

**FLIGHT DISPATCH STRATEGY AND DELIVERY PERFORMANCE OF AVIATION FIRMS IN
AKWA-IBOM AND RIVERS STATE OF NIGERIA**

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ABSTRACT

Our study centered on flight dispatch strategy and delivery performance of aviation firms in Akwa Ibom and Rivers State. The study adopted correlational design, two research and two hypotheses guided the study. The entire twenty-two registered aviation firms in Rivers and Akwa Ibom State were covered involving census study, with questionnaire having reliability index of 0.92 as major instrument for data collection. Data collected were analyzed via percentage and frequency analysis, mean, standard deviation, and the hypotheses tested using Spearman Rank Order Correlation (ρ) with the aid of Statistical Package for Social Sciences (SPSS) version 23.0. In course of the study it was found and held that there is a significant relationship between flight reliability and speedy delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria. There is a significant relationship between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria. Consequently, it was recommended that aviation firms pay strict attention to customer service providing quality and reliable service, good handling of cargo to sustain customer satisfaction and patronage. Regulatory bodies like the Nigerian Civil Aviation Authority (NCAA) should establish performance benchmarks and enforce time-based service-level agreements to keep airlines accountable. Training and capacity-building for staff should be enforced, as to handle human delay, a significant factor in operational slowness. In essence, speedy delivery should not be viewed in isolation but as a composite measure of planning, execution, and organizational discipline, which when effectively managed, would boost overall delivery performance and position Nigerian aviation firms as reliable service providers on both local and international routes.

Key Words: Flight, Dispatch, Strategy, Delivery, Performance, Aviation

INTRODUCTION

The aviation sector plays a crucial role in connecting cities, countries, and continents, serving as a backbone to economic activities and international integration. In Nigeria, States like Akwa Ibom and Rivers, due to their strategic locations and economic significance, depend heavily on air transport for business, tourism, and administrative functions. With the advent of Ibom Air in Akwa Ibom and the increasing aviation traffic at Port Harcourt International Airport, both States have become aviation hubs in the South-South region (Adeniji, 2021). Flight dispatch, which refers to the planning, monitoring, and control of aircraft operations, has thus become a core strategy in ensuring efficiency, punctuality, and safety in the delivery of air transport services (Obi & Oladipo, 2020). However, the link between effective dispatch strategy and delivery performance in these firms remains underexplored, especially from a regional and firm-level operational perspective. While global airlines invest heavily in dispatch coordination systems, many Nigerian aviation firms still struggle with poor scheduling, communication gaps, and delivery delays, undermining customer trust and organizational growth (Eneh & Akpan, 2022). This calls for a closer investigation into how flight dispatch strategies are being implemented and how they influence delivery performance in regional aviation firms.

