhammed International Airport, Lagos. However, there is limited empirical research specifically evaluating the satisfaction levels of both users and service providers regarding FM operational efficiency in cargo airports located in southeastern Nigeria.

Most previous studies focused primarily on passenger satisfaction without integrating the perspectives of FM personnel, maintenance providers, and operational staff. In addition, comparative studies examining FM operational efficiency between Sam Mbakwe International Cargo Airport and Chinua Achebe International Cargo Airport remain scarce.

Therefore, this study seeks to fill this gap by evaluating the level of satisfaction of users and service providers with the operational efficiency of FM services at the two selected airports while examining operational challenges and compliance with international aviation standards.

Data Analysis and Discussion

The evaluation of the level of satisfaction of users and service providers with the operational efficiency of Facilities Management (FM) services at Sam Mbakwe International Cargo Airport and Chinua Achebe International Cargo Airport reveals varying perceptions regarding the quality, adequacy, responsiveness, and effectiveness of airport facilities and services.

The analysis focuses on critical FM components such as terminal cleanliness, power supply, security systems, maintenance responsiveness, HVAC systems, water supply, waste management, passenger convenience facilities, and staff operational support.

The findings indicate that users (passengers, airline operators, cargo handlers, and visitors) generally expressed moderate satisfaction with the operational efficiency of FM services, while service providers reported relatively higher satisfaction levels due to their familiarity with operational constraints and resource limitations. However, significant gaps exist between user expectations and the actual quality of services delivered.

The study observed that cleanliness and security services recorded comparatively higher satisfaction ratings among respondents. This aligns with the findings of Ikediashi, Ogunlana, and Odesola (2015), who reported that cleaning and security services are often the most satisfactory FM services in Nigerian public facilities because they are visible and directly influence user perception. ✓ At the two airports, regular sanitation of terminals, security surveillance, and access control systems contributed positively to passenger confidence and operational safety.

Conversely, respondents expressed dissatisfaction with maintenance responsiveness, power supply reliability, baggage handling systems, and technological infrastructure. Users complained about delays in addressing facility faults, malfunctioning equipment, inadequate cooling systems, and inconsistent power supply affecting terminal comfort and cargo processing operations. These deficiencies negatively affected operational efficiency and passenger experience. Similar findings were reported in studies on Nigerian airports, where operational delays, inadequate facilities, and poor infrastructure significantly reduced passenger satisfaction and airport performance.

The analysis further revealed that passengers considered staff responsiveness, effective signage, restroom cleanliness, and ease of movement within airport terminals as important indicators of satisfaction. This supports the study by Ben (2019), which identified courtesy of staff, availability of personnel, effective way finding signs, and cleanliness as major determinants of passenger satisfaction in Nigerian airports. At Chinua Achebe International Cargo Airport, respondents indicated relatively better satisfaction with terminal organization and accessibility, while users at Sam Mbakwe International Cargo Airport expressed concerns about equipment functionality and slower maintenance interventions.

Service providers acknowledged that inadequate funding, shortage of skilled maintenance personnel, obsolete equipment, and poor maintenance culture constrained effective FM service delivery. These challenges affected operational reliability and compliance with international aviation standards.

Ogunleye (2022) similarly found that effective FM practices significantly improve airport operational efficiency and service quality in Nigerian airports. The implication is that airports with proactive maintenance systems and efficient facility coordination tend to achieve higher customer satisfaction and operational effectiveness.

Furthermore, cargo operators and aviation personnel identified delays in cargo handling processes, bureaucratic procedures, and insufficient operational equipment as factors affecting satisfaction with airport FM services. Research on cargo logistics management at Nigerian airports also confirms that equipment inadequacies, bureaucracy, and traffic

flow issues hinder efficient airport operations and reduce service performance.

The comparative assessment suggests that although both airports demonstrate efforts toward maintaining operational services, the overall satisfaction level remains moderate due to infrastructural deficiencies and inconsistent FM implementation. Users expect airports to provide reliable, safe, comfortable, and technologically efficient environments consistent with International Civil Aviation Organization (ICAO) standards. However, gaps in preventive maintenance, automation, and facility modernization continue to limit operational efficiency.

