

Addis Ababa University
Faculty of Business and Economics

Service Delivery and Customers Satisfaction
A comparative Study of Addis Ababa Water and
Sewerage Authority and private providers

By Taye Wakgari Geleta

October, 2010

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A thesis submitted to school of graduate studies of A.A. University in partial fulfillment of the requirement for the degree of Masters in Public Administration in the department of Public Administration and Development Management.

Addis Ababa University

October, 2010

Declaration

I, the undersigned, declare that this thesis is my work and that all sources of Materials used for the thesis have been duly acknowledged.

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Date of Submission -----

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Approved by Board of Examiners

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List of Abbreviations

AAWSA: Addis Ababa Water and Sewerage Authority

GNI : Gross National Income

MDGs : Millennium Development Goals

NGO : Non Government Organization

NPM : New Public Management

UN : United Nations

ECA: Economic Commission for Africa

UNWWDR: United Nations World Water Development Report

Abstract

The city of A.A has serious problems in the provision of sewerage service delivery .The AAWSA is authorized to give services in the area to the city residents. The Addis Ababa city administration has also made private providers to take part in delivering the service. As to comparing service delivery quality between the two, very few probably one i.e World Bank in 2008 has made a comparison of the two. Comparing service delivery and customers' satisfaction levels in the two organizations is reasonable to identify the problems. Therefore; the main objective of this study is to examine challenges of service delivery in AAWSA and private providers. Comparison of service deliveries in both organizations are made using organizational and motivational factors which were identified as indicators of quality services delivery.

Descriptive survey method was used to carry out the study. Questionnaire, interview and observation were tools used to gather data from sample population of the two organizations by employing appropriate sampling techniques.

The collected data were organized, summarized and comparative analysis of the two sector service deliveries were made. From the analysis the following findings were drawn.

The public provider (AAWSA) is better at giving trainings to its staff, guidance and support than the private providers. Service standards were established in both organization. There is better communication between the staff and the management in the private sewage providing organizations. Staff in the private providers are better empowered in decision making. Undesired work procedures were avoided and prompt services are given in the private providers.

There is established accountability system in the private sewerage service providing organizations more than in AAWSA. Staff in the private sewerage service providing organizations are more benefited based on their performance evaluation results than staff in AAWSA. The private providers have made available equipment and material facilities needed to give services more than AAWSA does. AAWSA performed better at establishing complaint handling system and collecting comments from customers.

In general, even though, the public provider (AAWSA) has been good at performing in some indicators, in the over all assessment, the private sewerage service providing organizations have better performances in the majority of the factors identified to assess service deliveries of the two sector providers. So customers of private providers are better satisfied with the services given by the private sewerage service providing organizations.

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Chapter One

I. The Problem and Its Approach.

1.1 Background of the Study.

Addis Ababa City has an area of about 530.2 square kilometers. The population of the city is greater than 2.7 million living in 10 sub-cities and 99 kebeles divided for Administrative purpose (Ethiopian Central Statistic Agency,2009). The city is a center of modern economic and social activities where infrastructure services are found relatively in a better situation than other towns of the country. However, the city's development is too slow to meet the demands of the increasing population due to natural growth and rural-urban migration. In particular, the inadequacy of sewage waste removal service seems a major environmental problem among others in it (Melaku, 2002).

Today, urban areas of the world, those of developed and developing, have various kinds of pollution and environmental problems. Addis Ababa is one of these with such problems. In Addis Ababa, the problems of liquid waste management, particularly, domestic liquid wastes are becoming more difficult and serious ones due to various reasons. Although improving the quality and coverage of liquid waste management services has significant contribution to the protection of the environment and improvement of public health, only marginal attentions are given to it. Only a small proportion of the city's households which are connected with sewer net works are served. A huge amount of domestic liquid wastes from individual households' toilets, septic tanks and pit latrines are left to be collected by vacuum trucks and still a significant amount of domestic wastes are left uncollected.