Delivery performance in aviation refers to a firm's ability to ensure timely, safe, and satisfactory transport of passengers and cargo. In the Nigerian context, inefficiencies in flight operations—ranging from flight delays, poor ground handling coordination, last-minute cancellations, and inadequate information dissemination have consistently plagued the industry (Chukwuemeka & Adebayo, 2019). These inefficiencies are often traceable to weak dispatch strategies such as poor route planning, lack of real-time data use, and low investment in dispatch personnel training (Okorie, 2021). For instance, customers flying from Port Harcourt and Uyo have raised concerns over late arrivals, uncoordinated check-in processes, and inadequate information flow during disruptions issues that stem largely from internal dispatch lapses (NCAA, 2023). This not only affects passenger satisfaction but also erodes firm reputation, reduces profitability, and limits the competitiveness of local carriers in the face of growing regional and international options (Nwachukwu & Udo, 2020). In Akwa Ibom, the success story of Ibom Air is a potential model worth examining. With a fleet dedicated to punctuality, customer satisfaction, and modern dispatch systems, the airline has enjoyed relatively higher performance indicators compared to its counterparts (Akpan & Etim, 2022). Conversely, in Rivers State, despite having the Port Harcourt International Airport as a major hub, several airlines operating there are still grappling with legacy challenges such as poor coordination, outdated dispatch tools, and bureaucratic delays (Ijeoma & Ekong, 2020). It is evident that firms that invest in strategic dispatch planning through predictive technologies, scenario simulations, and real-time decision-making tend to outperform those that rely on outdated, manual systems. Nevertheless, most regional carriers have not yet integrated dispatch strategy into their performance management frameworks, revealing a knowledge and implementation gap that this study aims to bridge. Given the strategic role of aviation in regional development, especially in oil-rich and politically significant areas like Akwa Ibom and Rivers State, optimizing delivery performance through effective dispatch strategies is not just operationally beneficial but also economically imperative. Despite increasing investment in aviation infrastructure, little academic attention has been paid to how dispatch functions translate into performance metrics like on-time delivery, passenger satisfaction, and reduced downtime (Eze & Bello, 2019). Moreover, regulatory bodies such as the Nigerian Civil Aviation Authority (NCAA) and the Federal Airports Authority of Nigeria (FAAN) have emphasized the need for operational efficiency, yet many local firms have failed to align their dispatch operations with global standards (NCAA, 2023). By examining the dispatch strategies in use by aviation firms in Akwa Ibom and Rivers State, this study seeks to uncover systemic weaknesses and recommend more proactive, technology-driven, and human-centered strategies for enhanced delivery outcomes. The study becomes vital in identifying the components of flight dispatch strategies currently used, examining their effectiveness, and exploring how they can be optimized to improve delivery performance. By focusing on aviation firms in Akwa Ibom and Rivers State, the study provides region-specific insights that can inform policymaking, training, and strategic restructuring, ultimately enhancing service delivery in Nigeria's aviation sector.

Statement of the Problem

Despite the strategic role of aviation in regional development and connectivity, Nigerian aviation firms particularly those operating within Akwa Ibom and Rivers State continue to face serious challenges with regard to flight dispatch effectiveness and delivery performance. The aviation industry is expected to deliver high standards of punctuality, coordination, and safety; however, a persistent gap remains between expected service delivery and actual operational outcomes. Passengers and stakeholders frequently lament delays, unscheduled cancellations, poor customer communication, and lack of real-time updates all of which are symptoms of weak or poorly executed flight dispatch strategies. A critical observation is that many regional aviation firms lack properly structured dispatch systems that align with global best practices. Dispatch units often operate without the use of modern predictive technologies, data analytics, or integrated scheduling tools. These inefficiencies affect not only flight timings and turnaround rates but also overall customer satisfaction and firm competitiveness. In a sector where minutes count, a disorganized dispatch

strategy can result in missed slots, increased fuel consumption due to holding patterns, and poor ground handling coordination.

Moreover, the staff handling dispatch functions is sometimes inadequately trained or works with outdated operational manuals, leading to preventable human errors. Despite regulatory guidelines from the Nigerian Civil Aviation Authority (NCAA), enforcement and compliance among regional carriers remain inconsistent. In Akwa Ibom, even though Ibom Air has raised service benchmarks, other operators struggle to maintain consistent delivery performance. Similarly, in Rivers State, Port Harcourt International Airport serves as a major gateway but suffers from operational congestion, conflicting schedules, and dispatch communication breakdowns. As well as lack of synergy between dispatch teams and other operational units like maintenance, ground handling, and customer relations. Without a coordinated dispatch strategy, airlines are unable to build trust, retain customers, or grow sustainably. These gaps point to an urgent need for a structured investigation into how flight dispatch strategies influence delivery performance, particularly in Akwa Ibom and Rivers State.

