



THE IMPACT OF QUALITY SERVICE DELIVERY ON CUSTOMER SATISFACTION: IN THE CASE OF SELECTED COMMERCIAL BANKS IN ETHIOPIA UNDER ADDIS ABABA DISTRICT BRANCHES.

BY

BEKALU GESESE

A THESIS SUBMITTED TO

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**PRESENTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (MBA)**

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ADDIS ABABA UNIVERSITY

ADDIS ABABA, ETHIOPIA

DECEMBER, 2019

DECLARATION

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree at Addis Ababa University or any other university, and the source of materials used for the thesis have been acknowledged properly.

Bekalu Gesese Mamaru

December, 2019

This thesis has been submitted to Addis Ababa University, school of graduate studies for examination with my approval as a university advisor.

Tilahun Teklu (PhD)

December, 2019

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This is to certify that the thesis prepared by Bekalu Gesese, with the title of: Commercial Banks Quality Service Delivery Factors and the Impact on Customer Satisfaction in Ethiopia: the case of some selected Commercial Banks under Addis Ababa District Branches which is submitted in partial fulfilment for the degree of master of business administration with respect to the standards and regulations of the university in the originality and quality of the thesis.

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Abstract

The banking industry of Ethiopia plays a crucial role for the economy of the country. As the financial institution and service sector the activities of the commercial banks mainly depend on customers. By delivering quality service customer satisfaction has become the issue of success for the banking industry. This research has considered critical literature reviews of studies which were done with related to customer satisfaction with the objective of examining quality service delivery factors and the impact on customer satisfaction. Since there is stiff competition in the banking industry of Ethiopia; customer satisfaction is the means of gaining competitive advantage within the industry. And this study used a quantitative research approach with purposive sampling technique to select two private and one public bank out of eighteen banks in the industry. Primary data source (questionnaire) was used with a total sample size of 400 respondents. For this study the dependent variable is customer satisfaction whereas the independent variables are; technology, bank accessibility, employee competency, internal processes and office layout. And the questionnaire data which was collected by using likert scale was analyzed by using descriptive and inferential statistics (ANOVA, correlation and multiple linear regression models). ANOVA was used to test the relationship between demographic characteristics and customer satisfaction and the result showed that there is a relationship between (age and level of education) and customer satisfaction. And based on the regression analysis, there is insignificant (weak) relationship between technology and customer satisfaction. On the other hand, there is significant impact between four explanatory variables (bank accessibility, employee competency, internal processes and office layout) and customer satisfaction in service quality of both public and private banks. Thus to excel the service quality and to satisfy the customers the commercial banks should improve the service. Network and power interruption, lack of competent employees and gaps in awareness creation for the banking service to the customers in easy and understandable manner are the causes for poor service quality. Therefore, to achieve the objectives and goals the commercial banks should give appropriate solutions for the identified problems to overcome customer dissatisfaction in service quality.

Keywords: Quality Service, Customer Satisfaction, Service Gap and Service Deliver

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List of Acronyms and Abbreviations

ANOVA:	Analysis of Variance
ATM:	Automated Teller Machine
BLUE:	Best Linear Unbiased Estimates
BOA:	Bank of Abyssinia
CBE:	Commercial Bank of Ethiopia
CLRM:	Classical Linear Regression Model
CS:	Customer Satisfaction
DB:	Dashen Bank
DBE:	Development Bank of Ethiopia
OLS:	Ordinary Least Square
POS:	Point of Sale
VIF:	Variance Inflation Factor

CHAPTER ONE

Introduction

The first chapter of the study gives a brief explanation by starting with the background section, which contain the overall concepts about service quality and customer satisfaction. And then background of the organizations, statement of the problem, research questions, objectives of the study, hypothesis, significance of the study, scope and limitation of the study, term definitions, and the overall content of the study has been discussed respectively.

1.1. Background of the Study

To provide an excellent service, an organization needs to exceed customer expectations. An important factor in providing good service is to keep promises always and not to guarantee things that cannot be delivered. Since customer satisfaction has been considered to be based on the customer's experience on a particular service encounter, it is in line with the fact that service quality is a determinant of customer satisfaction, because service quality comes from outcome of the services from service providers in organizations (Mamo, 2011).

For the banking sector, as in other service industries, customer satisfaction helps to retained markets, increased use of the system, attracting additional customers, and a more positive public image on the industry. To achieve this target, rendering a good service is a means. Currently, customers are valuable assets in the banking industry. Without customer the existence of bank is meaningless. Moreover, not only the existence of customer but also the customer satisfaction is the first issue in this competitive sector (Mamo, 2011). Customer satisfaction means give a service to the customer as similar as his/her expectation (meet his/her expectation) (Kotler, 2003).

Banks as a main financial institution play a crucial role in the economy of the country. They serve as an intermediary between those with excess of money to those individuals and businesses with viable projects but requiring money for their investment. Banks have at least the following functions: lending money, depositing and paying money, transferring money locally or abroad and working as paying agent (Sintayehu, 2015).

Now a day, there is a stiff competition among banks in Ethiopia to increase number of customers. This competition is being realized by means of giving quality service to the customer. The nation's growth is directly or indirectly depends on the financial sector. The banking sector is one of the financial sector so it needs to maximize deposit mobilization by creating know how to the society. In Ethiopia the banking sector should create awareness to the unbanked area. The banking sector needs reliable and efficient methods for identifying the hindrances of service quality from the customer's perspective (Bethelhem, 2015).

Poor quality of service is the cause of customer complains in every service rendering sector. There have been a lot of complains on the quality of various services that are being rendered by the banks. Customer satisfaction research literature traditionally agrees that service quality is a measure of how well the service level delivered matches customer expectations. Delivering a good service means conforming to customer expectations on a consistent basis. (<http://www.nas.edu/trb/index.html>).

Service quality is the most important that needs critical attention for an organization to outshine their competitions. Service quality offers a way of achieving success among competing services particularly, where a number of firms that offer nearly identical service are comparing the one with the other with in small differences. Quality may be the only difference; such differentiation can yield higher proportion of consumers' financial success or failure (Kotler, 2012).

Banking industry in Ethiopia is consequently put into lot of pressures towards increase in competition. Various strategies are formulated to retain the customer and the key of it is to increase the service quality level. Service quality is particularly essential in the banking services context because it provides high level of customer satisfaction, and hence it becomes a key to competitive advantage. Nowadays, service quality has received much attention because of its obvious relationship with customer satisfaction and customer retention. In the public and private banks there are a lot of gaps in quality service delivery. The research has the intention to analyze factors in delivering quality service for both public and private banks in Ethiopia (Shifera, 2011).

1.2. Background of the Organizations

Commercial Bank of Ethiopia (CBE) was legally established and took its shape as a share company in 1963. CBE took over the commercial banking activity of the state bank of Ethiopia which was originally founded in 1942. The State Bank of Ethiopia had been responsibly engaged in performing the duties of both Commercial and Central Bank activities. In 1974, CBE merged with the privately owned Addis Ababa Bank. Since then, it has been playing significant roles in the development of the country (CBE website).

CBE had 1,280 branches across the country as of December 31, 2018. With more than 33,000 talented and committed employees. And it had more than 20 million account holders as of December 31, 2018. CBE is the leading African bank with the total asset 565.5 billion as of June 30, 2018. and the total deposit is 436 billion (CBE annual report 2017/18). Currently, the bank has 1,346 branches all over the country and it still takes the lead contributing lion share in the country's economy than other private competitor banks (CBE MIS department, 2018).

Commercial Bank of Ethiopia is a state owned bank. CBE plays an important role in the country's economy and dominates the market in terms of asset, deposit, capital, and customer base and branch network. While CBE faces a growing competition in the banking industry from private banks, it still stands in the leading position with its long year bank service experience. The rich experience of the bank in the service market and its strong capital base and large branch network enabled CBE to attract and overcome extremely high demand from both private and public companies and gave the bank the opportunity to increase its revenue in a sustainable base (CBE Website).

The Bank of Abyssinia (BOA), established in 1905, was given a 50-years concession by the Emperor Menelek II. This institution was engaged in issuing notes as well as in any kind of commercial banking business. Haile Sellassie, after acceding to the throne in 1930, could not accept that the country's issuing bank was a foreign-owned share company and decided for nationalization (Bank of Abyssinia website).

The change was implemented, however, in a soft way, providing an adequate compensation to shareholders, and in agreement with the main foreign shareholder, the National Bank of

Egypt. The Bank of Abyssinia went, therefore, into liquidation and a new institution, the Bank of Ethiopia, was established in 1931. The new bank, although under full Government control, retained management, staff, premises and clients of the ceased financial institution. Italian occupation of the country, in 1936, brought the liquidation of the Bank of Ethiopia. On February 15, 1996 ninety years to the day after the now-defunct but historical bank of Abyssinia was officially established by emperor Menelik, the new bank of Abyssinia (BOA), which shares nothing with the former one but name, was established (website of Abyssinia Bank).

And now, the Bank of Abyssinia has a dominant role in the banking sector by growing at an increasing rate. It has been going through by branch expansions, adopting banking technologies, and by having huge amount of talented employees. And it plays a paramount role for the private and government investors.

Dashen Bank (DB) was established as per the intent of the new policy and the Ethiopian investment code. It came into existence on September 20, 1995 according to the commercial code of Ethiopia, 1960, and the licensing and supervision of banking business proclamation No. 84/1994. The new economic policy introduced in November, 1991 caused the culmination of the command economic heralding the establishment of a market oriented one (website of Dashen bank).

This policy change created an opportunity and a conducive environment for the emergence of private financial institutions aimed at the bringing a meaningful economic role in the development efforts of the country. Dashen Bank was established as per the intent of the new policy and the Ethiopian investment code (website of Dashen bank).

The rationale behind its name, “Dashen Bank” “Ras Dashen” is the highest mountain of Ethiopia. Rightly, reaching the top of banking business in dynamic and competitive business environment symbolized the highest peak, while the unique and efficient services the bank caters for the public through state -of-the-art computer technology and carefully selected and trained man-power. Today, indeed, reliability, efficiency and modernity are the hallmark and the bank’s distinguishing features which make them synonymous with Dashen Bank as much as the rare animals are synonymous with Ras-Dashen Mountain (website of Dashen bank).

All in all, the banks that have been discussed above have the aim of achieving their specific mission and vision. So to realize these they have to give a great attention on the service quality and the customer satisfaction. By identifying the gap and weakness the banks have to strive to meet or exceed the customers' expectation. Even though there is a dramatic change in the banking service as compared with last ten years, but still it needs more. With the fast growing sector, there is competition among each other. And this competition can be won through delivering high quality service than the other.

1.3. Statement of the Problem

Now a day, many business companies in our country are engaged in providing services to the society, usually the same service is being provided by different organization. And customers have many choices to satisfy his/her needs, if a customer doesn't feel comfortable with the service provided, he/she can go to other service providers. By taking this in to account, service provider should control and evaluate their service quality to increase customer satisfaction and keep their competitiveness. Since customer is a base for profitability and growth of the business, a company must keep and improve its service quality. If organizations fail to serve and satisfy their customers they will lose their profit as well as business directly or indirectly (Loonam, 2008).

In our county the banking industry is grows at a slow rate in many aspects such as in number, financial strength, type of services and application of technology (Melesse, 2014). Poor quality service is one of the major factors for the failure of many financial institutions and service organizations. Mostly, customer's dissatisfaction is related to poor quality services that can result poor image for the organizations (Bethelhem, 2015).

When banks provide service it should keep in mind to achieve their vision. CBE has a vision of being world class commercial banks by 2025. As "Abyssinia" is the ancient name of our great nation and that of the pioneer bank of the land, Bank of Abyssinia's vision is to live up to this legacy through continuous innovation and provision of world class banking services. And also Dashen Bank has a vision of to be best-in-class bank in Africa (Bank's website).

It is difficult to find today a bank that does not initiate some kind of service quality improvement programs. Also, commercial banks are still struggling to improve and keep their service quality towards increase customer's satisfaction by providing and implementing change tools like Business process re-engineering(BPR) and Balanced Score Card (BSC), modern banking systems (Core Banking System, E-Banking, Mobile Banking, and Internet Banking) and technological instruments (ATM, POS) and other many banking services tools (Lynch,2011). However, there are some problems and difficulties observed on its service quality, uses of banks working hours, handling of customers compliant, creating of conducive working environment, responsiveness and other services to apply effectively and efficiently as expected. In the banking industry, offering quality services is very significant to create closer attachment with the entire customers. The issue of quality service is becoming a global concern that demands continuous improvement to fit the unbalanced environment and changing customer needs (Black, 2011).

Quality of services has the power to create customer satisfaction and making them loyal. On the other hand poor quality of services results in customer dissatisfaction and customer defection by going to other competitors. Creating customers' satisfaction includes prompt and effective response and solutions to their needs and desires as well as building and maintaining good relationships. Getting quality service is the criteria of the customers to distinguish one service provider from the other (Gale, 2007).

A business can achieve success only by understanding and fulfilling the needs of customer. Hence, customer satisfaction plays an important role for the success and continuous existence of the industry. There is a great deal of research work has being found recently concerning customer satisfaction and concepts and theories are discussed on this topic too. Advocates of customer satisfaction emphasizes on the importance of giving service according to specifications, and handling customer complaints in a good way to achieve their organizational goals (Mercy, 2016).

According to Shifera (2011), in the banking industry, offering quality services is very important to create closer relationship with the entire customers. In today's rapidly challenging business environment due to technological advancement coupled with high

competition within industry players and outside businesses, there is a greater need to improve on customer experience in the banking industry.

Since there is a competition within the banking sector of Ethiopia, challenges has been existed with regarding to technology, accessibility, employee recruitments and working environment layout. And these challenges lead to the cause for poor service quality. Even though service quality is the base for customer satisfaction in the banking sector, most of the banks in Ethiopia lack to provide quality service to their customers (Ayenew, 2014).

Currently banks in Ethiopia have been encountered by network failures, power interruptions, lack of accessibility (Betelhem, 2015). Customers are willing to extend their loyalty to business that can offer superior value relative to the offers by competition (Yang and Peterson, 2004) cited in (Mercy, 2016). Therefore, with increasing competition in the service industry, banks included there have needed to refocus service delivery objectives.

In light of the above discussion, it is deemed essential for selected commercial banks to be fully aware of its customer satisfaction in relation with the service offered to them. If commercial banks does not asses the magnitude of their customer actual satisfaction of the service and make appropriate measure the result may have a direct impact on customer dissatisfaction. And this leads to the loss of customers because they may be attracted by other service provider. Commercial banks (CBE, BOA, and DB) in the banking industry of the country should pay more attention for service quality to meet the customer's satisfaction.

As a result, the main purpose of this research is to examine factors of quality service delivery and their impact on customer satisfaction at the selected Commercial Banks (Commercial Bank of Ethiopia, Bank of Abyssinia and Dashen Bank) under Addis Ababa District branches.

1.4. Research Questions

After clarifying the purpose and problem of the research as well as to accomplish the task, the researcher has identified the following research questions:

1. What are the major quality service delivery factors that have an impact on customer satisfaction in the three selected Commercial Banks?
2. What is the level of customer satisfaction in quality service delivery factors within the three selected commercial banks?
3. Which quality service delivery factor that needs an improvement in the three commercial banks?

1.5. Objectives of the Research

1.5.1. General objective

The general objective of this research is to examine factors of quality service delivery and the impact on customer satisfaction at selected Commercial Banks under Addis Ababa District branches.

1.5.2. Specific objectives

By taking the above general objective in mind, there are specific objectives that need to incorporate in this study.

These specific objectives are:

- To identify the major quality service delivery factors those have an impact on customer satisfaction in the selected commercial banks.
- To analyze the level of customer satisfaction in quality service delivery factors in the three commercial banks.
- To identify quality service delivery factor that needs an improvement and to give suggestions in the three commercial banks.

1.6. Significance of the study

The study will provide a number of contributions for managements, employees, customers, financial institutions, researchers.

- For managements

The study will provide to the management of selected Commercial Banks with valuable information on identifying what factors affect quality service delivery. This study will also assist the bank managements to focus on implementation of customer service strategies based on the information that has been obtained.

➤ For employees

The employees of selected commercial banks will get information from this study. It will give a hint to the employees of the organization on how to give a service to their customers. After knowing factors of quality service delivery, the employees will emphasis on the major factor and they will give special attention for the problem and will inform either in a report or orally to their management about the problem in order to satisfy the customer.

➤ For customers

Customers are the back bones of every financial institution and they are valuable assets for the banks. As key stakeholders in the banking sector, customers will benefit from improved and better service delivery based on the recommendations which inform to the concerned body for what should be done to improve the service quality. Therefore, if the service had improved, the customers would have benefited from the study.

➤ For financial institutions

This study will provide information not only to the bank industry but also insurance and micro finance institutions. It will provide valuable understanding the factors of quality service delivery to financial institutions.

➤ For other researchers

The findings and recommendations of this study will contribute to the body of knowledge in the area of service delivery within the banking industry. It will serve as a reference for other researchers. It will provide a source of information for future research in the area of service delivery.

1.7. Scope of the Study

➤ Geographically

This study had been conducted in Commercial Banks (Commercial Bank of Ethiopia, Bank of Abyssinia and Dashen Bank) under Addis Ababa district branches. There are eighteen commercial banks in Ethiopia banking industry.