The Addis Ababa Water and Sewerage Authority (AAWSA) has been established with an objective to provide clear water and sewerage removal services to the inhabitants of the city and the surrounding. The authority provides sewage removal services by using various forms of sewerage removal system. The systems are categorized as sewerage net work i.e. flush toilets connected to a central piped sewerage system, flush toilets connected to septic tanks; and collecting sewage by vacuum trucks from pit latrines (AAWSA, 2004).

Sewage removal service is among the various types of service given to the residents of the city by this authority and it can cause a serious health problems to the residents unless the service is adequate.

Sewage removal service refers to the disposal of domestic wastes or industrial waste products; any material unwanted and rejected, liquid and solid waste mixed carried off in sewers or collected by vacuum trucks and disposed at dumping areas (<http://www.roevac.com>).

Provision of quality sewage removal service means that providing sanitation services to the inhabitants of the city, which in turn, contributes to the well being of the residents by avoiding environmental pollutions and reducing the serious health hazards. As the service is the concern of all residents of the city, the AAWSA has a lot of customers who have diverse expectations about how the services are rendered.

Providing effective sanitation services to the inhabitants of Addis Ababa is a challenging task for several reasons. The uncollected sewages are disposed on open sites, public streets, rivers and valleys. A simple observation along roadsides, river banks and residential places indicates that a large percentage of the sewage which are produced at household are not well handled and treated. There are vegetables consumed by dwellers of the city that are grown with water irrigated from the rivers, which are polluted by the sewages, possesses a threat to the health condition of many residents. Even though, in 2005, the city Administration promulgated sewage removal management and disposal by law, dwellers of Addis Ababa are still disposing sewages from toilets of each household along roadsides, drainage, rivers and to public places.

On top of this, the current sewerage service provision and the disposal facility of the city is not matching with the growing needs. The municipal sewerage service authority and the private providers face difficulties to alleviate the problem. Sewage from individual household toilets connected to septic tanks and from unconnected individual pit latrines as well as from shared pit latrines over flow to the public places, pollute the areas and become health hazardous to the residents because they are not vacuumed and disposed on time. The situation is exacerbated in slums where many house holds use shared toilets and where the toilets are mishandled and no one takes care for them.

The situation remains a source of health risks that contribute to breeding of insects, and spreading of diseases as well as reduces the quality of both surface and ground water unless due attention is given to it and appropriate actions are taken..

In Addis Ababa, Sewage removal services are delivered by both the public (AAWSA) and the private sector organizations (which are 11 in number). The public provider i.e. AAWSA delivers sewage removal service by sewer net work and collecting sewage by vacuum trucks that counts half of the sewage removed by vacuum trucks whereas the private sector provides only sewage disposal service by vacuum trucks which is about 21 percent of the total sludge removed by trucks. Disposal of sludge by vacuum trucks takes larger share of the total sewage collection and it has a larger number of customers. As the number is larger the needs and desires of these customers in the service delivery are diverse.

So far only few studies have been carried out to evaluate and compare services provided by the two providers that help bring improvement in providing better services. So comparing the level of service quality of the private providers with that of the public providers is reasonable and helpful to identify challenges of quality service delivery.

1.2 Statement of the Problem

As it is stated in the FDRE constitution of 1995 Article 44, all persons have the right to a clean and healthy environment. The National Health Policy has given priority to the development of environmental health, promotion of intersectoral collaboration in developing safe disposal of human, household, agricultural and industrial wastes to reduce health risks which are caused by environmental pollutions.

The Federal Environmental Protection Authority deals also with liquid waste issues for sustainable use of natural resources in the country. Regardless of these efforts, the liquid waste management service is insignificant when it is compared to the demands of the public in Addis Ababa. The efforts made by the service providers are small. Liquid waste management in the city is getting more difficult and becoming a problem due to an increasing rate of illegal disposal of liquid wastes.

The problem can easily be verified by a simple observation of sewages overflowing from every corner of household toilets, pit latrines, septic tanks into streets, public places and residential areas in the city.