Conceptual Framework

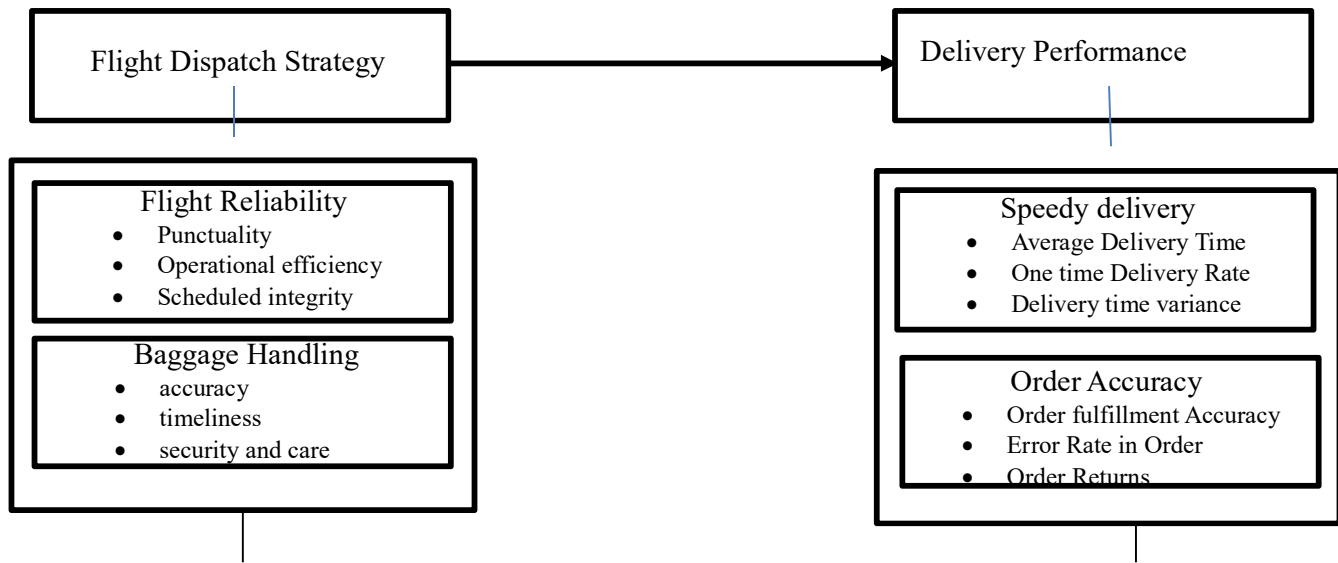


Fig 1: Conceptual Framework Showing the Relationship between Flight Dispatch Strategy and Delivery Performance of Aviation Firms in Akwa Ibom and Rivers State.

Source: Ijeoma & Ekong, 2020

Aim and Objectives of the Study

The study aims at investigating the relationship between flight dispatch strategy and delivery performance of aviation firms in Akwa-Ibom and Rivers State of Nigeria with the following specific objectives which are to:

1. Ascertain the relationship between flight reliability and speedy delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria..
2. Ascertain the relationship between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

Research Questions

The following research questions guided the study:

1. What is the relationship between flight reliability and speedy delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria?
2. What is the relationship between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria?

Research Hypotheses

The study hypotheses are stated in null form, the acceptance or rejection of which helped to re-enforce the findings of the study.

HO₁: There is no relationship between flight reliability and speed delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

HO₂: There is no relationship between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

Review of Related Literature

The Concept of Flight Dispatch Strategy

Flight dispatch strategy is a crucial operational framework in aviation that involves the comprehensive planning, coordination, and real-time monitoring of flight movements to ensure safety, efficiency, and regulatory compliance. It encapsulates a broad range of activities including flight planning, crew scheduling, weather analysis, fuel estimation, route optimization, aircraft performance monitoring, and communication with air traffic control and pilots. According to Okonkwo (2021), a certified Nigerian flight dispatcher and aviation safety analyst, flight dispatch is "the backbone of air transport operations," as it connects pre-departure processes to in-flight operations, serving as a vital link between pilots, control towers, and ground operations. Dispatch strategy determines not only when and how a flight departs but also anticipates variables that may affect its safe and timely arrival. In Nigeria, where unpredictable weather patterns, infrastructural inconsistencies, and regulatory gaps are still prevalent, an efficient dispatch strategy becomes even more essential. Musa (2020) highlighted that many aviation firms in Nigeria still treat dispatch functions as secondary, a situation which continues to impede flight punctuality and delivery performance across key hubs like Port Harcourt and Uyo.