➤ Conceptually

From these two of which are public banks and the remaining sixteen are private banks. And each public and private bank has many branches with their respective districts which are located throughout the country. The research would be more reliable if it conducted on a wider scale of the country, but it is impossible to cover all public and private banks and their respective branches due to time, location and financial constraints. The study had attempted to deal with only factors of quality service delivery in selected Commercial Banks (Commercial Bank of Ethiopia, Bank of Abyssinia and Dashen Bank). This topic has been selected; due to the fact that, the banks have a challenge in delivering quality service and there is customer complain regarding with the service.

➤ Methodologically

The population scope was consisting of the customers of the banks. Based on customers classification criteria in each bank, the customers have been classified as premium customers, business customers and retail customers.

1.7.1. Limitations of the Study

The problems that were encountered while conducting this study are; lack of customer's confidence to fill the questionnaire and also there was difficulties to get empirical data in Ethiopia related to the topic. The study has been conducted on the selected commercial banks and it has been done for the intended purpose.

1.7.2. Definition of terms

Service Quality refers to degree and direction of discrepancy between the consumer's perceptions and expectations, or the extent to which a service meets or exceeds customer expectations (Parasuraman et al, 2002).

Customer Satisfaction refers to how customers perceive the performance of a product or service in relation to their needs and expectations; delivering superior value over competitors to the target customers (Schiffman and Kanuk, 2007)

Customer Service According to Scott (2002), customer service is a series of activities designed to enhance the level of customer satisfaction, that is, the feeling that a product or service has met the customer expectation.

Customer Loyalty is the development of a positive state of mind by the customer towards the organization (Asante and Kwasi, 2012).

Premium Customers are customers of the banks who have birr one million and above on their account/s (CBE customer classification).

Business Customers are those customers who have a deposit amount of above birr one hundred thousand up to one million (CBE customer classification).

Retail Customers are customers who have balance up to one hundred thousand on their account (CBE customer classification).

1.8. Outline of the Thesis (Organization of the Thesis)

The thesis contains five chapters. Chapter one rises introductory issues, which includes background of the study, background of the organizations ,statement of the problem, basic research questions, objectives of the study ,hypotheses, significance of the study, scope and limitation of the study. And also it includes definitions for basic terminologies and ends by explaining the overall structure of the thesis.

Chapter two deals with literature review on the areas of quality service factors and their impact on customer satisfaction. And chapter three deals briefly about methodology of the research.

Chapter four deals with data presentation, analysis and discussion based on information obtained from primary data through the questionnaire. The thesis have been ended by incorporating chapter five, which summarizes the main findings, draws conclusions and suggests recommendations.

CHAPTER TWO

Review of Related Literature

This chapter starts with presenting the banking industry of Ethiopia and the service delivery process of the selected commercial banks. The study has been emphasized on factors of quality service delivery and their impact on customer satisfaction in selected commercial banks (Commercial Bank of Ethiopia, Bank of Abyssinia and Dashen Bank). For this study the quality service delivery factors are; technology, bank accessibility, employee competency, internal processes and procedures, office and facility layout. Following this, various empirical studies have been reviewed on emphasizing quality service delivery and customer satisfaction. Then after, the knowledge gaps from the reviewed literature were drawn. Finally, the conceptual framework of the study has been portrayed on this chapter.

2. The Theoretical review

2.2. Overview of the Banking Industry

Ethiopian banking history, in its modern sense, began towards the end of the reign Emperor Menilek. This period witnessed the establishment of the country's first bank, called Bank of Abyssinia, which was an affiliate of the National bank of Egypt, and was founded in 1905 (Pankhurst,2012). Since then the banking sector has been expanded and strengthened by amending its form and structure in a continuous period.

The Ethiopia banking industry is classified as a National and Commercial Banks. And this classification is based on their function and role. The role of national bank is controlling the activities of the commercial banks, setting monetary police, controlling the follows of currency within the country, determining the interest rate of each commercial bank and setting a governing rule for the industry and soon. On the other hand, the commercial banks have the role of accepting deposit, lending money, facilitating trade service are among the roles of commercial banks (Melesse, 2014).

Since the existence, the Ethiopian banking industry has a great role in the national development. Currently, the banking sector of Ethiopia has significant changes in terms of; employment opportunities, branch expansions, deposit mobilization and wealth maximization. Thus, currently number of commercial banks in Ethiopia has reached eighteen.

In terms of ownership out of eighteen branches two of them are public banks (CBE and DBE) and the remaining sixteen banks are private (Sintayehu, 2015).

Below table 2.1 portrayed that list of banks, number of branches, owners of the bank, year of establishment and the market share proportion in terms of the number of branches:

Table 2.1: List of banks and number of branches in Ethiopia as of June, 2018

No.	The Name of the Bank	Number of branches	Owner of the bank	Year of opening (G.C)	Market share (%)
1	Development Bank of Ethiopia	43	Public	1909	1.12
2	Commercial Bank of Ethiopia	1,280	Public	1963	33.44
3	Awash International Bank	398	Private	1994	10.40
4	Dashen Bank	351	Private	1995	9.17
5	Bank of Abyssinia	316	Private	1996	8.25
6	Wegagen Bank	257	Private	1997	6.71
7	United Bank	202	Private	1998	5.28
8	Nib International Bank	130	Private	1999	3.40
9	Cooperative Bank of Oromia	298	Private	2004	7.78
10	Lion International Bank	67	Private	2006	1.75
11	Zemen Bank	1	Private	2008	0.03
12	Oromia International Bank	115	Private	2008	3.00
13	Bunna International Bank	72	Private	2009	1.88
14	Berhan International Bank	46	Private	2009	1.20
15	Abay Bank	159	Private	2010	4.15
16	Addis International Bank	54	Private	2011	1.41
17	Debab Global Bank	32	Private	2012	0.84
18	Enat Bank	7	Private	2012	0.18

Source: https://en.wikipedia.org/wiki/list_of_banks_in_Ethiopia

Commercial Banks perform a lot of functions as a banking industry. But the primary roles of commercial banks are: Domestic banking service, International banking service and E-payment services. Domestic banking services is a bank service which includes accepting deposit, lending money, local money transfer service and advisories service in regarding to the banking activities for the customers of the bank. And International banking services consists of Trade service, Foreign Service and International money transfer using different money transfer agencies. Whereas, E-payment service includes Internet Banking Service, ATM, POS, Card Banking and Mobile Banking Service by using debit cards and internet connection (Betelehem, 2015).

2.3. Service definition and service quality concepts

According to Heizer and Render (1999), service can be defined as the economic activities that typically produce an intangible product such as education, entertainment, food and lodging, transportation, insurance, trade, government, financial, real estate, medical repair and maintenance like occupations. In the existing business environment the concept of quality is becoming the primary goal of achieving profits through satisfying customers that is why most banks give intense attention to their service package quality so as to conquer the competitive advantage and market share.

Unlike manufacturing and merchandizing businesses that supply tangible products, service organizations deliver intangibles. Due to its intangibility, has a subjective character. Quality is a matter of how we feel and of our particular taste. This dependence on subjective feelings means that what is perceived as high quality service may differ between individuals.

Service quality has become a popular area of academic research and has been acknowledged as an observant competitive advantage and supporting satisfying relationships with customers (Zeithmal, 2000).

Service quality is performance based rather than objects, therefore getting uniform specifications on service quality is so difficult (Parasuraman, 2002). Service quality is more difficult for consumers to evaluate than product quality; this is due to a lack of tangible evidence associated with the service. Stiff competition, increased awareness of customers, and variable demand needs continuous improvement from banks in the quality of service so that their customers stay loyal (Kheng, 2010). Thus, it is important that banks focus their endeavours to improve their service quality and delight their customers (Radomir, 2010).

Bitner and Hubbert (1994) define service quality as the customers overall impression of the relative inferiority or superiority of the organization and its services. On other hand, Service quality is not objectively measured according to some technical standards but is subjectively felt by customers and measured relative to customer determined standards (Kwortnik, 2005).

The previous literature suggests that the evaluation of quality in services is more difficult than goods (Parasuraman, 1985). As a result Service quality has confirmed to be a complex concept to analyze and understand. So that, Rust and Oliver (2000) pointed out that it is essential for companies to develop the awareness of customers' perceptions of service quality.

As earlier studies show that to determine customers' perceptions of the overall banking service quality, the banking service product quality plays a crucial role. According to parasuraman (1985) banking service quality dimensions are: reliability, responsiveness, competence, credibility, access, communication and understanding of the customer.

Reliability refers to service dependability, service accuracy, delivering a promised service, and the actual service similarity with on the advertisement (Brady and Cronin, 2001). Responsiveness means willingness to help customers, provide prompt service, solving the problem quickly and convenient service. Competence refers to ability, skill, capability and knowledge to solve problems and answer questions. Courtesy is handling complaints in a friendly manner and consistently courteous. Most of the time this dimension substituted by those called empathy. Credibility means confidence in the bank's service good reputation. Access includes availability (accessibility) of banking services like; ATM, POS, mobile banking access and internet banking access. Communication means clear answers, informing customer of important information, availability of status of transactions. Understanding the customers means personalized attention and quick awareness about the customers need and interest (Hong and Goo, 2004).

2.4 .Service characteristics

As one components of a product, service has its own unique characters. According to Chesbrough and Davie (2010) service cannot be stored (inventoried): its consumption and availability has goes simultaneously. This means a minimum of two parties needed at a time to deliver the service.

Unlike to product tangibility, service intangibility is manifested by process oriented. Until the final delivery, the customers observe and perceive a service starting from the beginning and its process up to the final delivery. And this indicates that the service is process consumption (Melese, 2014).

Service has a chance of getting a correction at the process before its final delivery because of the existence of both the receiver and the provider at a movement of time. Customer loyalty can be maintained by accepting the comment and making a correction to satisfy the customers' interest at service delivery process.

Goldstein,et al.(2002) argued that service is a combination of processes, human resource skills, materials which needs to be appropriately integrated in order to reach or achieve a planned or designed service. Customers in the real world have their perception and expectation of a service to be delivered to them which may arise from their real experience and information about the service they are looking for.

Since service quality is a means of getting competitive advantage, the service providers should understand about the customer's evaluation of the service. When the customers perceived service, they compare the quality of service with their prior expectations, which leads to their satisfaction or not (Thakur, 2011).

According to Kotler and Keller (1996) service has four distinctive characteristics. And these unique features have been discussed as follows:

➤ Inseparability

The production and consumption process of the service takes place simultaneously. The service firms depend heavily on the ability of contact employees and customers to deliver the service. Contacting the employees contributes to service quality by creating a favourable image for the organization and by providing better service than the competitors. Services are best defined by their production process rather than their tangible outcomes. Services have

‘high contact’ where the customers are co-producer of the service; the customers are with the process.

➤ **Intangibility**

Unlike physical products, services cannot be seen, tasted, felt, heard, or smelled before they are bought. The intangibility nature of the services is the active and potential customers are unable to test (evaluate) a service before perceiving the service.

➤ **Variability**

Because the quality of service may depend on whom, where, when and to how provides it; service are highly variable. Customers are aware of this variability and often they will have a negative image for the organization. So to reduce service variability the organization (Commercial Banks) should take quality control mechanisms by:

- ✓ Invest in good hiring and training procedures; recruiting the right employees and providing them with excellent training, regardless of whether employees are highly skilled professionals or low skilled workers.
- ✓ Standardize the service performance process throughout the organization; even if it is difficult to have a homogeneous service delivery process, rendering a standardize service is a means to minimize customers dissatisfaction.

➤ **Perishability**

It is the other distinctive characteristics of service which means service cannot be stored and carried forward to a future time period. Perishability can be a problem when demand fluctuates. As the doctors must be available at the hospital at any time to secure the patient, the bankers must deliver the appropriate service to the customer on time. Services are item - dependent and item- important which make them very perishable. The issue of perishability is primarily the concern of the service producer and that the consumer only becomes aware of the issue when there is insufficient supply and they have to wait for the service.

Banks, by their nature, do not produce tangible products but provide services which must meet the requirements of their customers. In this regard, it is imperative for selected commercial banks to set its standards in terms of service quality and continuously measure of customer satisfaction so as to determine existing gaps and how they can be closed. Due to this and related issues the researcher tried to see each service characteristics as indicated above in the study.

2.5. Haywood-farmer's Conceptual Model of Service Quality

Haywood-farmer (1988) suggests that service have three basic attributes, the so called the three Ps of service quality. These three Ps are:

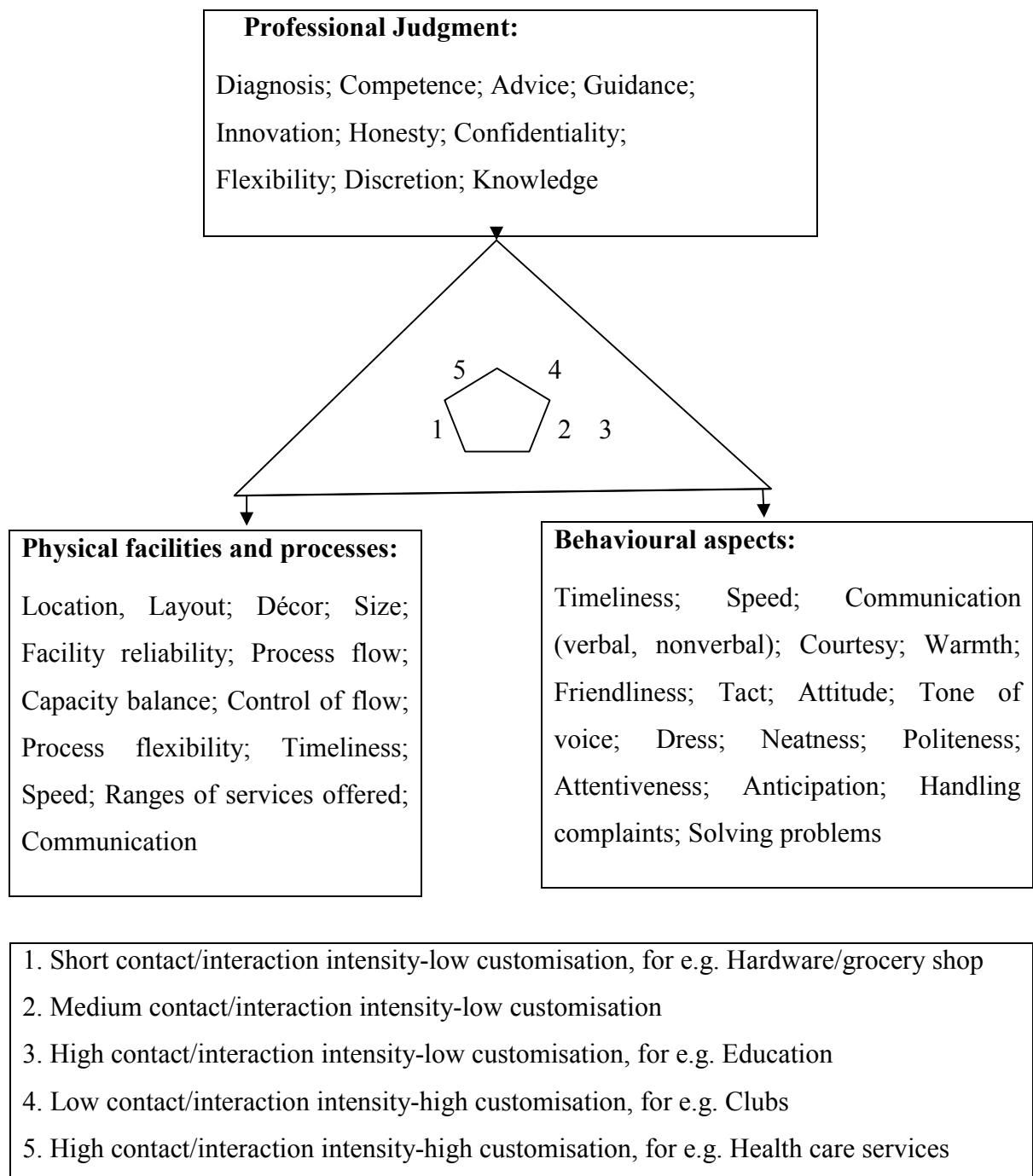
- Physical facilities, process and procedures
- People's behaviour elements and
- Professional judgments

Although Haywood-farmer (1988) did not identify different service dimensions, he believes that the choice of elements from each of these three sets service quality factors is an important, strategic managerial decision. The combination of these factors should be chosen carefully by managers in order to ensure an appropriate balance between the three attributes. The relative degrees of labour intensity, service process customisation, and contact and interaction between the customer and the service process, partially determine an appropriate mix (Haywood-Farmer, 1988).

To assist managers in classifying each service correctly, Haywood-Farmer (1988) suggests a three dimensional classification scheme for services. With services of low labour intensity, the customers' impression of the physical facilities, processes and procedures becomes important (Haywood-Farmer, 1988:26). If service contact increases, the labour intensity of services increases and more attention has to be paid to making sure that staff members behave appropriately. The services that landlords render to small business tenants in shopping centres will typically be an example of low labour intensity services. The emphasis would therefore be on how small business tenants experience the physical facilities (neatness and cleanliness of the centre, aesthetics of and modern looking centre), as well as the process and procedures (process and procedures of dealing with complaints and lease statements).

Due to the fact that the three Ps are not scales ranging from low to high, and because of differences in the concepts, Haywood-Farmer (1988:28) suggests that it is not possible to map the model of service quality directly onto the triangular model of the three Ps. Seth *et al.* (2005:919) however plotted some of the different types of services directly onto the Haywood-Farmer model (as shown below on figure 2.1).