It has become a challenge to the city administration due to lack of proper collection, transportation and disposal practices. Poor life condition of the dwellers causes mass disposal of liquid wastes which pose a threat to the environment and health situations. Even though the AAWSA has a very larger share (as public provider) both the public and the private providers have responsibility of rendering services of disposal of liquid wastes to the residents. They are responsible to provide services to collect, transport and dispose sewages that are generated by the residents or households and institutions in the city. The two sectors also share common challenges in providing liquid waste removal services, particularly, sewage removal service by trucks; and thus the study focuses on comparative study of liquid waste removal service provisions between the public i.e. Addis Ababa Water and Sewerage Authority and the private providers which are currently 11 in number.

The problem of liquid waste management is one of the most pressing concerns of the city administration. Recent events in the slum areas of Addis Ababa have shown that the problem of liquid waste management has become a monster that has absorbed most efforts made by the city authority. A visit to these areas of Addis Ababa today, reveals the extent of liquid waste management problems such as uncontrolled overflow of sewage on streets, roadsides to residential places that are generated from individual households, toilets, latrines and septic tanks.

Such problems in the city are created as a result of inadequate household, commercial and industrial liquid waste collection, transportation and disposal systems. This is aggravated by poor institutional capacity, management and inadequate financing of the providers.

Currently, liquid waste removal service provision in Addis Ababa relies mainly on AAWSA which is expected to provide the larger share of liquid waste collection, transportation and disposal services through sewer net works and vacuum trucks. On top of this the private providers have significant roles in providing the services even though in most cases their services are limited to vacuum trucks for the privileged areas or people i.e. those who can afford the cost. Sewer net work service covers very limited areas. The prominent liquid waste removal services i.e. collection, transportation and disposal are largely executed by vacuum trucks. So the needs for sewage removal services by trucks are so large that it also has a lot of customers.

Thus, the magnitude of liquid waste collection, transportation and disposal services that will be available for the residents of the city relies besides on the financial capacity, mainly on the availability of organizational setup and motivational factors of the providing organizations that have direct impact on service delivery and customers satisfactions.

In light of these factors, the two sectors have their own contexts. So far a few studies have been carried out to compare and see service deliveries of the public (AAWSA) and the private sewerage service providing organizations. World Bank (2008) is one among the few studies conducted on the issue. The study mainly focused on customers' access to information and transparency of the organizations in delivering the services. Thus, carrying out more assessment of the service delivery of the two organizations (the private and the public) is reasonable to identify the challenges in the organizations and to bring improvement.

Therefore, the study is intended to compare service delivery of the private providers with that of the public sector in relation to organizational and motivational factors in providing sewage removal service delivery by vacuum trucks and to identify challenges of quality service delivery in AAWSA,

In this context, to get potential ground information, the following basic questions are raised.

1. Are there differences between the public provider (AAWSA) and the private Sewerage Service Providing organizations in terms of:

- Defining service delivery standards and work procedures?
- Customers' complaint handling and feedback mechanism?
- Provision of information about the services to customers?

- Training?
- Communication?
- Delegation of authority?
- Performance appraisal and reward system?
- Equipment and material facilities supply?

2. Do these factors bring differences in delivering services in the two organizations?

1.3. Objectives

General Objectives. The over all objective of this study is to assess challenges of quality service delivery in the public (AAWSA) and the private providers with a particular reference to sewage removal service by vacuum trucks by making comparison of the two sectors sewerage service providing organizations .

Specific Objectives

- To assess organizational factors that affect service delivery and customer satisfaction in AAWSA and the private sector in the provision of sewerage service delivery.
- To identify motivational factors that affect the human resource in providing service delivery that bring customer satisfaction
- To compare the public and the private providers in terms of organizational and motivational attributes in delivering quality services to customers.

1.4 Significance of the Study

Now a day, there is a growing concern of regional as well as national governments towards the public service sector. Government offices in Ethiopia are implementing the new reform in their working system to increase efficiency and effectiveness in public service delivery. However, this is not yet achieved. As a result complains of the service users are common in many of the government offices. The Addis Ababa Water and Sewerage Authority is one of those public offices.