A sound dispatch strategy integrates various technical elements, such as aircraft weight and balance, flight routing, airspace congestion forecasts, and availability of alternate airports. Yet, beyond the technical aspects, it also demands strategic organizational thinking, proper training of dispatch personnel, and investment in real-time communication systems, and cross-departmental collaboration. As Eze (2022), a senior operations manager at Ibom Air, noted "Flight dispatch cannot be isolated from overall service delivery—it is what determines whether a firm can consistently deliver passengers and cargo on time, with accuracy and accountability." He emphasized that issues like delayed baggage, rerouted flights, or last-minute cancellations are often rooted in dispatch planning deficiencies. This view aligns with the findings of Ayodele (2021), who conducted a study on operational challenges in domestic airlines and revealed that poor dispatch planning was a major factor contributing to flight delays, particularly in the southern regions of Nigeria. Dispatchers are expected to make real-time decisions in collaboration with pilots, considering in-flight contingencies such as fuel shortages, weather diversions, or airport congestion—all of which require both knowledge and proactive strategy.

To mitigate these operational challenges, stakeholders in the Nigerian aviation sector are advocating for a complete rethinking of flight dispatch as a strategic function rather than a support role. According to Oladimeji (2022), a logistics consultant with Aero Contractors, airlines must begin to view dispatch strategy as a core part of service delivery and competitive advantage. He recommended that Nigerian airlines invest in dispatch simulation technologies, onboard data-sharing tools, and weather-integrated systems to allow for faster, more accurate decision-making. Additionally, dispatchers must be consistently trained on aircraft-specific performance metrics and updated on evolving ICAO standards. As dispatchers continue to operate behind the scenes, their role in ensuring delivery performance measured by speed, accuracy, baggage reliability, and

customer satisfaction—cannot be underestimated. Nwachukwu (2023) rightly concluded in his study on dispatch strategy and airline profitability in Nigeria, “No aircraft should take off without the eyes and brains of a dispatcher behind it.” A strategic approach to flight dispatch is, therefore, not just about getting planes in the air—it’s about ensuring they arrive where they should, when they should, and how they should, all within the expectations of safety, efficiency, and service excellence.

Flight Reliability

Flight reliability is a core metric that reflects the consistency, punctuality, and dependability of an airline’s operational performance. It covers the ability of flights to depart and arrive on schedule, maintain planned service frequency, and minimize operational disruptions. In Nigeria’s aviation industry, flight reliability has become both a challenge and a priority. According to Okon (2020), flight reliability is “the heartbeat of sustainable airline operations,” as it not only affects operational continuity but also determines customer loyalty, revenue generation, and airline reputation. Airlines that consistently delay or cancel flights risk losing market share and public trust. In a study conducted by Musa (2021), poor flight reliability was cited as the primary reason for low patronage of some domestic carriers in Nigeria, particularly those operating on the Lagos-Port Harcourt and Abuja-Uyo routes. Reliability also involves technical soundness, as recurring maintenance issues, system faults, or outdated fleets can lead to irregular schedules and passenger dissatisfaction. Despite the acknowledged importance of reliability, several systemic challenges undermine its achievement in the Nigerian aviation space. Uche (2022), an experienced flight dispatcher with over a decade in the field, identified weak coordination between flight operations and ground service units as a major cause of delay. Dispatchers often work with incomplete weather data or outdated route briefings due to lack of integrated technology and real-time update. Furthermore, many Nigerian airlines still operate without fully automated fleet management systems, leading to increased likelihood of unscheduled maintenance or last-minute changes to crew assignments.