Figure 2.1: Attribute service quality model



Source: Haywood-farmer (1988) as adapted by Seth et al. (2005:919)

Managers may find this model suitable when designing the processes of the services offered and it may also be relevant in considering the importance of the various determinants to be measured. The three service attributes identified by Haywood-Farmer (1988) can also not be directly compared with the three service dimensions of Grönroos (1984) or the five dimensions of Parasuraman *et al.* (1985, 1986).

2.6. Customer satisfaction

In every business to have a loyal customer, customer satisfaction is the first requirement. Satisfied customer retained with the business and it is the marketer for other by telling about the business goodwill. But this is realized by rendering quality service for the customer (Tizazu, 2012).

Customer satisfaction is the state of mind that customers have about a company when their expectations have been met or exceeded over the lifetime of the product or service (Rigopoulou, 2008). Customer satisfaction is measured at the individual level, but it is almost always reported at an aggregate level. Customer satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction will vary from person to person and product/service to product/service (Asante and Kwasi, 2012).

The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviours such as return and recommend rate. The level of satisfaction can also vary depending on other options the customer may have and other products against which the customer can compare the organization's products (David, 2010).

According to Randall Brandt (1996), one measure of customer loyalty is the Secure Customer Index; a secure customer is one who says that he or she is:

- ❖ very satisfied with the service
- ❖ definitely will continue to use the service in the future
- ❖ definitely would recommend the service to others

For any organization including banks, when there is customer satisfaction it helps to:

- ✓ reduce marketing costs (customer acquisition requires more effort)
- ✓ reduce failure costs (handling customer complains)
- ✓ enhance reputation and public image (positive customer word-of-mouth)
- ✓ reduce customer turnover
- ✓ lower employee turnover (satisfied customers affect the satisfaction of front-line personnel specially for banks)

In the banking industry, customer satisfaction is the main factor for realizing the target and objectives of the banks. Meeting the customer interest is one of the main objectives of every

business in order to achieve its mission and vision. For any organizations doing a business with current customers is more profitable than having new ones. Because attracting new customer is require more cost than doing a business with existing one.

Customer satisfaction has a direct relation with the success of every organization in every circumstance. There is saying that, when customers receive a better service, every customer will typically tell nine to ten other bodies. On the other hand, customers who receive unpleasant service will typically relate their dissatisfaction to between fifteen and twenty others (Naik et al, 2010). So customer satisfaction is a key for the organizations and it should be given a special attention as an asset of the institution.

The satisfaction evaluation is related to all the experiences made with a certain business concerning its given products, the sales process, and the post- sale service. Customers form their expectation from past buying experience, friends and associates advice, and marketers and competitors information and promises (Kotler, 2010).

Higher customer satisfaction leads to greater customer loyalty which in turn leads to higher success in the business. Therefore, many market leaders are found to be highly -customer-service orientated. They have been endowed with high revenue and customer retention as well. For this reason, organizations in the same market sector are forced to assess the quality of the services that they provide in order to attract and retain their customers. Because satisfied customers are a key to long-term business success (Zeithaml et al., 1996).

Customer satisfaction is consumer's fulfilment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption related fulfilment, including levels of under or over fulfilment (Oliver, 1997)

Every customer has an expectation about the service of the organization before perceived the service. The ability to manage expectations well and then systematically and consistently exceed them is the feature of a successful organization. Based on customer expectation there are three scenarios of satisfaction (Smith, 2007).

A Delighted Customer –is a condition when actual service is better than expected or experienced service. The customer who got this better service will come again and tell his friends about his experience and will become an advocate for the organization’s service. An organization tries and finds something extra and the way that attracts this kind of feeling (Smith, 2007).

A Satisfied Customer- This is a condition when actual service is equal to their experience. It is not any better significantly, neither is it any worse- they are satisfied. However, this does not seem to enter the customer’s memory for any long period of time (Smith, 2007)

A Dissatisfied Customer- This is a situation when actual service is less than expected/ experienced service. As well known, many organizations today struggle to win customers by telling those things they think in their services by using brochures and presentations. This over promising has poor experience and poor customer satisfaction built into it. So always make sure that you and your organization deliver more than you promise (Smith, 2007).

2.6.1. Customer Satisfaction Measurement

Customer satisfaction measurement includes the collection of data that provides information about how satisfied or dissatisfied customers are with a service. This information can be collected and analyzed in many different ways. Many organizations regularly check the levels of customer satisfaction to monitor performance over time and measure the impact of service improvement.

The research carried out in the UK with public sector organizations suggests that there are five themes that are likely to be relevant to all organizations in measuring customer satisfaction.

- ❖ Delivery of the service (how problems were handled, reliability, result.)
- ❖ Timeliness (length of waiting times, number of times contacted)
- ❖ Information (accuracy, adequate information, kept informed)
- ❖ Professionalism (competent staff, fair treatment)
- ❖ Staff attitude (treating as friendly, polite, sympathy)

2.6.2. Importance of Customer Satisfaction

Customer satisfaction measures how well a company's products or services meet or exceed customer expectations. These expectations often reflect many aspects of the company's business activities including the actual product, service, company, and how the company operates in the global environment. Customer satisfaction measures are an overall psychological evaluation that is based on the customer's lifetime of product and service experience (Smith, 2007).

Effective marketing focuses on two activities: retaining existing customers and adding new customers. Customer satisfaction measures are critical to any product or service company because customer satisfaction is a strong predictor of customer retention, customer loyalty and product repurchase.

2.7. Conceptual definition and features of independent variables

Concepts, definitions, and the relation of each independent variable with the customer satisfaction as well as their analysis within the three selected commercial banks have been assessed as follows:

Technology

Technologies are product and services which include networks, electricity powers, desk top computers, laptops, e-banking services, ATM, POS wired and wireless internet, which are installed properly to deliver a service in a modernized way (Sintayehu,2015).

Technology refers to the physical devices and software that link various computer hardware components and transfer data from one physical location to another. Technology is used to collect, store, manipulate and transfer data using electronic devices like ATM, POS and laptops (Laudon, 2001).

Technologies are a means to eliminate or reduce time constraint and distance barrier to accessing required services hence it improves coordination of activities within organizational boundaries. Technology in this world plays a vital role in every business. Now a day with the help of technology each task becomes easier than before (Spanos et al., 2001).

According to Casteells (2001), now transactions worth billions of dollars can only take place in seconds in the electronic circuit throughout the globe by pressing a single button. Although technology has revolutionized the way of living as well as conducting businesses and study of banking industry has received increased attention over the last decade, it continues to pose challenges for marketers and academic(Girma,2016).

In the bank industry, the growth of technology is gradual. As the banking industry is the heart of the economy, technology play priceless role in the banking sector. New technologies become the main competitive advantage among rivalries. The banks apply various technologies with in the changing world competition. The role of technologies on the service delivery process is immeasurable.

According to Loonam (2008), technology advancements, globalization, competition and changing social trends such as heightened customer pro- activeness and increased preferences for convenience have caused intense restructuring of the banking industry.

Commercial banks use various technologies at different time stage to excel their service and to satisfy the customers. At the beginning the banks in Ethiopia were apply a manual banking system but with the head of time new technologies become the main concern to facilitate the banking activities. The systems used by banks were not efficient to perform activities that have been done to day (Brady and Cronin, 2001).

The network interruption was the main hindrance in last ten years in the banking industry. Each branches of the bank which were found out of Addis Ababa region were not inter connected by network. Indeed, this problem was not related with only the bank rather the overall development of the country in various infrastructures including Ethio- telecom and Ethio-electric city (Sintayehu, 2015).

The customers of the bank were cannot access and operate their account everywhere (online) because there were offline branches. Only telegraph was a means of communication to debit or credit the customer's account .Not only this but also the online branches of the commercial banks were frequently encountered by network and power interruption. Even though improvements in network and power interruption have existed as compared with the past, the problems still happen sometimes (Girma, 2016).

Now a day most of the branches are online and interconnected by network. The e-banking system which comes in to function recently is vital to speed up the service and it makes the bank service easily accessible to the customers of the bank. Electronic banking system has become the main technology driven revolution in conducting financial transactions. However, banks have made huge investments in telecommunication and electronic systems, users have also validated to accept electronic banking system as useful and easy to use (Adesina and Ayo, 2010).

In the current banking industry, ATM, POS, mobile banking and internet banking have been used by the banks. Without network all of these alternatives cannot be functional. And as recent technologies which were applied in Ethiopian banking industry, there is a problem on how to use, when to use, and what to use the e-banking technologies. So the banks must aware and inform their technologies to the customers in understandable manner.

Bank Accessibility

Studies conducted on service delivery and customer satisfaction consider banks accessibility as an important variable. As a market-power hypothesis, when there is expansion of a firm, market power and its profitability increases. This means increase in profit is the result of having loyal and enough customers due to good service rendering trend (Kosmidou, 2008).

The availability of banking services in a country can be measured by the total number of bank branches. The good bank site occupies in the ability of the positive impact in attracting deposits. As the industry, the banking sector in Ethiopia has shown changes in terms of bank accessibility either by expanding the number of branches or by using modern technology like internet banking, mobile banking, ATM, POS to service delivery process with the purpose of maximizing the deposit mobilization through convenience way. The number of branches in commercial banks has been increased from time to time and this leads to facilitate the service delivery by satisfying the customer of the banks (Girma, 2016).

Most of the time new branches have been opened by considering its accessibility to the society who has lived around that area. And these accesses encourage the customer to be the customer of the bank and they can save their time and effort by using the nearest bank. In addition to this, the existence of modern banking system like internet banking, mobile banking, POS and ATM helps to access the bank service everywhere.

Without searching the bank branch, the customer of the bank can access the bank service by using their debit cards, mobile phones, laptops at their place. Technology revolution has distorted the conventional banking business model by making it possible for banks to break their comfort zones and value creation chain so as to allow customer service delivery to be separated in to different businesses (Delgado and Nieto, 2004).

However, the main economic argument for diffusion of adopting the internet as a delivery channel is based on the expected reduction in overhead expenses made possible by reducing and ultimately eliminating physical branches and their associated costs. The internet delivery channel may generate scale economies in excess of those available to traditional distribution channels (Delgado et al, 2004).

Commercial banks are the heart of the societies business activity by rendering quick service as well as quality service to their customers .customers can save their time, effort and expense by accessing the bank service in the simplest way if the banks can deliver this accesses to the customer.

In today's competitive market, establishing core capabilities can help the banking industry reorganize their product and customer service delivery, so as to sustain competitive advantages and to achieve congruence whilst shifting from the conventional banking to electronic banking (Southard, 2004).

Now a day there is stiff competition in the Ethiopian banking sector by their accessibility .As based on the national bank report, the commercial bank of Ethiopia is the dominance one by the number of branches. The accessibility of the bank is the greatest as compared with other public and private banks in terms of: number of branches, number of ATM, and number of mobile and internet banking users.

Employees' competency

The employees' capability to serve the customer of the organization is the first and the most important element in delivering quality service in any organization. Employees in a service organization and particularly, those who have frequent contacts with the customer usually serve as representatives of both the organization and their products or services to the customer at contact point (Baruch, 2008).

Employees who are empowered in an organization can either portray a positive or negative picture to the customers. Considering that, a satisfied customer and employee are of important value to the organization; it therefore, becomes the duty of the management to put in place a system that would ultimately generate either satisfaction, or dissatisfaction from their customers and employees (Mercy, 2016).

The quality of the service and the satisfaction the customer may derive will be an assessment of the entire service experience. Since the employees have a major role to play in determining, whether a customer would enjoy the experience or turn to their competitors for

better solutions. This forces organizations to re-think their strategy. Companies today recognize that they can compete more effectively by distinguishing themselves with respect to service quality and improved customer satisfaction (Zeithaml , 2006).

To excel the employees competency and ability, the organizations ;particularly, the commercial banks have to give scheduled and valuable training for their employees to improve the employees skill ,ability, knowledge and capability. Training refers to a means of acquiring knowledge, skill and capability by learning and teaching process both practical or theoretical skill and knowledge to a specific discipline.

Training has specific goals of improving one's capability, capacity and performance at the work place or off the place (Singh, 2012). On the other hand, customer service is the practice of providing customers with a positive helpful experience when they enter a business, throughout the time they stay at the business, and even after the customer leaves, should they have additional questions or products to return (Thompson and Kolsky, 2004).

Dealing with customers involves the appreciation of the time of customers and tolerating their behaviours. The provider must always convey to the customer that he or she appreciates the time it takes them to do business with the company. Respecting the customer's time implies that members of an organization should always work at peak efficiency and stay focused on the customer. Respecting the customer's time by not imposing bad or negative mood on anyone else, recognizing regular customers, avoiding destructive remarks and showing initiative are tips to creating challenging customers (Thompson and Kolsky, 2004).

By giving training and subsidizing the competency gap of the employees, the organization can achieve the goal and the customers will be satisfied by the service. To achieve the target employee training is crucial. According to Al Emadi and Marquardt (2007), Training program has a benefit for both employees and the organization.

The employees' competency has been evaluated by their performance which includes, reducing their errors, serving appropriate number of customer which was set as a standard by the organization, reducing customer complain, providing error free transaction, well aware of about customer handling and creating a positive relationship with the colleagues and the customers.

Quality service delivery process is mainly depends on with the employees capability and ability. And this is being realized by giving trainings and recruiting best and talented employees. Employee commitment levels can be evaluated in the manner in which they welcome their customers, attend to their issues, and, hence, support and fulfil the objectives of an organization.

Employees who feel part of an organization and agree to the targets stipulated by the management perform their duties and responsibilities with sincerity, unlike employees who stay with the organization just for the sake of duty or merely under obligation (Malhotra and Hooley, 2013).

The internal processes

As organization commercial banks has their own internal processes and procedure. The procedure is policies and directives about the activities and processes that give a direction about how to perform a specific task with in a specific working environment. In the case of banks, the procedure of the bank connects the customers and every staff of the bank to perform each tasks and activities accordingly. Every activities and processes has been guided by the bank procedure (Ahmossawi, 2001).

Davenport (1993) defines a process as a structured, measured set of activities designed to produce a specific output for a particular customer or market. A process is thus a specific ordering of work activities across time and space, with a beginning and an end, and clearly defined inputs and outputs: a structure for action. They continue to argue that taking a process approach implies adopting the customer's point of view and that processes are the structure by which an organization does what is necessary to produce value for its customers.

According to Hammer and Champy (1993), define a process as a collection of activities that takes one or more kinds of input and creates an output that is of value to the customer. According to Rummler and Brache (1995), distinguish in their definition that clearly two types of processes, primary and support processes, depending on whether a process is directly involved in the creation of customer value, or concerned with the organization's internal activities.

On the customers understanding the selected commercial Banks (Commercial Bank of Ethiopia, Bank of Abyssinia and Dashen Bank) have their own procedure and internal processes to give a service. But the procedure and internal process sometimes cases complain.

According to CBE annual report (2017/18) there are a lot of reasons for the causes but mostly interest of the customers is limited by the procedure. The causes of complains due to the policy and the procedure of the bank:

- A single task may not be performed by an individual (employee) and this may cause customers waiting time at the bank
- Lack of back office and front office integration.
- The documents (like ID cards, and conformation letters- in the case of check payments) that have been asked by employees of the bank.
- The types of documents that have been asked by the bank to open a current account and Diaspora accounts.
- Expired ID cards.

Office and facility layout

In this competitive world, organizations are giving special attentions for customers as well as employees safety and comfort. Many organizations improves their service quality by setting and implementing various strategies to prove their customers as loyal and satisfied, particularly, banks are the main financial sectors to create, measure, and evaluate the customer satisfaction (Haywood-farmer,1988).

Layout has numerous strategy implications because it establishes an organization's competitive priorities in regard to capacity, processes, flexibility and cost as well as quality of work life, customer contact and image. To develop an effective and efficient layout that will meet the firm's competitive requirements was the objective of layout strategy. Quality service delivery processes starts from well arranged office lay out and having the power of attracting the customers (Bielen and Demoulin, 2007).

Office layout defines the grouping of workers, their equipment and spaces or offices to provide for comfort, safety, and movement information. Locate workers requiring frequent contact close to one another was the office layout strategies (Heizer and Render, 2001).

According to leblebici (2012), a better workplace environment attracts customers and it motivates the employees to satisfy the customer and to produce more result. An office is a place where professional duties and administrative work are carried out in the organisation's building (Gyeke, 2006).

The work depends on the type of business, but it will usually include using computers, printers, communicating with others by e-mail, telephone or fax, keeping records and files etc., in hard and soft format. Features of an office such as people, building space, equipment, furniture and the environment, must fit together well for workers to feel healthy and comfortable and to be able to work efficiently: if this happen it is the cause for quality service delivering and customer satisfaction (Gutnick ,2012).

Conducive working environment motivate the employees to serve the customers up to their maximum efforts. Customers are rational to get a better service in an attractive area than the discomfort one. When customers feel comfortable when dealing with banks, they will feel satisfied with the services provided; in addition there will be a positive feeling among customers about the services provided by the bank. Its effect, they will come back to enjoy the benefits offered and provided by the bank (Black and Lynch, 2011).

Without having well arranged facilities, such as computers ,printers ,chairs ,enough service delivering window at the front, less customer crowdedness at a single window ,delegated employees for each window ,and well arranged formats and materials, appropriate brightness and sounds; delivering a quality service will be merely wish for the organization ,particularly, banks.

So, well appropriate office layout and attractive working environment is crucial in the banks as well as for other financial sectors..Customer satisfaction and quality service delivery are go through together in every service sector. To build customer loyalty, management of waiting times be a very important or critical and cannot be ignored by service providers (Bielen and Demoulin, 2007).