This study is, therefore; expected to give some insight in to the factors that affect the effectiveness of service delivery by comparing service quality levels of AAWSA (the public) and the private providers.

The findings may provide recent information to the city government while taking corrective measures. It can also serve as a base for further studies in the area.

1.5 Delimitation of the Study

Service is a broad concept which can be seen from different dimensions such as public or private and also be divided into different sectors like health, education, transport, water and sewerage, street light etc. Hence, it is very difficult or most probably impossible to study these all at once.

Therefore, this study is limited to investigate service delivery system in the AAWSA which is the public and the private providers. The study focuses particularly on sewage removal service by vacuum trucks for the reason that the organization under the study provides water and sewerage services which are still very broad and difficult to handle in the study. And the private sector provide sewage removal service by vacuum trucks only. It is also true that efficient and effective service delivery can be affected by a lot of factors which are internal and external to the service providing organization and it is too difficult or may be impossible to deal with all those factors at one time. Thus, to make the research within the scope of the researcher's field of study and to compare the two with the elements they share in common, the study is delimited to assess challenges of quality service delivery that cause dissatisfactions to customers in sewerage department, particularly, sewage removal service by vacuum trucks in AAWSA (the public) and the private providers..

1.6. Limitation of the Study

The problem that encountered while conducting this study was unavailability of information that can show the status of sewage removal service in the city. Time constraint also had its impact, too.

1.7. Research Design and Procedures

1.7.1 Research Methodology

In undertaking the study, descriptive survey method was employed to assess challenges of quality service delivery in AAWSA in sewerage department by comparing the authority's sewage removal service delivery with that of the private providers. The descriptive survey method was employed because the study is exploratory aiming at revealing the level of quality service delivery currently in the two sectors. As a result, the gap between the two and the major problems of quality service delivery in the public provider can be identified.

1.7.2. Source of Data and Data Gathering Tools

Source of Data

The primary sources of data for this study were the branch managers, employees and clients of the AAWSA; and 4 private providers of the service. In addition, secondary sources of data such as published books, journals and proceedings as well as report and documents in the organizations were referred for the purpose of revealing the background of the study, to organize relevant literature review and design the research questionnaires.

Data Collection Tools

The data collection tools employed in conducting this study were questionnaire and interview. Two types of questionnaires were prepared; one for respondents selected from employees of the providers (the public and the private sectors), and the other was for respondents selected from clients. The questionnaires consist of both closed-ended and open-ended question items. Interview questions were prepared for the branch managers of the two. Moreover, observations were made to strengthen the collected data.

1.7.3. Sample Population and Sampling Techniques

Sample Population

The organizations under this study are AAWSA (the public sector) and 4 private providers namely Neha, Tirign, Universal and Efoyita. From these private providers a manager, a front line officer, a driver and two operators on a vacuum truck from each institution were included. As to the public sector, the Addis Ababa Water and Sewerage Authority has six branches together with one head office from where sewerage services are delivered. Totally, the organization has 251 employees on permanent basis who are working in the sewerage department .

To have a reasonable representative sample, 30% i.e. 76 employees and four branch managers were included in the sample population. So, the sample contained 76 respondents plus 16 respondents from the private providers that sum up to 92 respondents as well as certain number of clients. As it was very difficult to limit the number of client respondents in the sample population, only (118 respondents) those who appeared for the service on the day the data were collected were considered.

Sampling Technique

The sampling technique employed in this research was of two types. The technique employed in selecting the employees and clients respondents was random sampling technique while for managers respondents was purposive sampling.

In applying the random sampling technique, lists of the employees in each of the four branches as well as in the four private providers was used to select; and for the clients the selection was made randomly from those who were there for the service.

The purposive sampling technique was applied to the branch managers because they are officials in charge of dealing and giving decisions up on issues related to the study.

1.7.4. Presentation of Data and Instruments of Data Analysis.

The data collected through closed – ended question items were organized, presented in tables and analyzed using percentage because the responses of the respondents were prepared in such a way that they are represented on nominal and discrete scale. At the same time, the data obtained through open – ended, interviews and observations were summarized and incorporated in the analysis to supplement the data secured through closed end question items.