Baggage Handling

Baggage handling refers to the systematic process of managing passengers’ luggage from the point of check-in to the final destination, ensuring that items are accurately sorted, safely transferred, and delivered without delay or damage. It is a crucial part of the overall customer experience and delivery performance of any airline. In Nigeria, the efficiency of baggage handling is becoming increasingly important as passenger traffic rises across key airports such as Murtala Muhammed (Lagos), Port Harcourt International Airport, and Victor Attah Airport in Uyo. According to Adebayo (2020), baggage handling is “the silent indicator of operational excellence in aviation,” as most customer complaints tend to arise when their luggage is delayed, damaged, or misplaced. Okonkwo (2021), further argued that seamless baggage movement reflects how well an airline integrates ground operations, technology, and human coordination. Poor handling practices not only inconvenience passengers but also undermine the brand image of airlines and expose them to claims and lawsuits. Despite advances in airport infrastructure, baggage mishandling remains a persistent challenge in Nigeria’s aviation sector. The causes are multifaceted, ranging from inadequate screening equipment, understaffed baggage units, outdated sorting systems, and lapses in human supervision.

The Concept of Delivery Performance

Delivery performance in the aviation sector refers to the ability of airlines to meet scheduled timelines, ensure accurate service delivery, and satisfy customer expectations in terms of timely departures, arrivals, baggage handling, and cargo management. It is a crucial determinant of an airline’s operational success and market competitiveness. According to Okafor (2022), “delivery performance is not just about punctuality; it embodies reliability, accuracy, and responsiveness to operational challenges.” In Nigeria, where infrastructural limitations, security concerns, and weather disturbances are prevalent, maintaining high delivery performance is particularly challenging but essential for passenger retention and profitability.

The complexity of delivery performance is magnified by the interplay of multiple operational units including flight dispatch, ground handling, maintenance, and customer service. Several factors impact delivery performance in Nigeria, including infrastructural challenges, regulatory environment, and technological adoption. Airports like Murtala Muhammed International in Lagos and Port Harcourt International often face congestion, runway limitations, and power outages, all of which disrupt flight schedules and ground operations. According to Ibrahim (2023), "the regulatory framework must not only enforce compliance but also facilitate infrastructural investments and innovation." The adoption of advanced flight management and baggage tracking systems remains limited among many Nigerian carriers, reducing their ability to predict and manage operational risks. Furthermore, human factors such as skill gaps and poor training contribute to inconsistent performance. To improve delivery performance, Nigerian aviation firms must prioritize technology integration, process optimization, and stakeholder collaboration.

Measures of Delivery Performance

Speedy Delivery

Speed delivery, within the aviation sector, refers to the timeliness with which services such as flight operations, baggage handling, cargo delivery, and passenger check-ins are completed to meet scheduled expectations. It is one of the most critical indicators of delivery performance, as customers and stakeholders increasingly demand fast, efficient, and timely service. According to Aina (2022), a professor of transport logistics at the University of Ibadan, "speed delivery is no longer a luxury in the aviation industry; it is a standard expectation that directly influences customer satisfaction and brand loyalty." In Nigeria, the ability of airlines to consistently deliver services within scheduled timelines remains a pressing issue due to infrastructural challenges, limited aircraft availability, and frequent operational disruptions. Hence, speed delivery serves as a practical benchmark to assess the real-time performance of aviation firms in highly competitive environments. In most Nigerian airports, delays are a recurrent phenomenon. These delays not only reduce customer satisfaction but also lead to financial losses through refund processing, rescheduling, and compensatory costs. Enebeli (2021), pointed out that "slow delivery in boarding procedures, baggage dispatch, and passenger updates leads to cascading delays that affect multiple flights." The inefficiency of airport logistics, combined with inadequate technological systems, contributes to slower turnaround times and operational bottlenecks. For example, the lack of automated check-in kiosks in some regional airports slows down passenger processing, while poor coordination between dispatchers and ground staff causes delays in aircraft clearance. In this regard, speed delivery becomes not just a measure of physical movement, but also a reflection of system efficiency, coordination, and the ability of personnel to respond swiftly to routine and non-routine challenges. Moreover, in the cargo and logistics division of aviation, speed delivery directly influences business outcomes, especially for clients dealing in perishable goods, high-value commodities, and time-sensitive materials. According to Musa (2023), a logistics analyst at Nigerian Aviation Handling Company (NAHCO), "many international clients judge the credibility of Nigerian aviation firms by how quickly cargo can be cleared and delivered upon arrival." She further emphasized that the inefficiencies in customs clearance, ground transportation, and security screenings in Nigerian airports often negate the speed advantage aviation has over other transport modes. This delay impacts the confidence of global supply chain operators and discourages foreign partnerships. As such, enhancing delivery speed within the aviation framework must include not just faster aircraft handling but also streamlined coordination with customs, security, and logistics partners. For aviation firms, therefore, speed delivery is both a customer service metric and a revenue driver. To improve speed delivery, Nigerian aviation stakeholders must invest in infrastructure, digital technology, and workforce training.