2.8. Empirical evidences

Currently, service quality is the dominant issue for researchers. And the related studies which were conducted on quality services and its effect on customer satisfaction have been reviewed as follows:

Padi (2012) conducted a study based on contextual analysis of the effect of quality service on customer satisfaction in Barclays Bank, Ghana. The study showed that the overall improvement of service delivery process has a direct relation with customer satisfaction. Particularly, the study was emphasized on the effects of employee competency and staff training on service delivery process and the result revealed that the training received by the bank staff leads to customer satisfaction due to training; the ability, capability and competency of the employee have improved.

On the relationship between Service quality, satisfaction, perceived value among customers in commercial banking in Nakuru Municipality, Kenya, Daniel O. Auka (2012) concluded that service quality and customer satisfaction were positively and significantly associated indicating 19.8% of the variance in customer satisfaction can be predicted by the service quality offered by the commercial banks.

Dhar (2014) also examined the effect of staff attitude, employee competency and internal processes on delivering quality service and customer satisfaction in small and medium size tourist hotels operating in Uttarakhad, India. And the findings of the study showed that there is a strong linkage between employees' attitude and training with the quality of services offered by employees.

Similarly, there are related researches which have been done in Ethiopia. And the findings have been reviewed as follows:

A thesis done by Betelehem (2015) on the title of 'the impact of service quality on customer satisfaction: case of commercial bank of Ethiopia.' And the main purpose of study was to assess the impact of service quality on customer satisfaction in the case of CBE. The result was shows that there is a gap on the service quality of CBE.

Thesis done by Aman (2008) with title of "Effects of service delivery process and service quality on customer satisfaction: a case study of EEPKO, North Western region, Bahir Dar town customer service centres". The main purpose of the study was to examine the effect of service delivery process and service quality on satisfaction of customers of EEPKO with the

following specific objectives: To examine the effect of service delivery process and service quality on customer satisfaction and to understand real situation on how EEPCO handle its customers.

And also a thesis conducted by Messay (2012) on the relationship between bank service and customer satisfaction in Ethiopia banking sector and the result shows that service quality is positively correlated with customer satisfaction.

2.9. Summary and knowledge gap

In summary, all the literature review regarding the impact of quality service on customer satisfaction have leads to the fact that quality service has impact on customer satisfaction of commercial banks.

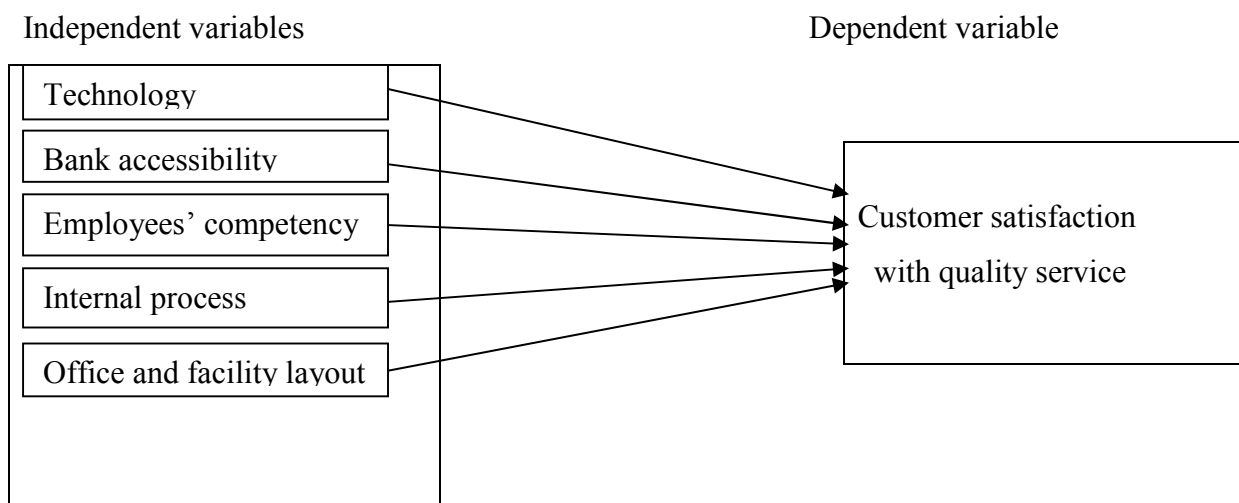
To the knowledge of the researcher there is no empirical studies done with the factors of quality service on the three commercial banks. Because most of the studies in Ethiopia with regarding service quality is about evaluating the existing service quality dimensions. So the previous studies does not emphasise on the factors of quality service.

All in all, this study is different from other previous studies done by others; specifically, it examines quality service delivery factors and its impact on customer satisfaction using quantitative data.

2.9.1. Conceptual framework of the study

The conceptual framework of the study explains about the studying variables and their relationship. The study deals with five service quality factors and their impact on customer satisfaction. To depict the framework of the research, the model has been shown below:

Figure 2.2: Conceptual framework of the study



Source: A Modified Model of Haywood-Farmer, 1988.

Based on the conceptual frame work of the study, the researcher has pointed out the following hypotheses which indicate the positive or negative relationship of quality service delivery components with customer satisfaction:

H₀₁: Technology has no positive relationship and significant impact on customer satisfaction in service quality of selected commercial banks.

H₀₂: Bank accessibility has no positive relationship and significant impact on customer satisfaction in service quality of selected commercial banks.

H₀₃: Employee competency has no positive relationship and significant impact on customer satisfaction in service quality of selected commercial banks.

H₀₄: Internal processes have no significant impact on customer satisfaction in service quality of selected commercial banks.

H₀₅: Office and facility layout have no positive relationship and significant impact on customer satisfaction in service quality of selected commercial banks.

CHAPTER THREE

Research Design and Methodology

While the study primary aim is to examine and identify the factors of quality service delivery and their impacts on customer satisfaction at the three Commercial Banks (Commercial Bank of Ethiopia, Bank of Abyssinia and Dashen Bank), the methodology section describes clearly: the research design, the sample size, sampling techniques, data sources and instruments that has been utilized in collecting data, the procedure of data collection and the method of data analysis, statistical tools and model specifications, and the ethical consideration. `

3. Research Design

A research design is simply the arrangement of conditions for collection and analysis of data in an appropriate manner. Research design is a master plan (blue print) that specifying the methods and procedures for collecting and analyzing the required data. The choice of research design depends on objectives that the researchers want to achieve (John, 2007).

This study has used descriptive and quantitative type of research design to achieve the intended objective. The first reason behind using the descriptive research design is to describe the extent of the association between two or more variables and also to describing the characteristics or function of the phenomenon or situation under the study. The second reason is that due to the fact that descriptive research answers the question for, what is going on.

And the reason to use quantitative research design is that the research involves the measurement of hindrances for quality service delivery in the banking industry and this requires that a considerable percentage of a population (a large number of participants) be involved; therefore, this activity may not be perfectly conducted using qualitative methods. And the other reason is that, due to the data that has been collected by the researcher has a quantitative nature.

According to Creswell (1994), the descriptive method of research is a technique of gathering information about the present existing condition. This research design is a fact finding study with adequate and accurate interpretation of findings.

According to Colin (2002), descriptive research design involves fact finding and enquiries of different types. It explains a state of affairs as it exists currently. Descriptive study will help address research objectives through empirical assessment that involve quantitative measure. Quantitative data collection makes statistical analysis of findings feasible. The study carried out using a questionnaire.

According to Cox and Hassard (2005), a survey is method of carrying out research using structured questionnaire that are given to a sample of a population and designed to elicit specific information from the respondents.

3.1. Target Population

According to Zikumund (2003), Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate.

The target population is defined as the entire group a researcher is interested in. The population of this study was all customers of selected commercial bank branches. The selected commercial banks are; Commercial Bank of Ethiopia, Bank of Abyssinia and Dashen Bank. And have a total number of 409,345 customers as of December 31, 2018

3.2. Sample Size and Sampling Techniques

3.2.1. Sampling Techniques

Sampling is the way of drawing inference about a population without studying the entire population under study. To do the research in effective and efficient manner, sampling is needed to save time and cost (Creswell, 2009).

According to Asika (2006), it is practically impossible to take a complete and comprehensive study of the entire population going by nature and pattern of distribution. Hence, a representative sample is used from the population of the study.

To conduct this study, from the bank industry of Ethiopia, which have eighteen commercial banks, three banks has been selected. The selection of the banks is based on their total market share, the number of branches that they have, and the number of customers: to make adequate for the purpose of drawing inferences with respect to the population of the eighteen banks in Ethiopia. In order to achieve the objectives the researcher applied non-probability sampling techniques. Thus, the researcher selects purposive sampling method.

The rationale behind the use of non-probability sampling ,particularly purposive sampling is that it is difficult to probability sampling sometimes and there is no similar customer in the selected banks by their experience as a customer, as well as there is a difficulties to get information from every customer due to limited understanding about banks. So to obtain information the researcher has confined to specific types of customer who can provide the desired information because they are the only ones who have it.

Purposive sampling refers to the collection of information from members of the population who are available to provide the information purposely. The respondents are customers of selected commercial banks, and they are selected based on their availability as they come to the bank branch for a particular product or service. Thus the study is not based on a group of respondents from a totally random selection as the primary basis for a respondent to have been going into one of the bank's branches. The reasons for adopting purposive sampling are:

- It is suitable to obtain a large number of completed questionnaires quickly and economically.
- It enables the researcher to access people who are most frequently available in the branches of the selected banks.
- To get desired information from those customers who have understand and know the banking service.
- Due to the difficulties of identifying the customers who can read and write to fill the questionnaire.

3.2.2. Sample size

Due to geographical difficulties and the incapability of doing this research by collecting data thorough out the country, the research is conducted on the Addis Ababa districts. (Based on CBE district classification) there are four districts under Addis Ababa region: namely, north district, south district, east district and west district. From each commercial bank four branches have been selected from each district. And also the researcher selects the branches

from each district by purposive sampling. The sample for the study was on those customers under Addis Ababa districts on the selected branches. From each banks four branches are selected based on their respective districts.

The branches have been selected based on:

- ❖ Number of customers that they have
- ❖ Amount of deposit
- ❖ Their opening year (long period of existence as a branch)
- ❖ Their overall banking service
- ❖ Their yearly target achievement

After selecting the branches by the above criteria, the researcher has been selecting the respondents (customers) on the base of customer classification of the banks. Based on the deposit limit the customers are classified as premium, business and retail customers. The customer classification is based on commercial bank of Ethiopia and their classification criteria are based on the volume and value of transaction. From each branch premium, business and retail customers has been asked to fill and respond the questionnaire.

And the researcher uses a formula for calculating the sample size: The formula which was developed by Yamane (1967):

$$n = \frac{N}{1 + N(e)^2} = \frac{409,345}{1 + 409,345(0.05)^2} = 399.60 = 400$$

Where, N= the total population of the study

n=the sample size of the study

e=level of confidence to have in the data, which is 95% for this study i.e 5% sampling error.

Thus, the total sample size is 400. So the number of respondents/customers as a sample for each bank and branch is calculated by using the following proportionate method of calculation:

$$n = \frac{nN1}{N}$$

where n: is total number of sample
N: is total number of population
N1: is total number of population for each bank and branch

The total number of customers is summation of four branch's customers for each bank:

- For commercial bank of Ethiopia (Arat kilo branch, Mexico branch, Paulos branch and Bole branch customers.)

➤ $(83,200+61,970+86,550+77,600=309,320)$ respectively.

- For bank of Abyssinia (Arada branch, sarbet branch, Negadras branch and Bole branch customers.)

➤ $(11,400+10,080+8,650+12465=42,595)$ respectively.

- For dashen bank (piazza branch, Africa union branch, Mesalemiya branch and Bole branch customers.)

➤ $(13880+14500+13450+15600=57,430)$ respectively.

Table 3.1: Sample size determination

The name of the banks	Total No. of customers (for each bank with their respective branches)	Sample size
CBE	309,320	302
DB	57,430	56
BOA	42,595	42
Total	409,345	400

Source: Annual report of 2017/18.

Sample size is the actual number of units which are to be selected for the analysis in the study from the population. From the selected commercial banks, four branches have been taken as a sample from each district with a total of twelve branches. From each branch the respective number of (based on the proportionate calculation) customers has been asked to fill the questionnaire. And four hundred respondents are involved on the sample size. The name of the branches and their respective respondents from each bank and district is explained by the table below:

Table 3.2: The name of the branch and the No. respondents from each bank and district

Districts	BOA		DB		CBE	
	Branch Name	No.of respondents	Branch Name	No.of respondents	Branch Name	No.of respondents
North A.A	Arada	11	Piazza	14	Arat kilo	81
South A.A	Sarbet	10	Africa Union	14	Mexico	60
West A.A	Negadras	9	Mesalemiya	13	Paulos	85
East A.A	Bole	12	Bole	15	Bole	76
Total		42		56		302

Source: District classification of the banks

3.3. Sources of data and type

With regard to the sources of data, the study used both primary and secondary sources of data. Based on the nature, scope, objectives and availability of time and resource, the researcher uses questionnaires and secondary data sources like books, documents, existing research papers, journals and publications, websites, bank's reports and other relevant journals.

In order to achieve the objective of the study, the research approach that has been used in this study is quantitative. Quantitative research approach focus on determining the relationship between independent and dependent variables and their variations. The reason for choosing quantitative research approach is to meet the purpose of examining how an independent variable affects a dependent variable.

3.4. Method and instrument of data collection

The primary data has obtained from the questionnaires, which is answered by the respondents. The questionnaire has a Likert scale of five measurements. Structured questionnaires has been developed containing close ended questions to ensure consistency, to coding the data, and to analysis the data properly.

The variables have been measured using Likert scale with five response categories (Strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree). The Likert scale method is preferred to make questions interesting to respondents and thereby enhance their cooperation (Robson Colin, 2002). The questionnaire for this study has six sections, Section 'A' have personal information questions, Section 'B' have questions associated with technology, section 'C' have questions associated with bank accessibility, while section 'D' have questions associated with employees competency, section 'E' have questions associated with internal processes and procedure, and section 'F' have questions associated with office and facility layout. And the last section 'G' have questions with related to customer satisfaction. And this questionnaire has been adopted with few modifications from Mercy, 2016 (for some independent variables) and Bethelhem, 2015 (for some independent and customer satisfaction variables).

Glaser and Strauss (2009) explain that questionnaires are an important instrument for research as a tool for data collection. The use of questionnaires justifies to the extent that questionnaires are effective way of collecting information from a large literate sample in a short span of time and at a reduced cost than other methods.

3.5. Data analysis methods

Data analysis involves reducing accumulated data to manageable size, developing summaries, looking for patterns, and applying statistical techniques (cooper and schindler, 2008).The quantitative data has been analyzed using both descriptive and inferential statistics.

Descriptive statistics utilized for measures of central tendencies (mean, median and mode or frequency) and measures of dispersion (variance, standard deviation, standard error and percentiles). On the other hand, inferential statistics utilized for correlations, and multiple regressions.

The analysis process starts with by transforming a mass of raw data in to tables, charts, with frequency distribution and percentage to provide key answers to the research questions. The data was analyzed using statistical package for social science (SPSS) program and presented using descriptive statistics especially frequency, tables and figures.

The equations of multiple regressions on this study have generally built around two sets of variables, namely dependant and independent variables. The basic objectives of using regression equation is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

3.6. Model Specification

The nature of data in this research is the cross-sectional data set because a cross-sectional data consists of a sample of individuals, households, firms, cities, states countries, or a variety of other units, taken at a given point in time. The purpose of this study is to examine the factors of quality service delivery and their impact on customer satisfaction.

The customer satisfaction is the dependent variable in this study. And the independent variables are technology, bank accessibility, employees' competency, internal processes and procedure, and office and facility layout. And their relation is expressed by the multiple regression models.

Because of the quantitative nature of the data, it has been explained through multiple regressions. And to predict the impacts of the explanatory variables on the dependent variable multiple regression model used to analysis. And the multiple regression models have one dependent variable, more than one explanatory variables, stochastic error term and constant term.

And ordinary least square (OLS) is used for the estimation technique for this study. The OLS is based on the assumptions of classical linear regression model (CLRM). This is because in order to OLS to be considered the best estimator available for regression models. Estimators of the model have to satisfy Ordinary Least Square (OLS) assumptions before the estimation is done.

If the estimators of the model satisfy the OLS assumptions, it is possible to say the estimators are BLUE (Best Linear Unbiased Estimates) (brooks, 2008). The regression starts with the Ordinary Least Square (OLS) analysis which shows the coefficients of the variables and the fitness of the model. OLS used for analysing cross-sectional data. OLS is work if one or more of the Gauss-Markov assumptions, not violated.

The OLS technique of estimation is based on the following assumptions:

- The regression model is linear, is correctly specified, and has an additive error term.
- The error term has a zero population mean.
- Observations of the error term are uncorrelated with each other (no serial correlation).
- All explanatory variables are uncorrelated with the error term.
- The error term has a constant variance (no heteroskedasticity)
- No explanatory variable is a perfect linear function of any other explanatory variables (no perfect multicollinearity)

So the relation of the dependent and the independent variables is expressed by the multiple regression models. Based on the theoretical concepts, the researcher has estimates the linear regression model as the following equation:

$$Y=B_0+B_1X_1+B_2X_2+B_3X_3+B_4X_4+\dots\dots\dots B_KX_K+ \varepsilon_i$$

Where, Y is the dependent variable

B₀ is an intercept

Xs are independent (explanatory) variables

B_ns are the parameter with their respective X_ns

ε_i is the error term which contains factors other than X₁,X₂,X₃....X_n that affect the dependent variable (Y).even though the researcher included the variables on the study, there may be another factors(variables) that did not included and this is generally expressed by the error term.