1.8. Organization of the Study

This study has been organized into four chapters. The first chapter deals with the problem and its approach which contains background, statement, objectives and research design and procedures. The second chapter presents theoretical and conceptual framework by reviewing different literatures. The third chapter treats presentation and analysis of data collected from the organizations under the study. The fourth chapter presents the major findings and conclusions.

Chapter Two

2.0. Review of Related Literature

Under this chapter, theoretical framework and conceptual framework of service delivery are treated. The chapter includes understanding determinant factors to reinforce quality service management system, quality service, sewage service delivery, and experiences of sewage service delivery from some countries as well as organizational and motivational factors that are considered in the study. .

2.1. Theoretical Framework

There are theories developed by many scholars like Public Choice Theory, Principal-Agent Theory, New –Institutional Economics Theory and New Public Management Theory. The main reason for the development of these theories is because the traditional public administration is inefficient and ineffective to satisfy the demands of the day. These theories have contributed to public sector reforms with varying degrees. Above all, New Public Management becomes the leading theory in implementing public sector reforms. This theory proposes techniques and mechanisms to solve the short comings of the traditional public administration.

New Public Management (NPM)

Lane, (2000: 3) states that New Public Management (NPM) became the most popular during the 1980s and 1990s in reforming the public sector. It is a theory of the most recent paradigm change in how the public sector is to be governed, and is part of the managerial revolution that has gone through out the world affecting all countries. Avashi and Maheshwari, (2007:86) also indicate that NPM is amongst the latest concepts to enter the lexicon of public administration in a bid to transform it completely. It is a merger of public and business administrations by taking the “what and “why” from public administration and “how” from business administration.

The following seven key NPM components were cited by Hood (1991) in Olowu (2002:3):

- a) Hand –on professional management
- b) Explicit standards and measures of performances.
- c) Greater emphasis on out put controls.
- d) Desegregation of units in the public sector
- e) Greater competition in the public sector.
- f) Private sector styles of management practice and
- g) Greater discipline in resource use.

The components of NPM are described and presented in the following table.

Components of NPM

NO	NPM components	meaning	Typical justification
1	Hands-on professional management in the public sector	Active, visible, discretionary control of organization from named persons at the top, "free to manage"	Accountability requires clear assignments of responsibility for action
2	Explicit standards and measures of performance	Definition of goals, targets, indicator of success, preferably expressed in quantitative terms and to which managers would be required to work	Accountability requires clear statement of goals; efficiency requires "hard look at objectives"
3	Greater emphasis on output control	Resource allocation and rewards linked to measured performance; break up of centralized bureaucracy-wide personal management ;performance agreement	Need to stress on results rather than procedures
4	Desegregation of units in the public sector	Break-up formerly "monolithic" traditional bureaucracy into corporatized units or separate agencies on operating on decentralized "on-line" budgets and relating with one another and with the center on an "arms'-length" basis	Need to create "manageable" units, separate policy core from operation units
5	Greater competition in the public sector	Move to contracting and public tendering procedure to stimulate competition between service-providing agencies	Rivalry as the key to promote cost savings, efficiency, user responsiveness and better standard
6	Private sector style of management practice	Move away military style "public service ethics", greater use of public relations techniques	Need to use "proven" private sector management tools in the public sector
7	greater discipline in resource use	Cut direct cost raise labor accountability requires clear" complains cost" to business, downsize	Need to check resource demands of the public sector and do 'more with less"

Source:Larbi,(1999:15)

New public management theory brought several techniques and tools to make public sector efficient and effective. This theory focuses on the internal efficiency and effectiveness of public organizations by transforming the traditional public administration through a new management system. Its proposal to decentralize management system and setup standards and performance measures are among those factors that contribute to public service delivery improvements.

Strategies of Public Sector Reforms.

As Awortwi, (2003:45) states many strategies were proposed for public sector reforms that can be categorized as partnership strategies and internal reform strategies. The partnership strategies are used to manage partnership of government with other bodies to provide services. The internal strategies, on the other hand, are used to reform the public institutions through internal mechanisms. Among the internal strategies decentralization, business process reengineering, benchmarking, total quantity management and citizen charter are the mechanisms. The meanings and justification of these strategies are presented in the following table.