Order Accuracy

Order accuracy, in the aviation industry, refers to the precision with which airlines fulfill service elements as per customer requirements—delivering the right items, to the right location, at the right time, and under the right conditions. It applies across both passenger and cargo operations, from ensuring passengers are checked onto the correct flights to delivering the exact baggage or freight to its intended destination. According to Ajayi (2022), a logistics expert at the University of Ilorin, “order accuracy is the invisible engine of delivery performance—while delays may frustrate customers, inaccuracies in delivery can destroy trust entirely.” In Nigeria’s aviation sector, the importance of order accuracy has gained increasing relevance, particularly with the growing volume of air cargo movements, baggage traffic, and e-commerce-related air logistics. A failure in order accuracy could mean misrouted luggage, wrong cargo delivery, or even placing a passenger on the wrong flight, all of which compromise service credibility.

Challenges in maintaining high levels of order accuracy in Nigeria often stem from manual processes, poor data synchronization, weak documentation, and untrained personnel. Eze (2023) highlighted that “many mishandling incidents in Nigerian airports are due to clerical errors, untagged bags, or lack of standardized processes in cargo and baggage sorting.” For instance, when baggage tags are handwritten or manually input into non-integrated systems, it increases the risk of human error. Furthermore, cargo manifests are sometimes prepared without cross-verification, leading to the wrong shipment being placed on board. Inadequate communication between the check-in counter, dispatch units, and baggage handlers exacerbates these problems. Research by Adeyemi (2021) revealed that in over 35% of Nigerian airport baggage-related complaints, passengers experienced either missing items or incorrectly routed baggage, largely due to inaccuracies in processing and documentation.

To enhance order accuracy, Nigerian aviation stakeholders must embrace data integrity, automation, and interdepartmental communication. Airlines must adopt digital systems that automate baggage tagging, cargo labeling, and passenger ticketing processes to minimize manual errors. According to Bakare (2023) “investing in AI-powered tracking and verification tools can help Nigerian airlines close the accuracy gap and reduce disputes with customers.” Training is also essential—staff at check-in points, baggage units, and cargo warehouses needs continuous skill updates to handle modern systems and avoid processing errors. Furthermore, delivery accuracy must be monitored and audited routinely using key performance indicators (KPIs) to identify weak points in the supply chain. Ultimately, order accuracy is not just about getting items right—it is about delivering confidence, dependability, and professionalism, especially in a sector where customer trust is vital for long-term success.

Empirical Review

Okeke and Eze (2022) investigated the impact of flight dispatch strategies on airline performance in Nigeria, focusing on domestic carriers such as Arik Air and Air Peace. They found that airlines using real-time weather updates and predictive scheduling software had significantly better on time performance and fewer delays. Their research emphasized that improved dispatch strategies directly contributed to flight reliability and customer satisfaction. The study recommended further integration of digital tools to optimize dispatch decisions. This confirmed that strategic dispatch planning is critical for enhancing delivery performance in the Nigerian aviation sector.