For this study the model is expressed by substitute the variables on the above equation as follows:

$$CS=B_0+B_1TEC+B_2BAC+B_3EMC+B_4INPP+B_5OFFL+ \varepsilon_i$$

Where, CS: is customer satisfaction

TEC: is technology

BAC: is bank accessibility

EMC: is employees' competency

INPP: is internal process and procedure

OFFL: is office and facility layout

B₀: is the intercept of the dependent variable

ε_i: is the stochastic error term ,the source of this may be omitted influences, measurement error, incorrect functional form, or purely random and totally unpredictable occurrences.

3.7. Model Variables

The dependent and independent variables has been discussed by the researcher in this study. And the dependent variable for the study is customer satisfaction whereas the independent

variables are technology, bank accessibility, employees' competency, internal processes and procedure and office and facility layout.

And the researcher tries to examine the impact or the effect of the independent variables on the dependent variable. But due to the impossibility of examining all variables that have an impact on customer satisfaction, the researcher has included only the above listed independent variables and the others which did not included on the model has incorporated as an error term.

3.8. Diagnostic test procedure

The statistical tools which have been used to analyze the data were tested in various ways. To test the relationship between explanatory variables, correlation matrix was used to test the relationship status (relation strength and weakness among variables).

And also before carried out regression, the data has been tested for multicollinearity, by using correlation matrix. To test the existence of multicollinearity, a correlation matrix is used which includes all variables. This matrix shows the correlations and their corresponding significance between the variables.

And this correlation matrix shows the direction and the strength of the relationships between the variables. When there is (very) high correlation between two explanatory variables, a problem of multicollinearity happens. And this is the indication to review the model and then either excluding the variable or taking another alternatives to overcome the problem (Wooldridge, 2000).

With the problem of multicollinearity, the outcome of the analyses becomes inaccurate and it forces to wrong conclusion; the coefficients may have very high standard errors and perhaps even incorrect signs and magnitudes. And this leads a misgiving outcome.

Similarly to detect multicollinearity, it is recommended to calculate the variance inflation factors (VIF) for each independent variable. And for this study the variance inflation factor (VIF) and the tolerance value have been tested. When there is a VIF value greater than ten (10), the problem of multicollinearity exists. Furthermore, the critical value can be calculated by $1/VIF$. If the critical value is less 0.1, this would mean that more than 90% of the variation

in the variable is explained by the other variables and this leads to for the inaccuracy of the model and it should be adjusted. The variable(s) with VIF values larger than 10 or 1/VIF values below 0.1 should be excluded from the analyses (Brooks, 2008).

In connection with the correlation matrix there are different arguments about multicollinearity. If correlation coefficient between the explanatory variables becomes greater than 0.75, the incident of multicollianrity exist. Similarly as (Brooks, 2008) a correlation above 0.8 between independent variables tells about the existence of multicollinearity and it must be adjusted by either excluding the variable or by using another alternative.

Furthermore, according to (Wooldridge, 2000) correlation coefficient above 0.9 cause serious multicollinary problem. Therefore, a correlation matrix was used in this study to ensure the relationship (level of strength and weakness among independent variables and their impact on the dependent variable) between explanatory variables. And also test of linearity and normality has been done for the study.

3.9. Ethical considerations

This study has been completed by using the data, which was obtained from the customers'. And their response was the main input to the study. By considering their collaboration in this research, the researcher was giving a special care to the customers with regarding to their freedom and permission of the response.

Clearly, the researcher informed about the confidentiality of the information and the intended purpose of the questionnaire. To give a confidence and to avoid any frustration, the customers (respondents) were not allowed to write their name and address on the questionnaire. And their valuable response was needed to only for academic purpose. In addition, a clear and precise explanation has been given to the respondents on the questionnaire with regarding to the aim of the study, to assure a full confidence and to get a real response.

All in all, the customers who give the response for the questionnaire were informed about their wellness in connection with their participation. Moreover, the materials which have been used for the study were obtained from appropriate sources. And the references which have been used for this study were mentioned properly.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

After the data collection from the respondents, the researcher had emphasized on this chapter by presenting, analysing and interpreting the results. And the collected quantitative data has been analysed by using statistical software package, SPSS version 22. The analysis is containing descriptive and inferential statistics. The personal information of the respondents as well as the statistical analysis like descriptive analyses, test of hypotheses, test of normality, test of linearity, correlation analysis and regression analysis have been discussed by using SPSS outputs of the questionnaire.

4.1. The respondents' response rate

Due to various reasons, the total number of questionnaire did not returned from the respondents. But from the total of 400 sample size, 277 questionnaires had been filled and returned without any ambiguity and missing questions. So to get the response rate, the returned questionnaire is divided by the total distributed questionnaire and any response rate more than half of the total sample size is acceptable for analysis (Kotler, 1997). And the response rate for this study is 69.25%. So based on this, 69.25% response rate is reliable and reasonable for analysis.

4.2. Descriptive Analysis of Personal Information

The respondents' sex, age, level of education and the type of account who have at the selected commercial banks are included under the personal information of the customers/respondents. Based on the questionnaire outcome, the personal information of the respondents has been discussed by using percentage and frequency on the following table 4.1.

Table 4.1: personal information of the respondents

No.	Personal information		Frequency	percent
1	Sex	Male	172	62.1
		Female	105	37.9
		Total	277	100
2	Age (Years)	14-18	17	6.1
		19-24	59	21.3
		25-35	102	36.8
		36-50	79	28.5
		>50	20	7.2
		Total	277	100
3	Educational level	Primary school	36	13
		High school	78	28.2
		Certificate or Diploma	44	15.9
		First degree	98	35.4
		Second degree	17	6.1
		Third(PhD) and above	4	1.4
		Total	277	100
4	Type of account	Saving account	151	54.5
		Current account	98	35.4
		Fixed time account	28	10.1
		Total	277	100

Source: Own questionnaire results, 2019

As table 4.1 revealed that in terms of sex composition most of the respondents are male, which is 62.1% and the remaining 37.9% are female. The sex proportion explains that the dominant customer of the Commercial Bank of Ethiopia, Bank of Abyssinia and Dashen Bank are male.

In connection with the age group, table 4.1 shows that the majority of the respondents are with the age of 25-35, which contain 36.8% of the overall respondents. And this indicate that most of the economic activity is performed by these age group as the same time this age group have a linkage with the bank as a customer than the other age categories. The next 28.5% is within the age of 36-50, 21.3% is within the age of 19-24, 7.2% is with the age of above 50 and 6.1% is within the age of 14-18. The least percentage of 6.1 indicates that at the age of 14-18 the customers/respondents are youth teen and youth. Most of them are students and underage, and this implies that they may not involve in the economic activities.

So this small proportion is the fact that most of them are not economically enough as a customer of the bank but they can open and operate account by themselves based on the procedure of the banks on which this study conducted. And from the total of four hundred customers, seventeen respondents fill this questionnaire and the researcher uses their responses for report and analysis purpose but their age is theoretically irrelevant for this study.

Table 4.1 shows that the educational level of the respondents/customers. And the result is from the overall respondents, 35.4% are first degree holder, 28.2% those who are high school completed and in the learning processes, 15.9% are certificate and/or diploma holders, 13% those who are primary school completed and in the learning processes, 6.1% are second degree holders and 1.4% are PhD holders.

All in all, the majority of the respondents are first degree holders and small numbers of the respondents are PhD holders. And this indicates that the customers of selected commercial banks (CBE,BOA and DB) are educated starting from elementary school level of education up to third degree level of education (PhD). And the customers were eligible to understand the questionnaire and their response is supposed to be rational.

With regarding to the type of account, table 4.1 revealed that 54.5% of the respondents have a saving account, 35.4% have current account and 10.1% of the respondents have a fixed time deposit account. And the saving account holders are the dominant customer of the banks. So most of the customer's accounts are interest bearing and the transaction process is carried out through passbook. And the current account holders (35.4%) are non-interest bearing and their transaction is performed on behalf of cheque rather than passbook. Most of the time their account is volatile (i.e. their balance of account is not stable and does not kept certain amount for specified period. Its balance is up and down due to the nature of checking account). And

fixed time deposit account holders are small in number than the other account type, which is 10.1% this is revealed that most of the customers are not volunteer to kept their balance without withdrawing an amount for a fixed time period and the initial deposit that is required by the selected commercial banks may be another reason for the small number of fixed time accounts at the banks.

4.3. Reliability analysis of the questionnaire

To estimate the reliability of the questionnaire, the researcher uses a Cronbach's Alpha test method and the result is shown below on table 4.3.

Table 4.3: Reliability analysis using Cronbach's Alpha coefficient for variables

Service quality factors	No of items	Cronbach's Alpha
Technology	5	0.855
Bank accessibility	4	0.844
Employee competency	3	0.843
Processes and procedure	2	0.745
Office and facility layout	5	0.769
Customer satisfaction	4	0.815
Overall analysis of reliability	6	0.825

Source: SPSS output of reliability analysis, 2019

Table 4.3 shows that the Cronbach's Alph coefficients for all variables are greater than 0.7 or 70%, which means there is high consistency and reliability of the questionnaire. And the overall reliability analysis for the study is 0.825, which indicates the reliability of the items. The SPSS output of reliability analysis test is attached with the appendices part of the study.

4.4. Data analysis for the variables of the study

4.4.1. Descriptive Analysis of service quality factors

To analysis the service quality factors, the researcher uses descriptive analysis of measures of central tendencies (mean and frequency) and measures of dispersion (percentage and standard deviation) for each items.

Table 4.4: Descriptive analysis of independent variables (statistical summary)

Where 1=strongly disagree (SD), 2=disagree (D), 3=neutral (N), 4=agree, 5 =strongly agree (SA)

No	Service delivery factors	SD(1)	D(2)	N(3)	A(4)	SA(5)	Mean	Sta. Dev.
		%	%	%	%	%		
1	Technology							
	The bank have modern technologies	7.2	19.5	2.9	50.5	19.9	3.56	1.21
	Technologies like ATM, POS, mobile banking and internet banking are functional in the bank	3.2	14.1	2.2	51.3	29.2	3.89	1.08
	Net work interruption occurs in the bank frequently and this leads to service delaying	5.8	19.9	2.5	48.4	23.5	3.64	1.20
	The technologies like ATM, POS, internet banking and mobile banking are useful to facilitate the service delivery process	3.2	7.9	7.2	45.8	35.4	4.01	1.02
	There is technology variation among commercial banks	2.5	10.5	3.6	51.3	32.1	4.00	1.00
	The technologies that have been used by the bank are compatible with the customer interest	1.8	11.6	2.2	54.2	30.3	4.00	0.98
	There is enough accessibility to use the bank technologies	5.4	16.6	3.6	52.3	22.0	3.69	1.15
	There is a skill gap in the employees to handle the technologies	2.5	9	2.5	49.8	36.1	4.08	0.99
	Mobile banking, internet banking, ATM and POS are not difficult to use	2.9	6.1	2.5	52.7	35.7	4.12	0.94
	The bank have another alternatives at the time of network and power interruption	6.1	15.2	3.6	50.5	24.5	3.72	1.17
	Network and power interruption are not the causes of customer complain and dissatisfaction	44.0	37.5	4	13.4	1.1	1.90	1.05
2	Bank accessibility							
	The accessibility of the bank in the nearby area is good	35.7	43.0	3.6	16.2	1.4	2.05	1.08
	It is possible to get all banking activities in every branch of the bank	30.0	43.3	8.3	16.2	2.2	2.17	1.10
	Some banking activities are limited to a specific branch of the bank	46.2	39.0	4.7	10.1	-	1.79	0.93
	There is an access to get mobile banking and internet banking services in all branches of the bank	29.6	49.8	3.2	15.9	1.4	2.10	1.04

	There is an access to get ATM and POS machine services in all branches of the bank	33.2	46.2	2.5	16.6	1.4	2.07	1.07
	There are alternatives to get a particular service in various way based on the interest of the customer	31.4	42.6	2.5	22.4	1.1	2.19	1.14
3	Employees' competency							
	The employees of the bank are efficient and effective in serving the customers	32.1	41.9	4.0	18.8	3.2	2.19	1.17
	The employee of the bank have adequate know how about the product and service	29.2	50.9	2.9	15.9	1.1	2.09	1.03
	The employees are engaged to serve the customers	29.2	46.9	3.6	18.4	1.8	2.17	1.10
	The employees are aware about customer service	10.1	24.5	6.5	49.5	9.4	3.23	1.21
	For new product and service ,the employees are well trained about the product and service	17.3	48.0	1.1	30.3	3.2	2.54	1.18
	The employees treat the customers based on their interest	10.5	31.8	1.1	41.2	15.5	3.19	1.32
	The employees can understand the customers need and want easily	10.5	33.2	1.8	44.4	10.1	3.10	1.26
	The employees try to calm the upset customer by treating in a good manner	14.8	45.8	1.8	31.4	6.1	2.68	1.23
	Employees spent appropriate time duration (STD of the bank) with each respective customers	11.6	30.3	1.4	50.5	6.1	3.09	1.23
	The employees give appropriate value and respect to the customers	7.2	33.6	2.2	46.6	10.5	3.19	1.21
4	Internal processes and procedure							
	The process and procedure of the bank ensure quality service delivery	8.7	24.2	1.4	52.7	13.0	3.37	1.23
	The procedure of the bank is clear and well articulated	19.1	48.0	2.9	25.6	4.3	2.48	1.19
	The process and the procedure of the bank causes a customer complain	8.7	27.8	3.2	51.3	9.0	3.24	1.20
	The procedure of the bank have its own weakness and strength in the eyes of the customer	28.5	32.9	7.9	23.8	6.9	2.48	1.31
	The internal process and procedure of the bank protects the customers as well as the employees from un necessary risk	22.7	39.7	8.7	24.2	4.7	2.48	1.22
	The process and the procedure facilitate the service delivery process	23.8	39.0	7.9	25.6	3.6	2.46	1.20

	The procedure explain every activities of the bank briefly	14.4	25.6	2.2	48.7	9.0	3.12	1.29
	The internal process and the procedure limits the employees to exercise every requests of the customer	14.4	44.8	2.2	30.7	7.9	2.73	1.26
	The employees understand carefully the internal process and procedure of the bank	17.7	35.7	11.9	28.9	5.8	2.69	1.22
	Due to the procedure and the process complexity, there is service delaying in the bank	14.8	48.4	1.4	29.2	6.1	2.64	1.21
5	Office and facility layout							
	The office layout is attractive and interesting	8.7	26.0	2.9	42.6	19.9	3.39	1.29
	The office is flexible and comfort	18.8	40.8	4.0	30.3	6.1	2.64	1.25
	The office equipment like computer ,printing machine ,counting machine and the network cables are well arranged	18.1	45.5	4.3	27.1	5.1	2.56	1.20
	The office quality of light ,noise from speech, noise from equipment affect the employees and the customers	66.8	22.7	2.9	5.4	2.2	1.53	0.94
	The office is over crowded	64.3	25.3	3.2	5.4	1.8	1.55	0.92
	The equipments of the bank are modern and functional	59.2	27.8	5.1	5.1	2.9	1.65	0.99
	The sitting chair and sitting space of each employee is attractive	59.2	24.9	3.2	7.9	4.7	1.74	1.14
	The office temperature and quality is good	46.6	27.8	8.7	11.6	5.4	2.01	1.22
	There is ease of communication and collaboration with in the office	46.9	30.3	3.6	15.5	3.6	1.99	1.20
	There is a conducive working environment within the office	49.1	30.7	7.2	8.3	4.7	1.89	1.14
	The office and the facilities are arranged in the attractive way and it is easy to speed up the service delivery process	50.5	34.3	3.6	8.3	3.2	1.79	1.06

Source: SPSS output of the questionnaire, 2019

As table 4.4 show that most of the technologies items are responded as ‘agree’ with the highest 54.2% of the respondents agree with item six (the technologies that have been used by the bank are compatible with the customer interest).

And the next highest percentage is 52.7% for item nine (mobile banking internet banking, ATM, and POS are not difficult to use).

For item number nine, 2.9% strongly disagree, 6.1% agree, 2.5% neutral and 35.7% strongly agree. And this indicate the current commercial banks technologies are fit the interests of the customers.

And highest disagreement by the respondent is for question number eleven (Network and power interruption are not the causes of customer complain and dissatisfaction). For this question, 44% strongly disagree, 37.5% disagree, 4%, neutral, 13.4% agree and 1.1% strongly agrees. This indicates that network and power interruption is the sever problem and causes more customer dissatisfaction.

Similarly, for question number six (Net work interruption occurs in the bank frequently and this leads to service delaying) the response is 5.8% strongly disagree, 19.9% disagree, 2.5% neutral, 48.4% agree and 35.5% strongly agree. The network interruption is occurred most of the time and customers are not happy by this condition. And most of the technology questions are responded at highest percent of agreement.

For bank accessibility variable, question number one has been responded by 35.7% strongly disagrees, 43% disagree, 3.6%neutral, 16.2% agree and 1.4% strongly agrees. This shows that the accessibility of the banks in the nearby area is not as good as the customers' interest. So the current number of branch for the three commercial banks is not sufficient and the customer needs more branch expansion.

For question number two (It is possible to get all banking activities in every branch of the bank) the response is 30% strongly disagree, 43.3%agree, 8.3% neutral, 16.2% agree and 2.2%strongly agree .This indicates that all banking service is not found in each branches.