Internal Reform Modalities

No	Modality/strategy	meaning	justification
1	Decentralization	The empowerment of institutional branches, units and employees to make decisions within the boundaries of their responsibility (Lane, 2000(b):55).	Decentralization improves the quality of decision-making through better information flows and participation of all stakeholders at the grass root level (ECA, 2003:52).
2	Performance management	Performance management includes pay system, objective setting, appraisal process and career management (William, 2004:7)	Performance management increases efficiency and accountability in public organization through clear and explicit managerial targets, combined with managerial autonomy and incentives to performer (ECA, 2003:13).
3	Total quality management (TQM)	A management process and set of disciplines that are co-ordinate to ensure that the organization consistently meets and exceeds customer requirements (Capezio and Moore cited in Smith, 1999:61).	TQM as the public sector reform strategy will help to improve efficiency, productivity and integrity in the public service by creating a culture of commitment to identify and meet customer requirements throughout organization and within available resources (ECA, 2003:40).
4	Benchmarking	Improving detailed processes or parts of processes (receptions, making appointments, answering the phone etc) by copying "best practice" from wherever it can be found (Gaster and Squires, 2003:260).	Helps an organization to look outwards and to reinforce organizational learning through details and systematic analysis of what you are doing and what you are trying to do
5	Business Process Reengineering (BPR)	The fundamental rethinking and radical redesign of business processes to achieve dramatic contemporary measures of performance, such as cost, quality, service and speed (Hammer and Champ, 2001:35)	Aiming to bring about radical rather than incremental or marginal change (Gaster and Squires, 2003:261).
6	Citizen's charter	The main idea of the citizen's charter initiative was to oblige providers of public services to define and publicize service standards, to measure their service performance, and to create channels for handling citizen's complaints (Barzelay, 2001:26)	To improve the public service delivery through transparency
7			

The needs and nature of service of a particular reform program determines the choice of strategies to be used.

Schacter (2000:5) has identified the success factors for public sector reforms in developing countries. The local leadership and ownership of reforms, popular pressure for reform, a strong bond of accountability between citizens and the public sector, wide dissemination of information, creating organizational culture that is outcome oriented and mission – driven, capacity building on policymaking and implementation, and integrating downsizing programs into a large frame of reference are the factors identified.

On the other hand, Owusu, (2006:478) identifies factors that affect performance of public sector as internal and external factors.

The external factors include the incentive system, specificity of tasks, political interference and client demand and oversight. The internal factors contain organizational mission, recruitment criteria, performance expectations and evaluations.

These factors in one way or another, will be appropriate to all countries with possible adjustment to the political, social and economic environment.

Measuring Service Delivery

As Gaster and *Squires*, (2003:8) state public service delivery is the most important element of NPM driven public sector reforms. Public service is a term often used to mean services provided by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the service.

Measuring service quality and customer satisfaction is a central issue to evaluate public sector reform implementation even though there is a challenge that arises from the absence of universal definition of quality services and measurement indicators. But there is a general agreement among scholars in the area that quality of service should be measured or judged by the customers. However, they differ on the techniques or methods of how customer satisfaction is measured. As Leisen and Vance, (2001:308) indicate there are two schools of thought namely the European school of thought, which includes both process and outcome; and the US school of thought which focuses on process aspects of services.

According to Suresuchander, et.al. (2002:363) there are two prominent measures of service quality and customer satisfaction. They are SERVQUAL which has 10 aspects of service quality: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer and tangibles. And the second one is The Batho Pele (putting people first) principles. These principles have established eight principles of public service delivery. These are consultation, service standards, access, courtesy, information, openness and transparency, readiness and value for money. Both of them have more or less the same indicators.

In general, the theoretical framework of this study shows that public service delivery is the central theme of public sector reforms. The final goal of the reform is to ensure the satisfaction of the public through efficient and quality services. All the schools of thought agree that the quality of services should be judged or measured by customers.