Chinedu and Adigun (2021) assessed the relationship between flight reliability and customer satisfaction among West African airlines. They found a strong positive correlation between consistent flight schedules and increased customer loyalty. Their study revealed that flights with fewer cancellations and delays boosted passenger confidence and repeat patronage. Particularly for cargo services, reliability influenced clients’ choice of airline. The authors concluded that airlines should prioritize improving dispatch reliability as a key competitive advantage in the region.

Adeniran (2022) focused on baggage handling systems and delivery success in Nigerian airports such as Lagos and Port Harcourt. The study found that airports equipped with barcode tracking and automated conveyor belts reported fewer baggage mishandling incidents. Improved baggage

handling led to higher delivery success rates and reduced passenger complaints. Adeniran recommended investment in modern baggage tracking technologies to enhance the overall customer experience. The study emphasized that effective baggage handling is critical for achieving delivery performance in aviation firms.

Olamide and Ezeagu (2021) investigated order fulfillment accuracy in Nigerian airline cargo services. Their research indicated that airlines with coordinated flight dispatch and cargo loading protocols achieved higher order accuracy and delivery completion rates. Communication between dispatchers and ground crews was key to avoiding errors such as incorrect cargo placement. The study also stressed the importance of integrated IT systems to synchronize cargo manifests with flight plans. Their findings demonstrated that dispatch strategy directly affects cargo delivery success.

Ibe and Nwankwo (2021) researched the influence of baggage handling efficiency on customer satisfaction at Port Harcourt International Airport. Their study indicated that delays and errors in baggage handling were the leading causes of passenger complaints. Implementing automated tracking and better training for handling staff resulted in a 25% reduction in lost baggage cases. The research concluded that efficient baggage handling is critical for maintaining airline reputations and improving delivery performance.

METHODOLOGY

Research Design

This study adopted the correlational research design. Waters (2017) defined correlational research as a quantitative method of research in which the researcher has two variables from the same group of participants and tries to determine if there is a relationship between the two variables. The correlation survey design is appropriate for this study because the researcher intends to determine the relationship between flight dispatch strategy and delivery performance of Aviation firms in Rivers State and Akwa-Ibom State of Nigeria.

Population of the Study

The population of this study is made up of twenty two (22) registered aviation firms in Rivers and Akwa Ibom State, from <https://www.finelib.com>. Hence, census study that covered (Flight operation manager, dispatch manager, operation managers, logistics and supply chain, customer service manager, with questionnaire as the main instrument for data collection, validated by two experts in Marketing department, Ignatius Ajuru University of Education.

Reliability of the Instrument

The test-retest method was used to determine the reliability of the instrument. The instrument was administered to a sample of forty (40) persons who were not part of the research sample but were part of the study population. After a period of one month (10), the same copies of the instrument were re-administered to the group. Their responses at the two intervals were correlated using the Pearson's Product Moment Correlation statistic. A reliability index of 0.92 was obtained which implies that the research instrument is very reliable.

Methods of Data Analysis

The methods of data analysis applied in this study are percentage and frequency analysis, mean, standard deviation, Spearman Rank Order Correlation (ρ). The formulated hypotheses were tested using the Spearman Rank Order Correlation Coefficient (ρ), with the aid of the SPSS (

Presentation and Analysis of Data

Research question 1: What is the relationship between flight reliability and speedy delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria?

Table 1: Mean and standard deviation of the relationship between flight reliability and speedy delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

S/N	Flight Reliability	Responses					Mean	Standard deviation	Decision
	Items	SA	A	UD	D	SD			
1	Our flights consistently depart and arrive according to the published schedule	272	52	35	22	19	4.34	1.18	Agree
2	Delays and cancellations are rare in our flight operations.	301	33	17	31	18	4.42	1.14	Agree
3	Customers perceive our airline as dependable in terms of flight schedules.	303	23	22	31	21	4.39	1.12	Agree
4	We take proactive measures to avoid flight disruptions.	298	41	21	9	31	4.41	.85	Agree
5	Technical faults that affect flight schedules are promptly resolved.	267	38	31	41	23	4.21	1.30	Agree
Grand mean							4.35	1.11	Agree

Table 1: shows that items (1 to 5) have means which were greater than the criterion mean (3.0). Moreover, the grand mean (**4.35**) was also greater than the criterion means. This established a strong relationship between flight reliability and speedy delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

Research question 2: What is the relationship between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria?