And for question three (There is an access to get mobile banking and internet banking services in all branches of the bank) 29.6%strongly disagree, 49.8%disagree, 3.2%neutral, 15.9%agree and 1.4%strongly agree. From this it is possible to say that most of the questions of bank accessibility have been responded by disagreement with a mean value of 2, which means bank accessibility role on customer satisfaction is not significant.

For employee competency variable, item number one (The employees of the bank are efficient and effective in serving the customers) is responded as 32.1%strongly disagree, 41.9% disagree, 4% neutral, 18.8%agree and 3.2% strongly agree. This tells that the employees' efficiency and effectiveness to serve the customer is not much interesting.

And for question number two (The employee of the bank have adequate know how about the product and service) 29.2% strongly disagree, 50.9% disagree, 2.9%neutral 15.9%% agree and 1.1 % strongly agree. And for question number three (The employees are engaged to serve the customers) the response is 29.2% strongly disagree, 46.9%disagree, 3.6% neutral, 18.45% agree and 1.8% strongly agrees. Most of employee competency questions are responded as disagree and agree with the mean of 3. Based on the customer response there are items which has been responded as agreement as the same time there are disagreements. Questions with related to the employee competency shows that for the existence employee's competency gap.

For example, for the question number five (For new product and service, the employees are well trained about the product and service) the response is 17.3% strongly disagree, 48% disagree, 1.1%neutral, 30.3% agree and 3.2% strongly agree. These show that for new product and service the employees have to get enough training before serving the customer.

For internal process and procedure items the responses are more of explained by agreement. First question (The process and procedure of the bank ensure quality service delivery) the responses are 8.7% strongly disagree, 24.2%disagree, 1.4%neutral, 52.7% agree and 13%strongly agree. This shows that the process and procedure of the bank are ensure service quality.

The second question (The procedure of the bank is clear and well articulated) response is 19.1% strongly disagree,48%disagree,2.9%neutral,25.6% agree and 4.3%strongly agree .It indicates that the procedure of the bank has ambiguity in the customers perspective.

For question number three (The process and the procedure of the bank causes a customer complain) 8.7% strongly disagree, 27.8%disagree, 3.2%neutral, 51.3%agree and 9%strongly agree. This also show that customer complain is caused by the internal process and procedure of the bank.

And the rest of the questions with related to the internal process and procedure of the bank mostly responded by their agreement. This indicates that even though there is disagreement the most dominated response is agreement. And most of the items have a mean value of 3.

The responses for office and facility variable is mostly responses has summarized as follow. For question number one (The office layout is attractive and interesting) the response is 8.7% strongly disagree, 26%disagree, 2.9%neutral, 42.6%agree and 19.9%strongly agree.

For question number two (The office is flexible and comfort) out of the respondents, 18.8%strongly disagree, 40.8%disagree, 4%nutral, 30.3%agree and 6.1%strongly agree. The largest percent is expressed by disagreement. It tells that most of the branch office are not comfort and flexible. And the other related items are responded mostly by disagreement .And most of the items has a mean value of 2. And the highest percentage is expressed by disagreement on question number three (The office quality of light, noise from speech, noise from equipment affect the employees and the customers) by 66.8% strongly disagree, 22.7% disagree, 2.9% neutral, 5.4%agree and 2.2%strongly agree. The overall response for this variable is dominated by disagreement with greatest frequency.

Table 4.5: Descriptive analysis of dependent variables (statistical summary)

No	Customer satisfaction	SD(1)	D(2)	N(3)	A(4)	SA(5)	Mean	Sta. Dev.
		%	%	%	%	%		
1	I am satisfied with neatness of the bank service	43.3	30.7	14.1	7.6	4.3	1.99	1.12
2	I am satisfied by the punctuality of the employees	45.1	31.4	13.7	5.1	4.7	1.93	1.10
3	I am satisfied with the communicative skill of the employees	44.4	28.9	13.0	9.0	4.7	2.01	1.16
4	I am satisfied with the dressing code of the bank	43.0	31.0	12.6	6.9	6.5	2.03	1.19
5	I am satisfied by the integrity of the employees	45.1	29.6	13.7	5.8	5.8	1.97	1.15
6	I am satisfied by quick service of the bank	47.7	31.0	11.2	7.6	2.5	1.86	1.05

Source: SPSS output of the questionnaire, 2019

As table 4.5 revealed, the mean value is between 1.97 and 2.03. And for all item number has largest percent of response on strongly disagree. For the neatness of the bank service (43.3%), employees' punctuality (45.1%), employees communicative skill (44.4%) dressing code of the bank (43%), employees' integrity (45.1%) and service speed (47.7%) the largest

frequency is strongly disagreement. And this show that the customers' satisfaction level is under on the overall items.

4.4.2. Mean and standard deviation

To summarize and interpret the above result it is better to see the mean and standard deviation for each variable. The descriptive statistics (mean and standard deviation) of each variable is used to analyze the respondents score by comparing the mean value. The reason behind using descriptive statistics is to compare the factors that affect the level of customer satisfaction on the three selected commercial banks (CBE, BOA, and DB) by using the mean and standard deviation as a reference. The table below shows the score of the respondents based on 5 point likert scale on their perception for each variable item.

Table 4.6: Mean and standard deviation

	No .of items	N	Mean	Std. deviation
Technology	11	277	3.69	0.705
Bank accessibility	6	277	2.74	0.729
Employee competency	10	277	2.06	0.810
Internal process and procedure	10	277	2.76	0.824
Office and facility layout	11	277	2.06	0.807
Customer satisfaction	6	277	1.96	0.833

Source: SPSS output, 2019

From the table, the customer satisfaction mean value is 1.96, which shows most of the items are responded at disagreement scale. The mean value of technology is 3.69, which indicates there is a big difference with the mean of customer satisfaction and it implies that technology has a little role on customer satisfaction than the other variables. And internal process and procedure has a mean value of 2.76 which has a moderate role on customer satisfaction. And the third is bank accessibility with a mean value of 2.74 which also have a moderate role on customer satisfaction. Employee competency and office layout have major role on customer

satisfaction with a mean value of 2.06. The standard deviation for customer satisfaction is 0.833, which shows there is variability in customer satisfaction with in the data. As the theoretical as well as empirical evidences supports, factors of quality service have a significant level of influence on customer satisfaction

4.5. Inferential statistics analysis

The researcher has test the relation between demographic characteristics (sex, age and education) and customer satisfaction by conducting ANOVA to test the existence of significant relationship between the variables.

Table: 4.7 demographic characteristics (sex, age and education) and customer satisfaction in service quality.

ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Sex of respondent	Between Groups	5.359	23	.233	.985	.485
	Within Groups	59.839	253	.237		
	Total	65.199	276			
Age of respondent	Between Groups	30.703	23	1.335	1.336	.044
	Within Groups	252.856	253	.999		
	Total	283.560	276			
Level of education	Between Groups	48.534	23	2.110	1.422	.000
	Within Groups	375.336	253	1.484		
	Total	423.870	276			

Source: SPSS output of the survey, 2019 Significance at 0.05

As table 4.7 indicates that, sex has no significant relation with satisfaction of respondents in service quality. Because the significance value on the table is (0.485) which is greater than the significance level at 0.05. This shows that the null hypothesis is failed to reject whereas the alternative hypothesis is rejected, which means the researcher have not adequate evidence to support the alternative hypothesis. So sex has not an impact on satisfaction.

Regarding to age, table 4.7 shows that there is a significance impact of age on customer satisfaction. Hence the sig value is 0.044 which is less than 0.05, the null hypothesis is rejected. And this shows that there is a significant relationship between age and customer satisfaction in service quality and the alternative hypothesis is accepted. This means as the age increases, the satisfaction in service quality also increases. Similarly when the age of the customer becomes mature, they can evaluate the quality of the service properly and understand in wide dimensions with respective of the situation. And also there is enough evidence to accept the alternative hypothesis in favour of rejecting the null hypothesis.

Based on level of education, table 4.7 revealed that there is a significant relationship between education level and satisfaction in service quality. The significance value is (0.000) which is less than 0.05. And this tells that the null hypothesis is rejected in favour of the alternative hypothesis. So due to the availability of enough evidence, the alternative hypothesis has been accepted. In short, this implies the more educated customers, the more understanding and using the banks service properly, and this leads to satisfaction with the service.

4.5.1. Regression analysis

Regression analysis to factors of quality service and the impact on customer satisfaction have been conducted to know the relationship between customer satisfaction and independent variables.

4.5.2. Diagnosis test

So as to check the violation of classical assumptions or not, it is mandatory to perform test and the following testes have been conducted

4.5.2.1. Correlation analysis

Correlation analysis is used to analyze the magnitude and direction of relations between variables but it cannot help to identify cause and effect of inferences for the variables. If two independent variables are correlated, it means that both of the variables are being treated in identical way on the dependent variable. Thus it implies that it is difficult to identify their effect on the dependent variable.

According to Brooks (2008), if variable x and variable y are correlated, it means variable x and variable y is being treated in identical way. Thus that is not mean that, the changes in variable x cause changes in variable y ;or changes in variable y cause changes in variable x rather, clearly it indicates that there is evidence for a linear relationship between the two variables, and that movements in variables are on average related to an extent given by the correlation coefficient.

Table: 4.8 correlation analysis between independent variables and customer satisfaction in service quality.

		Techno logy	Bank accessibi lity	Employ ees compet ency	Internal process and procedu re	Office and facility layout	Custom er satisfact ion
Technology	Pearson correlation	1					
	Sig.(2-tailed)						
Bank accessibility	Pearson correlation	.208**	1				
	Sig.(2-tailed)	.000					
Employees competency	Pearson correlation	.376**	.557**	1			
	Sig.(2-tailed)	.000	.000				
Internal process and procedure	Pearson correlation	.308**	.419**	.634**	1		
	Sig.(2-tailed)	.000	.000	.000			
Office and facility layout	Pearson correlation	.115	.508**	.448**	.594**	1	
	Sig.(2-tailed)	.057	.000	.000	.000		
Customer satisfaction	Pearson correlation	.100	.482**	.427**	.471**	.865**	1
	Sig.(2-tailed)	.096	.000	.000	.000	.000	

Source: SPSS correlation result, 2019

**correlation is significant at 0.01 level (2-tailed)

In connection with the correlation matrix there are different arguments about multicollinearity. If correlation coefficient between the explanatory variables becomes greater than 0.75, the incident of multilicollianrity exist. Similarly as Brooks (2008), a correlation above 0.8 between independent variables tells about the existence of multicollinearity and it must be adjusted by either excluding the variable or by using another alternative. Furthermore,

according to Wooldridge (2000), correlation coefficient above 0.9 cause serious multicollinary problem.

Based on this, table 4.8 indicates that all of the explanatory variables have a correlation coefficient less than 0.8 at 0.01 level of significance. This indicates that there is no multicollinearity between explanatory variables. So there is no independent variable to be excluded from model.

4.5.2.2. Correlation between explanatory variables and customer satisfaction

Based on the correlation result of the above table 4.8, office layout and customer satisfaction in service quality have highest correlation coefficient which is 0.865 at 0.01 level of significant. This indicates that office layout of the three selected commercial banks have significant relationship with the level of customer satisfaction in service quality. Next to office layout and customer satisfaction, bank accessibility and customer satisfaction has the second rank of correlation coefficient with the value of 0.482 at 0.01 level of significant.

Next to this with a little difference, internal process and procedure (0.471) and employee competency (0.427) have a moderate significant relationship with customer satisfaction at 0.01 level of significant. Having this, the last and the least, correlation coefficient is 0.100 which is for technology and customer satisfaction with 0.01 level of significant. And this indicates that there is (too) weak correlation between technology and customer satisfaction. This means technology of the selected commercial banks (CBE, BOA and DB) have insignificant relationship with the level of satisfaction in service quality.

So based on the correlation coefficient ;office and facility layout, bank accessibility, internal process and bank accessibility, and employee competency have significant level of satisfaction in service quality.

4.5.2.3. Test of multicollinearity

To detect multicollinearity, it is recommended to calculate the variance inflation factors (VIF) for each independent variable. And for this study the variance inflation factor (VIF) and the tolerance value have been tested. When there is a VIF value greater than ten (10), the problem of multicollinearity exists. Furthermore, the critical value can be calculated by $1/VIF$. If the critical value is less 0.1, this would mean that more than 90% of the variation in the variable is explained by the other variables and this leads to for the inaccuracy of the model and it should be adjusted. The variable(s) with VIF values larger than 10 or $1/VIF$

values below 0.1 should be excluded from the analyses (Brooks, 2008). And for this study all independent variables have VIF less than ten so this indicates that there is no a problem of multicolliniarity as depicted on table 4.9 bellow.

Table4.9: Test of multicolleniarity

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 Technology	.837	1.195
Bank accessibility	.603	1.659
Employees competency	.469	2.131
Internal process and procedure	.466	2.145
Office and facility layout	.556	1.798

a. Dependent Variable: Customer Satisfaction

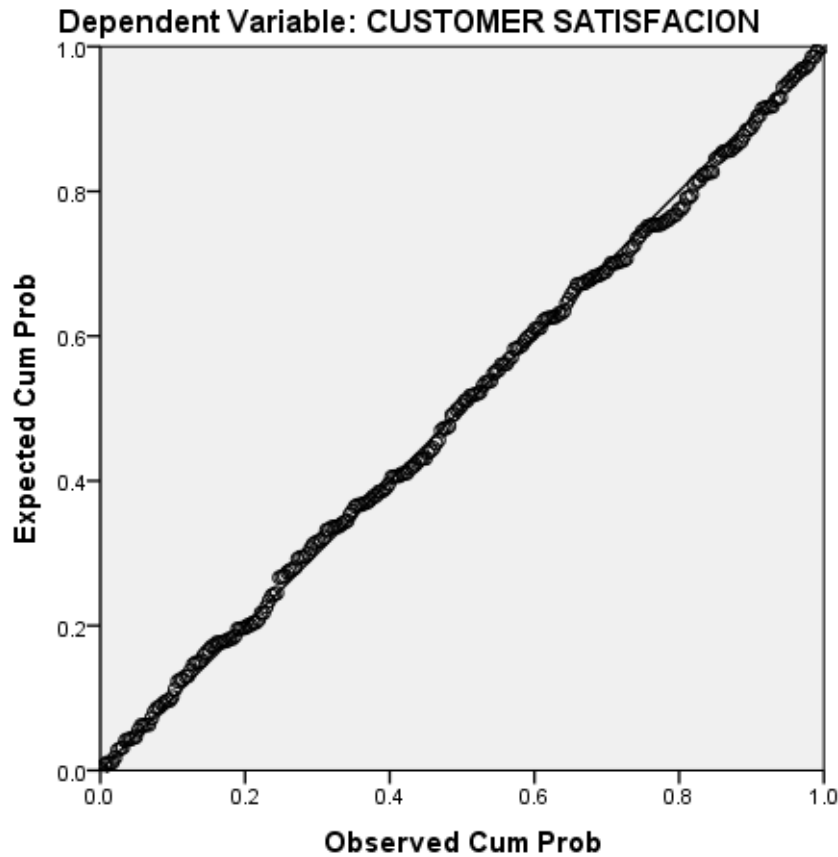
Source: SPSS output, 2019

4.5.2.4. Linearity test

Linearity is the degree that shows the change in the dependent variable due to the change in the independent variables. Simply it explains the relation and movement of dependent and independent variables. To determine whether the relationship between the dependent variable customer satisfaction in service quality and the explanatory variables (X1 (technology), X2 (bank accessibility), X3 (employee competency), X4 (internal process and procedure), and X5 (office and facility layout)) have a linear relation as shown below on the figure 4.1.

Figure 4.1: Normal Point Plot of Standardized

Normal P-P Plot of Regression Standardized Residual



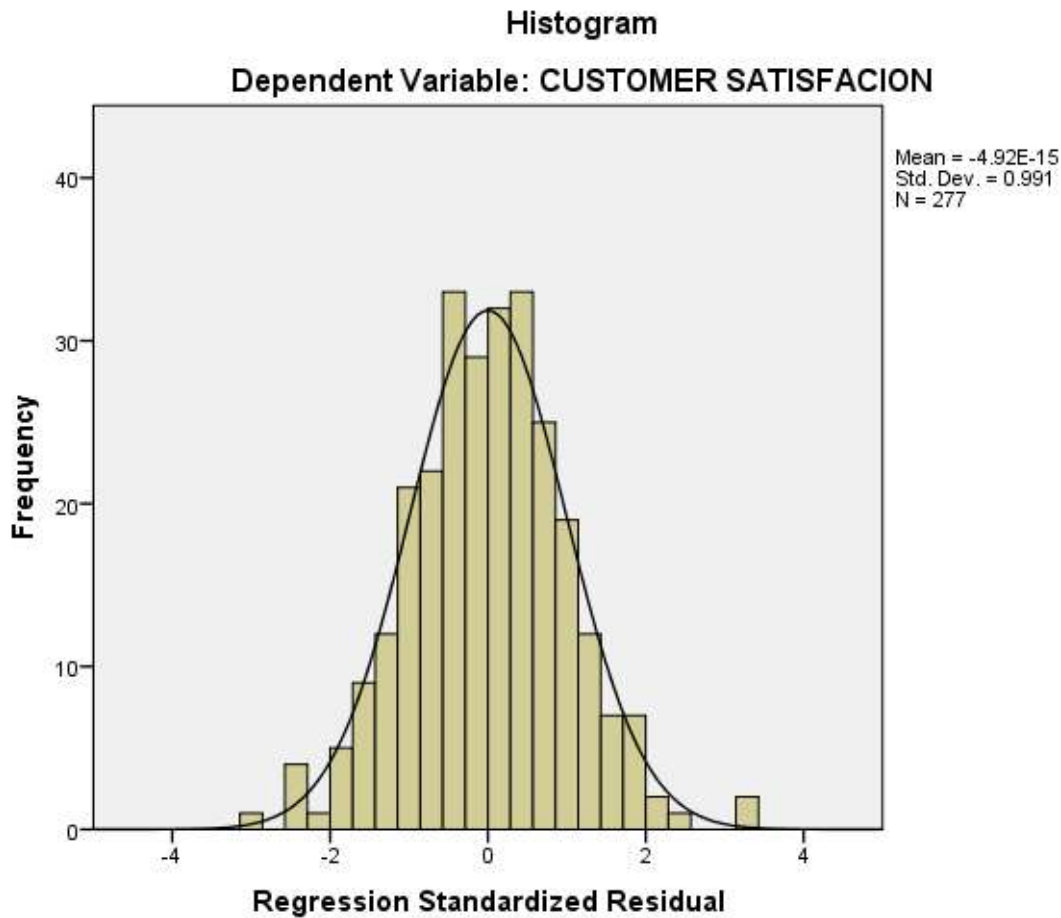
Source: SPSS output, 2019

As the figure shows there is no variation in the distribution of residuals rather there is a linearity line of spread. There is uniform distribution along with the main line. So this revealed that there is linearity.