2.2. Overview of Customer Service

Literary, service means something, which is done by individual or group to help or benefit others, either freely or with payment, through systematically arranged way, or in informal way to meet individual or public needs. Members of societies, individuals or groups who are direct recipients or users of these services are customers for those who supply the services. Kotler p;(2003;71) defines service as work carried out for others by an organization where no transfer of goods is involved. It consists of social processes that involve a physical or informational interaction between a service provider and a client (user), the interaction of client and employees really lies at the heart of most service system. The Ethiopian Management Institute (2003:10) defines customer as a person who buys (external customer) and a person with whom one deals (internal customer or employees).

So the definition of customer is not limited only to someone who is a direct user of services or products and out side of the organization but it includes the organization's employees who render the service to direct users. The relationship between the two creates the customer chain and if the relationship is smoother the chain is stronger. Personnel selection, training the staff, recognition/motivation of good work and control are conditions that lead to smooth relationship between the internal and external customers; and the design and implementation of these conditions require commitment of management team.

Because of its broad concept and multidimensional nature, it is difficult to define service. However, different scholars have defined from different perspectives. Stanton and Summer (1973:537), for instance, define service as:

Separately identifiable, intangible activities that provide need
Satisfaction when rendered to customers or service users,
Which are not necessarily tied to the sale product or other?
Services.

McCarthy also points out that service is a deed performed by one party for another. Services are not physical; they are intangible, one can not hold a service. It may be hard to know exactly what one gets when buying it (McCarthy, 1973:257).

The Federal Democratic Republic of Ethiopia Service Delivery Policy in its part defines public service as those activities of government institutions aimed at satisfying the needs and ensuring the well being of the society as well as enforcing laws, regulations and activities of the government (FDRE, 2001).

On top of these, customer service is also defined as:

a task, other than common operation, that involves
interactions with customers in person, or by telecommunication,
E-mail and automated processes. It is a customer care that
seeks to acquire new customers, provide superior satisfaction
and build customer loyalty. It is the action companies can take
to add value to the goods and services (<http://www./ec.org>).

All these definitions of service stress that any service has objective and that is to satisfy the needs of customers. And this can be achieved if and only if the activities of the service provider are those that add values to the service; activities that do not add value should be avoided as much as possible.

Services possess several unique features that often have a significant impact on marketing program development. Manufacturing organizations produce tangible goods that can be numbered, stored and consumed at a later time whereas, services are intangible performance. These special features of services may cause problems and often result in making decisions that are substantially different from those found in connection with the marketing of goods. Service as stated by Kotler (1996:660) generally has the following major characteristics that greatly affect the design of service management programs.

These are intangibility, heterogeneity, inseparability, Variability and Perishability features of services. Services are intangible, unlike physical products, they can not be felt, smelled, heard, or tasted before they are bought or rendered. Heterogeneity refers to the difficult nature of services to standardize them; as a result, output can vary widely in quality. Services are usually designed around the specific requirements of the individual customer. Services are inseparable because they are typically produced and consumed simultaneously i.e. production and consumption occur at the same time. It is usually impossible to separate the production and consumption. Customers participate in the service delivery system, and they receive the value as the service is produced. Services possess a potential for high variability in the quality of out put. Because they depend on people who provide them and when and where they are provided. It can not be guaranteed to be identical in all aspects to those that have gone before and to those that will follow. Perishability is to mean that services can not be stored because it is not tangible goods.

These features, of course, give rises to numerous capacity and scheduling problems. Because of these many services are in start and time constrained. Being in the right spot at the right time is important to service users while having the right service, in sufficient quantity, in the right place at the right time is important to the service providers.

Because of the random nature of customer request for service that generally prevails in service system, it is almost impossible to provide service capacity that match demand. However, it is possible to address and achieve goals of satisfying customers to certain and better degree by efficient utilization of the fixed capacity. This requires the firm to use several strategies for providing a better match between demand and supply in a service business. Appointment is intended to control the timing of customer arrival in order to minimize customer waiting while achieving a high degree of capacity utilization. Reservation systems are designed to enable service to formulate reasonable, accurate estimate of the demand on the system for a given time or period and to minimize customer disappointment generated by excessive waiting or inability to obtain service (Stevenson, 1990:673-674).