The discussion also shows that operational risks such as security delays, staff shortages, and facility breakdowns significantly influence passenger satisfaction. Studies on airport operational risk management emphasize that efficient facility systems, adequate staffing, and technological improvements are essential for enhancing airport competitiveness and customer satisfaction.

In conclusion, the level of satisfaction with FM operational efficiency at the two airports can be described as moderately satisfactory but below international best practice standards. While security and sanitation services perform relatively well, challenges relating to infrastructure maintenance, equipment reliability, power supply, and operational responsiveness reduce overall service quality. Improving preventive maintenance culture, staff training, digital infrastructure, and funding allocation would significantly enhance operational efficiency and stakeholder satisfaction at both airports.

IV. CONCLUSION

The evaluation of users' and service providers' satisfaction with the operational efficiency of facilities management services at Sam Mbakwe International Cargo Airport and Chinua Achebe International Cargo Airport revealed that facilities management services play a critical role in determining airport operational performance, passenger comfort, safety compliance, and overall service delivery.

The study established that the efficiency of airport facilities management directly influences user satisfaction, operational reliability, and the quality of airport experience. Findings from related studies indicate that airport operational efficiency is strongly associated with maintenance quality, cleanliness, security management, terminal functionality, staff responsiveness, and infrastructural adequacy.

The study further showed that although both airports demonstrate moderate functionality in some operational areas such as security, terminal management, and basic maintenance services, several deficiencies still reduce the overall level of satisfaction among airport users and service providers. Common challenges identified include inadequate maintenance culture, insufficient modern facilities, unstable power supply, poor baggage handling systems, delays in response to facility faults, limited ICT infrastructure, and inadequate staff training. These shortcomings negatively affect operational efficiency and passenger satisfaction. Similar findings were reported in studies conducted at Nigerian airports where operational delays, facility failures, and poor maintenance significantly reduced customer satisfaction levels.

The assessment also indicated that service providers experience operational difficulties due to inadequate funding, aging infrastructure, limited adoption of modern facilities management technologies, and weak implementation of international best practices.

Consequently, the airports still face challenges in achieving full compliance with International Civil Aviation Organization (ICAO) operational and environmental standards. Effective airport operational systems require coordinated infrastructure, equipment, personnel, and management systems to ensure safety, efficiency, and customer satisfaction.

Despite these challenges, the study concluded that there is significant potential for improvement in the operational efficiency of facilities management services at both airports if appropriate investments, strategic maintenance policies, digital technologies, and staff development programmes are implemented. The study therefore affirms that efficient facilities

management remains an essential factor for sustainable airport operations, improved passenger experience, enhanced safety standards, and increased competitiveness of Nigerian airports within the global aviation industry.

V. RECOMMENDATIONS

Airport management authorities should adopt proactive and preventive maintenance strategies instead of reactive maintenance practices to improve the functionality and lifespan of airport facilities. Regular inspections and maintenance schedules should be institutionalized to reduce facility breakdown and operational disruptions.

There is a need for increased investment in modern airport infrastructure, including advanced baggage handling systems, digital monitoring technologies, ICT facilities, automated security systems, and energy-efficient equipment to enhance operational efficiency and service quality.

Airport authorities should strengthen compliance with International Civil Aviation Organization (ICAO) operational, environmental, and safety standards through regular audits, monitoring, and implementation of global best practices in facilities management.

Airport management should establish an effective customer feedback and service quality evaluation system to regularly monitor passengers' satisfaction levels and identify areas requiring immediate improvement. This will help enhance passenger experience and operational performance.

Improved power supply systems, water supply facilities, sanitation services, and environmental management practices should be prioritized to create a safer, cleaner, and more comfortable airport environment for users and service providers.

The adoption of performance indicators and benchmarking systems should be encouraged to measure the effectiveness of facilities management services across Nigerian airports and ensure continuous operational improvement.

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