4.5.2.5. Test of normality

The purpose to normality test was to determine whether the data is well-modelled by a normal distribution or not, and to compute how likely an underlying random variable is to be normally distributed. According to Brooks (2008), if the residuals are normally distributed, the histogram should be bell shaped and also the classical linear regression assumption states that the error term should be normally distributed or expected value of the errors terms should be zero ($E(\varepsilon_t)=0$), so this assumption is depicted as follows on figure 4.2

Figure 4.2: Frequency Distribution of Standardized Residual



Source: SPSS output, 2019

As the figure 4.2 shows that the histogram is a bell shaped which leads to conclude the residual or errors are normally distributed. Even though most few residuals are no included within the curve, most of the residuals are within the curve and near to zero. And this tells that the assumption of normally distribution of the error term is not violated.

4.5.3. Regression analysis between dependent and independent variables

To analyze the regression model the SPSS output of the data has been summarized as follows:

Table 4.9.1: Model Summary

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 ^a	.758	.754	.41362

Significant at 0.05

a. Predictors: (Constant), office and facility layout, technology, bank accessibility, employees' competency, internal process and procedure.

R² (R-square) refers to the measures of goodness of fit. Looking at the overall fit of an estimated model is useful not only for evaluating the quality of the regression, but also for comparing models that have different data sets or combinations of independent variables. R² measures the percentage of the variation of dependent variable due to the independent variables that is explained by the regression equation.

For this study the R² has value of 0.758 and the adjusted R² is 0.754. This indicates that there is a good representation of the model. As the table 4.9.1 shows, the adjusted R² value is 0.754 which tells that the explanatory variables; office layout, bank accessibility, employees' competency, internal process and procedure, and technology in this study explain about 75.4 percent of the variation in the level of customer satisfaction. The rest 24.6 percent of the variation in the level of customer satisfaction of CBE, BOA, and DB are explained by other variables which are not included in the model.

Thus, factors of service quality (technology, bank accessibility, internal process, employee competency and office layout) are good independent variables to measure the satisfaction level of both public (CBE) and private commercial banks (BOA and DB).

Table 4.9.2: ANOVA

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	145.411	5	29.082	169.992	.000 ^b
	Residual	46.363	271	.171		
	Total	191.774	276			

a. Dependent variable: customer satisfaction

- b. Predictors: (Constant), office and facility layout, technology, bank accessibility, employees' competency, internal process and procedure.

Based on the ANOVA results indicated on table 4.9.2, there is a statistical significant correlation between dependent and independent variables at 1% significant level due to the sig value 0.000 ,which reveals that the explanatory variables; technology, bank accessibility, employees competency, internal process and procedure, and office layout have an impact on customer satisfaction. However, all quality service factors have no equal correlation with customer satisfaction because the outcome of multiple regression analysis stated that there is variation in the impact of service quality factors on customer satisfaction.

Moreover the F statistics (169.992) which is used to measure the overall test of significance of the model was presented and the sig. value is 0.000 which indicates that the model is well fitted at 1 percent level of significant. In other way, there is a relationship between service quality factors and customer satisfaction among Commercial Bank of Ethiopia, Bank of Abyssinia and Dashen Bank.

Table 4.9.3: Analysis of regression coefficients for the model

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (constant)	.089	.145		.615	.539
Technology	-.006	.039	-.005	-.147	.883
Bank Accessibility	.038	.040	.037	.955	.340
Employees Competency	.107	.050	.093	2.139	.033
Internal Process and Procedure	-.126	.044	-.124	-2.840	.005
Office and Facility layout	.906	.041	.879	21.935	.000

- a. Dependent Variable: Customer Satisfaction

Source: SPSS output, 2019

Therefore, as the researcher formulate the estimated model on chapter three; the model has been summarized as follows by using the outputs of SPSS regression coefficients:

$$Y=B_0+B_1X_1+B_2X_2+B_3X_3+B_4X_4+\dots+B_KX_K+ \varepsilon_i$$

$$CS = 0.89 - 0.006X_1 + 0.038X_2 + 0.107X_3 - 0.126 X_4 + 0.906X_5$$

Sta.Err.(0.145) (0.039) (0.040) (0.050) (0.044) (0.041)

T.value (0.615) * (-0.147) * (0.955) * (2.139) * (-2.840) * (21.935) *

R-square (Adj.)=0.754, F=169.992

*Significant at 95% level of confidence

Where, CS =Customer satisfaction

X₂=Bank accessibility

X₃=Employees competency

X₄=Internal process and Procedure

X₅=Office and Facility layout

It is clear that, the target to do regression coefficients analysis is to infer about the relationship between the dependent and independent variables. In another way, the target is to understand the effect of independent variables on the dependent variable.

Based on the findings (as table 4.9.3) technology (x₁) has a coefficient of -0.006 which indicates that when 100% changes in technology leads to a negative effect on customer satisfaction by 6%. And this tells that when there is new technology in the bank's the customers are not volunteer to accept it immediately rather they prefer to deal with the old system and they try to accept the new technology gradually. Bank accessibility (x₂) has a coefficient of 0.038 which means 100% change in bank accessibility leads to 3.8% change in customer satisfaction level. Employee competency (x₃) has a coefficient of 0.107 which indicates that employee's competency has an impact on the dependent variable. So this figure implies that 100% change in employee competency leads to 10.7% change in customer satisfaction level. And also internal process(x₄) have a coefficient of -0.126 which means 100% change in internal process and procedure, leads to a negative effect on customer satisfaction level by 12.6%. And this indicates that when there is change on the internal process and procedure, customer satisfaction affected negatively. This might be due to the amendments of the internal process and procedure is manly in favour of the bank to minimize risk. Forexample, authentication of customer ID from the issuing organ during opening of new account has been started recently at commercial banks and this requires a minimum of fifteen days and the customer cannot operate his/her account at anywhere until authentication, so this might cause dissatisfaction for the customers. And the last independent variable for

the model is office layout(x_5) which have the highest coefficient of 0.906 and this indicates that 100% change in office and facility layout leads to 90.6% change in customer satisfaction level. This shows that when there is attracting office layout and conducive working environments, the level of customer satisfaction increases extremely.

Generally, the three independent variables (Bank accessibility, Employee competency and Office layout) have a positive relationship with customer satisfaction. But technology and internal procedure have a negative relationship with customer satisfaction. Technology and Internal procedure with a coefficient of -0.006 and -0.126 respectively indicates that there is a negative impact on customer satisfaction of the selected commercial banks (CBE, BOA and DB).

4.5.4. Research hypotheses and interpretation of the regression results

H₀₁: Technology has no positive relationship and significant impact on customer satisfaction in service quality of selected commercial banks.

As the result shows on the regression analysis table, technology (x_1) has a sig value of 0.883 which is greater than 0.05 at the significant level of 5% and this indicates that there is insignificant relationship between technology and customers satisfaction in service quality and it has no a significant impact. Therefore, it indicates that there is no enough evidence to accept the alternative hypothesis and the researcher is fail to reject the null hypothesis.

H₀₂: Bank accessibility has no positive relationship and significant impact on customer satisfaction in service quality of selected commercial banks.

As it has been indicated on the regression coefficient table, bank accessibility (x_2) has a sig value of 0.340 which is greater than 0.05 at the level of significant. Due to this numeric and tangible evidence, the null hypothesis has been accepted and the alternative hypothesis has been rejected.

H₀₃: Employee competency has no positive relationship and significant impact on customer satisfaction in service quality of selected commercial banks.

Hence employee competency (x_3) has the sig value of 0.033 which is less 0.05 level of significant. So this indicates that employee competency has a positive and moderate impact

on customer satisfaction. The alternative hypothesis is accepted in favour of rejecting the null hypothesis.

H₀₄: Internal process and procedure (x_4) have no significant impact on customer satisfaction in service quality of selected commercial banks.

Internal process and procedure with the sig value of 0.005 at 0.05 level of significant implies that there is positive and significant impact on customer satisfaction. So the null hypothesis is rejected and the alternative hypothesis is accepted. Hence the researcher has enough evidence to support the alternative hypothesis by rejecting the null hypothesis.

H₀₅: Office and facility layout (x_5) have no positive relationship and significant impact on customer satisfaction in service quality of selected commercial banks.

As the regression coefficient revealed above, office and facility layout has a positive and significant impact on customer satisfaction with the sig value of 0.000 at 0.05 level of significant. Hence the researcher has an evidence to accept the alternative hypothesis and to reject the null hypothesis.

Table 4.9.4: Summary of hypotheses testing

Variables	t-statistics	p-value (sig value)	Observation	Decision
Technology	-0.147	.883	p-value>0.05	Accept null
Bank accessibility	0.955	.340	p-value>0.05	Accept null
Employees competency	2.139	.033	p-value<0.05	Reject null
processes and procedure	-2.840	.005	p-value<0.05	Reject null
Office and facility layout	21.935	.000	p-value<0.05	Reject null

Source: SPSS output, 2019

Based on the finding except X_1 (technology) and X_2 (internal process and procedure) the other independent variables have positive significant relationship with customer satisfaction. And X_1 (technology) has the coefficient value of -0.006 and sig value of 0.883 which is greater than 0.05 significant level as a result this variable has weak impact on customer satisfaction of commercial banks.

On the other hand, office layout with coefficient value of 0.906 has an impact on customer satisfaction. And bank accessibility with coefficient value of 0.038 have a positive and little impact on customer satisfaction. And internal process and procedure with a coefficient of -0.126 satisfactions in service quality this tells that there is a negative relationship with customer satisfaction. This implies that a change (enhancement) in office layout, bank accessibility, and employee competency leads to an increment customer satisfaction.

Therefore among the five service quality factors as independent variable in their order of influence (impact); office layout, Internal process, employee competency and bank accessibility has an impact on customer satisfaction level in the three selected commercial banks.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

The major issues that have been explored on this chapter are the overall contents of the research by summarizing the main findings of the analysis part, conclusions which are drawn from the findings and recommendations with regarding to the service of the banks.

5.1. Summary of major findings

The main objective of the research is to examine quality service delivery factors and the impact on customer satisfaction at selected Commercial Banks (CBE, BOA and DB) under Addis Ababa District branches. And the research was conducted using primary data source (questionnaire) with a total sample size of 400 customers/respondents by using purposive sampling and the findings are presented as follows:

- ❖ Based on the descriptive analysis of personal information of the respondents shows that from the total respondents 62.1% or 172 are male and 37.9% or 105 are female. And the majority and the minority age group are between 25-35 (36.8%) and 14-18 (6.1%) respectively. This shows that most of the customers are adults, and the small numbers of customers are underage and students who are not participate in economic activities. In terms of educational level the majority of the customers are first degree holders with 35.4% out of the total respondents and few numbers of respondents are PhD holders with 1.4% out of the total. With regarding to the type of account, saving account holders are the dominant with 54.5% or 151 out of 277 respondents. And the current and fixed time deposit account holders are 35.4% and 10.1% out of the total respondents respectively.
- ❖ Based on the descriptive analysis of service quality factor items, most of the respondents are expressing their feeling with the option of 'disagreement' for technology, bank accessibility, employees' competency, internal processes, and office layout factors. And this indicates that the bank does not satisfy the customer's interest by the quality of the service which is rendering currently.
- ❖ Based on the ANOVA test of personal information characteristics (sex, age, and level of education) there is statistically significant relationship with customer satisfaction depending on the age and level of education of the respondents at 0.05 level of significant.

- ❖ As the results of correlation analysis, there is a significant relationship between office layout, bank accessibility, employees' competency, internal processes and customer satisfaction but there is insignificant (too weak) relationship between technology and customer satisfaction.
- ❖ The regression analysis coefficient revealed that except technology, the other service quality factors (office layout, bank accessibility, internal processes, and employees' competency) have a significant impact on customer satisfaction. Thus any improvement in office layout, internal processes, employees' competency and bank accessibility leads to change in customer satisfaction by 90.6%, -12.6%, 10.7% and 3.8% respectively at 5% level of confidence.

5.2. Conclusions

The objective of this study is to examine the service quality factors and the impact on customer satisfaction based on this objective the empirical analysis is conducted by constructing an econometric model to study the effects of service quality factors (technology, bank accessibility, employees' competency, internal processes and office layout) on customer satisfaction. And the regression result showed that office layout, bank accessibility, internal processes and employees' competency have a positive and significant impact on customer satisfaction.

To retain the existing customer and to get the new one, the quality of services which are delivered by the banks are the first and the most criteria for customer satisfaction. But the banks service quality is not as good as expected by each customer because of the factors that have been discussed on this study. Therefore the ability to deliver quality service has a positive effect on customer satisfaction.

Among the service quality factors office layout, bank accessibility, internal processes, and employees' competency have more impact to increase customer satisfaction for this study. And this research will provide a number of contributions for managements, employees, customers, financial institutions, future researchers. But there are a number of variables that were not included in this study. So future researchers should be interested in validating the consistency of the result and provide supplementary results for this study by including other variables.

5.3. Recommendations

Based on the research findings and conclusions, the following issues are recommended for commercial banks (CBE, BOA and DB) to improve customer satisfaction:

- Since most of the customers are males, adults and literates (i.e. they can generate income and engaged in the economic activities), the commercial banks should create deep awareness about bank service and saving habit to increase deposit mobilization with the saving, current and fixed time deposit accounts.
- Hence the customers are dissatisfied with the service, the commercial banks should have to evaluate and monitor their service quality and have to take corrections in order to satisfy the customers and get competitive advantage.
- To get customer satisfaction the commercial banks should assure the bank accessibility either by opening new branches or by increasing the number of ATM and POS within the branches as well as outside the bank branches.
- The banks should give service mainly to adults and educated customers in order to get customer satisfaction. And service quality factors ;office layout, bank accessibility, internal processes and employees competency have impact on level of customer satisfaction, so banks should give emphasis to this factors in order to increase customer satisfaction.
- Commercial banks should create awareness for the customers regarding with the technology that has been used by the bank in a clear and understandable manner.
- The commercial banks should have conducive working environment not only to increase customer satisfaction but also to satisfy the staff of the banks because satisfied staff is the cause for customer satisfaction by engaged to the customers in service delivery processes.

All in all, to survive in the stiff competitive banking industry with achieving the goals and objectives, banks have to increase customer satisfaction and maintaining higher level of loyalty by providing quality service in efficient and effective manner. And more emphasis shall be given by the commercial banks to the major variables which have more impact on customer satisfaction in service quality.

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Appendices

Appendix I: Data analysis output

Test of reliability for the Questionnaires

CRONBACH'S ALPHA

Technology

Reliability Statistics

Cronbach's Alpha	N of Items
.855	5

Bank accessibility

Reliability Statistics

Cronbach's Alpha	N of Items
.844	4

Employee competency

Reliability Statistics

Cronbach's Alpha	N of Items
.843	3

Internal processes and procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.745	2

Customer satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.815	4

Office and facility layout

Reliability Statistics

Cronbach's Alpha	N of Items
.769	5

Appendix II: Cover Letter for the questionnaire

Addis Ababa University

School of Graduate Studies

MBA program

From: Bekalu Gesese,

To: Dear Respondents,

(Customers of selected commercial banks),

Subject: Request for your participation in my research work.

I am currently a student of Addis Ababa University. And I am conducting my MBA thesis, on “quality service delivery factors and customer satisfaction in the case of some selected public and private commercial banks under Addis Ababa district branches”. You have been selected to participate in this study. Participation is voluntary and I will spare a few minutes of your time to fill the questionnaire to the best of your knowledge. Kindly complete all sections of the questionnaire enables me to complete the study. Please note that the information you provide will be treated as confidential, and will only be used for purpose of this research. The output of this study will be used by the commercial banks to overview their operation status and it will be used as an input for future studies. Your frank and timely response is vital for the success of the study. Therefore, I kindly request you to respond each question carefully.

Thank you in advance for your cooperation and on time response!