Table 2: Mean and standard deviation of the relationship between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria

S/N	Order Accuracy	Responses					Mean	Standard deviation	Decision
	Items	SA	A	UD	D	SD			
1	Ticket bookings are usually free of errors.	267	48	22	40	23	4.24	1.25	Agree
2	Seat assignments and service requests are fulfilled as ordered.	311	17	13	27	32	4.37	1.13	Agree
3	Flight schedules and details provided to passengers are accurate.	311	31	17	25	16	4.50	1.05	Strongly agree
4	Check-in and boarding processes reflect accurate customer data.	278	22	32	50	18	4.23	1.41	Agree
5	We have systems that minimize the occurrence of service errors.	306	25	32	17	20	4.45	1.29	Agree
Grand mean							4.36	1.22	Agree

Table 2: shows that items (1 to 5) have means which were greater than the criterion mean (3.0). Moreover, the grand mean (**4.36**) was also greater than the criterion means. This implies a strong

relationship between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

Test of Hypotheses

H01: There is no relationship between flight reliability and speed delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

Table 3 Spearman's Correlations Analysis between flight reliability and speedy delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria

		flight reliability	speedy delivery
flight reliability	Spearman's Correlation	1	.976**
	Sig.(2-tailed)		0.000
	N	400	400
speed delivery	Spearman's Correlation	.976**	1
	Sig.(2-tailed)	0.000	
	N	400	400

Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows a correlation coefficient of .976 and probability value of 0.000 which is less than 0.00 significant level. Therefore, the obtained sig. value of 0.000 which is less than 0.01 significant level which warrant the rejection of the null hypothesis and the alternate hypothesis accepted. Meaning, there is a significant relationship between flight reliability and speedy delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

H02: There is no relationship between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

Table 4: Correlations Analysis between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria

		baggage handling	order accuracy
baggage handling	Spearman's Correlation	1	.914 **
	Sig.(2-tailed)		0.000
	N	400	400
order accuracy	Spearman's Correlation	.914 **	1
	Sig.(2-tailed)	0.000	
	N	400	400

Correlation is significant at the 0.01 level (2-tailed)..

Table 4: shows a correlation coefficient of .914 and probability value of 0.00 which is less than 0.01 significant level. The obtained sig. value of 0.000 which is less than 0.01 significant level, therefore the null hypothesis was rejected and the alternate hypothesis accepted. Meaning, there is a significant relationship between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

CONCLUSIONS/RECOMMENDATIONS

Our study on the relationship between flight dispatch strategy and delivery performance of aviation firms in Akwa-Ibom and Rivers State of Nigeria held that there is a significant relationship between flight reliability and speedy delivery of aviation firms in Akwa-Ibom and Rivers State of Nigeria. There is a significant relationship between baggage handling and order accuracy of aviation firms in Akwa-Ibom and Rivers State of Nigeria.

Consequently, it was recommended that aviation firms should continuously pay strict attention to providing quality and reliable service, good handling of cargo to sustain customer satisfaction and

patronage. That regulatory body like the Nigerian Civil Aviation Authority (NCAA) must establish performance benchmarks and enforce time-based service-level agreements to keep airlines accountable. Training and capacity-building for staff should be regular, as human delay remains a significant factor in operational slowness. Airlines should invest heavily in dispatch coordination systems, to handle poor scheduling, communication gaps, and delivery delays, thereby building customer trust and organizational growth. Very importantly, speed delivery should not be viewed in isolation but as a composite measure of planning, execution, and organizational discipline. When effectively managed, it should boost overall delivery performance and position Nigerian aviation firms as reliable service providers on both local and international routes.

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