Sincerely yours,

Bekalu Gesese

[Tel:+251925312834](tel:+251925312834), [email bekalugesese1@yahoo.com](mailto:bekalugesese1@yahoo.com)

APPENDIX III: QUESTIONNAIRE

Note: No need of writing your name

The name of the bank.....

Branch of the bank.....

A. Part one: personal information

Instruction: Please put right mark (√) inside the box to express your choice.

1. Sex: 1. Male 2.Female
2. Age: 1.14-18 2. 19-24 3. 25-35 4.36-50 5.above 50
3. Educational level: 1. Primary school 2.High school 3. Certificate/Diploma
4. First degree 5.Second degree
6. Third degree (PhD) and above

Part two: Questions that are concerned with the customer and the bank

Instruction: Please fill or put right mark (√) inside the box to express your choice.

4. Is there any enough reason to choose this bank than the other?
1. Yes 2.No
5. Based on type of accounts that the bank has, which account do you have with the bank?
1. Saving account 2. Current account 3.fixed time
6. For what purpose have you come to bank today?
1. To deposit money 3. To withdraw money
2. To transfer money 4.To open new account
7. How frequently did you go to the bank to get the above service in a week?
1. For the first time 2. 1- 3 times
3. 4-6 times 4. More than 7 times

Part Three: Factors on Quality Service Delivery

Instructions: After read the factor statements carefully, please put right mark (√) on the number that you feel most appropriate, using the scale from 1 to 5

(Where 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neither agree nor disagree=Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA)).

Factors of quality service delivery	SD(1)	D(2)	N(3)	A(4)	SA(5)
B. Technology					
Q1.The bank have modern technologies					
Q2.Technologies like ATM, POS, mobile banking and internet banking are functional in the bank					
Q3.Net work interruption occurs in the bank frequently and this leads to service delaying					
Q4.The technologies like ATM, POS, internet banking and mobile banking are useful to facilitate the service delivery process					
Q5.There is technology variation among commercial banks					
Q6.The technologies that have been used by the bank are compatible with the customer interest					
Q7.There is enough accessibility to use the bank technologies					
Q8.There is a skill gap in the employees of the bank to handle the technologies					
Q9.Mobile banking, internet banking, ATM and POS are not difficult to use					
Q10.The bank have another alternatives at the time of network and power interruption					
Q11.Network and power interruption are causes of customer complain and dissatisfaction					
C. Bank Accessibility					
Q12.The accessibility of the bank in the nearby area is good					
Q13.It is possible to get all banking activities in every branch of the bank					
Q14.Some banking activities are limited to a specific branch of the bank					
Q15.There is an access to get mobile banking and internet banking services in all branches of the bank					
Q16.There is an access to get ATM and POS machine services in all branches of the bank					
Q17.There are alternatives to get a particular service in various way based on the interest of the customer					
D. Employees' Competency					
Q18.The employees of the bank are efficient and effective in					

serving the customers					
Q19.The employee of the bank have adequate know how about the product and service					
Q20.The employees are engaged to serve the customers					
Q21.The employees are aware about customer service					
Q22.For new product and service ,the employees are well trained about the product and service					
Q23.The employees treat the customers based on their interest					
Q24.The employees can understand the customers need and want easily					
Q25.The employees try to calm the upset customer by treating in a good manner					
Q26.Employees spent appropriate time duration (STD of the bank) with each respective customers					
Q27.The employees give appropriate value and respect to the customers					
E. Internal Process and Procedure					
Q28.The process and procedure of the bank ensure quality service delivery					
Q29.The procedure of the bank is clear and well articulated					
Q30.The process and the procedure of the bank causes a customer complain					
Q31.The procedure of the bank have its own weakness and strength in the eyes of the customer					
Q32.The internal process and procedure of the bank protects the customers as well as the employees from un necessary risk					
Q33.The process and the procedure facilitate the service delivery process					
Q34.The procedure explain every activities of the bank briefly					
Q35.The internal process and the procedure limits the employees to exercise every requests of the customer					
Q36.The employees understand carefully the internal process and procedure of the bank					
Q37.Due to the procedure and the process complexity, there is service delaying in the bank					
F. Office and Facility layout					
Q38.The office layout is attractive and interesting					
Q39.The office is flexible and comfort					
Q40.The office equipment like computer ,printing machine ,counting machine and the network cables are well arranged					
Q41.The office quality of light ,noise from speech, noise from equipment affect the employees and the customers					
Q42.The office is over crowded					
Q43.The equipments of the bank are modern and functional					
Q44.The sitting chair and sitting space of each employee is attractive					
Q45.The office temperature and quality is good					

Q46. There is ease of communication and collaboration with in the office					
Q47. There is a conducive working environment within the office					
Q48. The office and the facilities are arranged in the attractive way and it is easy to speed up the service delivery process					

Part Four: Customer Satisfaction Questionnaire

Instructions: After read the statements carefully, please put right mark (√) on the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 = strongly disagree(SD), 2 = disagree(D), 3 = neither agree nor disagree=neutral(N), 4 = agree(A) and 5 = strongly agree(SA)).

G. Customer Satisfaction	SD(1)	D(2)	N(3)	A(4)	SA(5)
Q49. I am satisfied with neatness of the bank service					
Q50. I am satisfied by the punctuality of the employees					
Q51. I am satisfied with the communicative skill of the employees					
Q52. I am satisfied with the dressing code of the bank					
Q53. I am satisfied by the integrity of the employees					
Q54. I am satisfied by quick service of the bank					

THANK YOU VERY MUCH FOR YOUR RESPONSES!!!

በአዲስ አበባ ዩኒቨርሲቲ የድህረ ምረቃ ፕሮግራም

ለደንበኞች የተዘጋጀ መጠይቅ

ውድ የባንኩ ደንበኞች ፤

እኔ የአዲስ አበባ ዩኒቨርሲቲ የድህረ ምረቃ (የሁለተኛ ዲግሪ) ተማሪ ስሆን በአሁኑ ሰዓት የመመረቂያ ጥናታዊ ፅሁፌን በተመረጡ የመንግስት እና የግል ባንኮች ማለትም በኢትዮጵያ ንግድ ባንክ ፣ በአቢሲኒያ ባንክ ፣ እና በዳቨን ባንክ አዲስ አበባ ዲስትሪክት ስር ባሉ ቃርንጫፎች ላይ “ጥራት ላለው አገልግሎት ምክንያቶች እና በደንበኞች እርካታ ላይ ያላቸው ተፅዕኖ በሚል ርዕስ የመመረቂያ ጥናታዊ ፅሁፌን እየሰራሁ እገኛለሁ። ስለሆነም እርስዎ ይህንን መጠይቅ ለመሙላት ካለዎት ውድ ጊዜ ላይ ፍቃደኛ ሆነው ስለተባበሩኝ እያመሰገኑኝ፤ የሚሰጡት ምላሽም ለዚህ ጥናት ዓላማ ብቻ መሆኑን ልገልፅሎት እወዳለሁ። የሚሰጡት መረጃም ለጥናቱ ዋነኛ ግብዓት ስለሆነ በጥንቃቄ በመሙላት እንዲተባበሩኝ በትህትና እየጠየኩ የሚሰጡኝ ምላሽም ጊዜውን የጠበቀና ትክክለኛ እንዲሆን በአክብሮት ጠይቃለሁ።

ለትብብር በቅድሚያ አመሰግናለሁ!!!

ስልክ ቁጥር : 09-25-31-28-342

- ያስታውሱ :**
- ስም መጻፍ አያስ ፈልግም
 - ደንበኛ የሆኑበት ባንክ ስም _____
 - የባንኩ ቅርንጫፍ _____
 - ትክክለኛ ሀሳብን በሚገልፁበት ቦታ ላይ (✓)ምልክት ያድርጉ

ሀ. ክፍል አንድ : ግለሰባዊ መረጃ

1. ስድስት : 1 ወንድ 2 ሴት
2. ዕድሜ: 1, 14 – 18 2, 19 – 24 3, 25 - 35
4, 36 – 50 5, ከ 50 በላይ
3. የትምህርት ደረጃ: 1, አንደኛ ደረጃ 2, ሁለተኛ ደረጃ
3, ሰርተፍኬት(ዲፕሎማ) 4, የመጀመሪያ ዲግሪ
5, ሁለተኛ ዲግሪ 6, ሶስተኛ ዲግሪና ከዚያ በላይ

ደንበኛውንና ባንኩን የሚያገናኙ መጠይቆች

3. ባንኩ ባለው የአካውንት አይነቶች መሰረት; የትኛው አካውንት ነው ያለው?
 - 1, የቁጠባ ሂሳብ 2, የተንቀሳቃሽ ሂሳብ 3, የተቀማጭ ሂሳብ
4. ዛሬ ወደባንኩ የመጡበት አላማ ምንድን ነው?
 - 1, ገንዘብ ለማስቀመጥ 3, ገንዘብ ለመላክ

2, ገንዘብ ለማውጣት

4, አዲስ ሂሳብ ለመክፈት

5. ከላይ የጠቀሱትን አገልግሎት ለማግኘት ወደ ባንኩ በሳምንት ስንት ጊዜ ይሄዳሉ።

1, ለመጀመሪያ ጊዜ

3, 4 – 6 ጊዜ

2, 1 – 3 ጊዜ

4, ከ 7 ጊዜ በላይ

ክፍል ሁለት ጥራት ላለው አገልግሎት ምክንያቶች መጠይቅ

መመሪያ :- ከቀረቡት አማራጮች መካከል ትክክለኛ ሀሳቦችን የሚገልፁበት አማራጮች ላይ (✓) ምልክት

ያድርጉ። የሚስማሙበትን የሚለኩበት የሚከተሉት ናቸው።

1, በጣም አልስማማም 2, አልስማማም 3, ምንም አይመስለኝም

4, እስማማለሁ 5, በጣም እስማማለሁ

ጥራት ላለው አገልግሎት ምክንያቶች	በጣም አልስማማም (1)	አልስማማም (2)	ምንም አይመስለኝም (3)	እስማማለሁ (4)	በጣም እስማማለሁ (5)
ለ. ቴክኖሎጂ					
1. ባንኩ ዘመናዊ ቴክኖሎጂዎችን ይጠቀማል					
2. እንደ ኤቲኤም፣ ፖስ ፣ ሞባይል ባንኪንግ እና ኢንተርኔት ባንኪንግ ያሉ ቴክኖሎጂዎች አገልግሎት ይሰጣሉ					
3. የኔትወርክ መቆራረጥ በባንኩ ውስጥ በተደጋጋሚ ይፈጠራል ስለሆነም አገልግሎት ይጓተታል					
4. እንደ ኤቲኤም፣ ፖስ ፣ ኢንተርኔት ባንኪንግ እና ሞባይል ባንኪንግ ያሉ ቴክኖሎጂዎች የአገልግሎቱን ሂደት ለማፋጠን ይጠቅማሉ					
5. በንግድ ባንኮች መካከል የቴክኖሎጂ ልዩነቶች አሉ					
6. ባንኩ የሚጠቀምባቸው ቴክኖሎጂዎች ከደንበኛው ፍላጎት ጋር ተስማሚ ናቸው					
7. የባንክ ቴክኖሎጂዎችን ለመጠቀም በቂ ሁኔታዎች አሉ					
8. የባንክ ቴክኖሎጂዎችን ለመገንዘብ በሰራተኞች የክህሎት ክፍተት ይታያል					
9. ሞባይል ባንኪንግ ፣ ኢንተርኔት ባንኪንግ፣ ኤቲኤም እና ፖስ ለመጠቀም አዳጋች ናቸው					
10. የኔትወርክ እና የመብራት መቆራረጥ በሚኖርበት ሰዓት ባንኩ ሌላ አማራጮችን ይጠቀማል					
11. የኔትወርክ እና የመብራት መቆራረጥ ለደንበኛው ቅሬታና ደስተኛ ላለመሆን ምክንያቶች ናቸው					
ሐ ባንክ ተደራሽነት					
12. በአቅራቢያ ቦታ የባንኩ ተደራሽነት ጥሩ ነው					
13. ሁሉንም የባንክ አገልግሎቶች በማንኛውም ቅርንጫፍ ማግኘት ይቻላል					
14. የተወሰኑ የባንክ አገልግሎቶች በተወሰኑ ቅርንጫፎች ብቻ ይገኛሉ					

15. በሁሉም ቅርንጫፎች የሞባይል እና የኢንተርኔት ባንኪንግ አገልግሎቶችን ተጠቃሚ መሆን ይቻላል					
16. በሁሉም ቅርንጫፎች የኤቲኤም እና የፖስ አገልግሎት ተጠቃሚ መሆን ይቻላል					
17. አንድ የፈለጉትን አገልግሎት ለማግኘት የተለያዩ አማራጮች አሉ መ የሰራተኞች ብቃት					
18. የባንኩ ሰራተኞች ደንበኞችን በንቃትና በፍጥነት ያገለግላሉ					
19. የባንኩ ሰራተኞች ስለባንኩ የአገልግሎት በቂ የሆነ ግንዛቤ አላቸው					
20. ሰራተኞች ደንበኞችን ለማገልገል ቆራጦች ናቸው					
21. ሰራተኞች ስለ ደንበኞች አገልግሎ ግንዛቤ አላቸው					
22. አዳዲስ ቴክኖሎጂዎች ወደ ባንኩ ሲመጡ ሰራተኞች በሚገባ የሰለጠኑ ናቸው					
23. ሰራተኞች ደንበኞችን የሚያገለግሉት በደንበኛው ፍላጎት መሰረት ነው					
24. ሰራተኞች በቀላሉ የደንበኞችን ፍላጎት ይገነዘባሉ					
25. ሰራተኞች የተሰጧቸውን ደንበኛ በጥሩ ሁኔታ በማገልገል ለማረጋገጥ ይሞክራሉ					
26. ለያንዳንዱ ደንበኛ ተገቢነት ያለውን የሰአት ቆይታ ይጠቀማሉ					
27. ሰራተኞች ለደንበኞቻቸው ተገቢውን ዋጋ እና ክብር ይሰጣሉ					
ሠ የውስጥ አሰራር ሂደት እና መመሪያ					
28. የባንኩ የውስጥ አሰራር ሂደቱ እና የሰራ መመሪያው ጥራት ያለው አገልግሎትን ያደርሳል					
29. የባንኩ የሰራ መመሪያ በግልፅና በጥሩ ሁኔታ የተዘጋጀ ነው					
30. የባንኩ የውስጥ አሰራር ሂደት እና መመሪያ የደንበኛ ቅሬታን ያስነሳሉ					
31. በደንበኞች ዕይታ መሰረት የባንኩ የሰራ መመሪያ ድክመት እና ጥንካሬ ይታይበታል					
32. የባንኩ የውስጥ የሰራ ሂደቱ እና መመሪያው ባንኩንም ደንበኞችንም ካላስፈላጊ ችግሮች ይጠብቃል					
33. የባንኩ የሰራ ሂደትና መመሪያው የአገልግሎት ሂደቱን ያፋጥናል					
34. የሰራ መመሪያው ማንኛውንም የባንኩን ስራዎች በግልፅ ያስቀምጣል					
35. ማንኛውም የደንበኛ ጥያቄ የሚስተናገደው በባንኩ የውስጥ የሰራ ሂደት እና መመሪያ ነው					
36. ሰራተኞች የባንኩን የውስጥ የሰራ ሂደት እና መመሪያ በሚገባ ያውቁታል					
37. በባንኩ የውስጥ የሰራ ሂደት እና መመሪያ ምክንያት አገልግሎት ይዘገያል					
ረ የቢሮ እና የመገልገያ እቃዎች አቀማመጥ					
38. የቢሮው አቀማመጥ ደስ የሚያሰኝ እና ውብ ነው					
39. ቢሮዎቹ የተጨናነቁ አይደሉም					
40. የቢሮ የሰራ ምስክራቃዎች እንደ ኮምፒውተር፣ ፕሪንተር ማሽን፣ መቁጠሪያ ማሽን እና የኔትወርክ ገመዶች አቀማመጣቸው እና አቅርቦታቸው ጥሩ ነው					
41. የቢሮው የመብራት ጥራት፣ የመገልገያዎች እና ሰዎች ድምፅ ሰራተኞችን እና ደንበኞችን ይረብሻል					
42. ቢሮው በጣም የተጨናነቀ ነው					
43. የባንኩ የሰራ መገልገያዎች ዘመናዊ እና አገልግሎት ሰጪዎች ናቸው					
44. የሰራተኞች መቀመጫ ወንበሮች እና ያለው የቦታ ክፍተት በቂና ማራኪ ነው					
45. የቢሮ መቀትና ጥራት ጥሩ ነው					
46. በቀላሉ መግባባት እና መተባበር በቢሮ ውስጥ አለ					
47. በቢሮ ውስጥ ጥሩ የሆነ የሰራ አካባቢ አለ					

48. ቢሮው እና መገልገያ እቃዎች በጥሩ ሁኔታ ስለተደራጀ ፈጣን የሆነ ግልጋሎት ለመስጠት አመቺ ነው					
ሰ የደንበኞች እርካታ					
49. በባንኩ የአሰራር ጥንቃቄ ረክቻለሁ					
50. በባንኩ ሰራተኞች ሰዓት አከባሪነት ረክቻለሁ					
51. በባንኩ ሰራተኞች የንግግር ችሎታ ረክቻለሁ					
52. በባንኩ የአለባበስ ህገ ደንብ ረክቻለሁ					
53. በባንኩ ሰራተኞች ታማኝነት ረክቻለሁ					
54. በባንኩ ፈጣን አገልግሎት ረክቻለሁ					

ለምላሽዎ እጅግ አመሰግናለሁ !!!!