2.3. Customer Centered Public Service Delivery

The concept of customer centered public service delivery completely transfers the public service orientation from the concerns of the acceptability of the service providers to attempts in fulfilling the need of citizens. Priorities as well as improvements in public service should be seen from the service users and not from service provider's perspective. Citizen centered service delivery is decided as service that incorporates citizens concerns at every stage of the service designing and delivering process that the citizens needs become the organizing principle around which the public interest is determined and service delivery is planned (the Canadian Center for Management Development 1998). The conceptual framework of customer service delivery has four components. The Canadian management development lists and describes the framework as follows:

- .Citizens expectation of government service delivery: this shows knowing citizens expectation, perception as well as priorities and involving them in service improvements.
- Measuring and reporting on performance and accountability: with the aid of information in closing the service gap measures progress to guide the selection of service improvement tools.
- Government delivery of service: in order to give service for citizens as they expect, capacity of public organization should be improved continuously.
- Government service improvement tools box: closing the appropriate mix of tools to close the service gap is guided by citizens with the priorities for improvement.

2.3.1. Customers Satisfaction

Customer satisfaction is the condition at which perceived performance of government institutions or service meet users expectation. Customers are dissatisfied if the performance falls blow expectations and they are satisfied if performance matches or exceeds expectations (Kotler and Armstrong 1997:267). From this one can understand that customer's satisfaction is the function of achieving performance expectations as well as level of the service. The main objective of public service delivery is to realize customer's satisfactions. As Petty(1999:267) describes successful marketer devotes its efforts to customer's satisfaction through : .providing basic element of the product of service that customer expect .providing a general service such as customer assistance, providing a recovery process for counteracting bad experience, providing extra ordinary service that excel in meeting customer's performance and make the service customized.

As kotler (1998:20) states a customer is the most important person ever in the office, it is not an interruption of our work he /she is, he/she is doing as a favor by serving them(the service providers) the opportunity to do so.

2.3.2. Managing Service Quality and Effectiveness

Service quality is difficult to define and judge as a product quality because there is no clear cut measurement of a service quality. However, customers can make judgment about service quality, and service providers want to know customers expectations for designing effective service. Customer's satisfaction with service quality can be defined by comparing perception of service received with expectations of service desired. When expectations exceed, service is perceived to be of exceptional quality and surprising while the service quality that does not meet expectations is assumed as unacceptable. Customer can be satisfied if they get their expectations from the service provider on time. Therefore, the key of managing service quality of the office is to deliver high quality service consistently as expected by customers or service users (Kotler, 1998:484). Even (1997:114) suggested customers' complaints satisfying system to be done using service recovery program which involves three steps:

- Make it easy for dissatisfied customers complain by providing suggestions and complaints forms and others.
- Employees of companies who receive complaints must be trained in order to be able to solve customers problems firstly and with great satisfactions.
- Companies should find the main causes of problems beyond satisfying particular customers

2.3.3. New Trends in Managing Public Services

Public officials are working in a rapidly changing environment and are confronted with two forces that shape the environment in which they operate. These are globalization and devolution of power to local governments. Today, there are many reasons influencing the need for positive change in public service delivery around the world. Change in perception regarding the role and performance of public institution and the service they deliver are among the major ones. In response to this, governments around the world started to improve public service delivery in the 20th century. The new trends in the public sector get different forms in different countries but the principles are the same world wide. Kotler, (1998:14) states the new trends as follows:

- Focusing on the core responsibilities of the central government while delegating non core activities to NGOs and local government.
- Focusing on achievements of results with out neglecting accountability.
- more delegation with government organizations that gives room for creativity and flexibility

2.3.4. Major Determinants of Service Quality Dimensions

The public service organization can measure their service quality in light of the following factors by getting feedback from customers. The feedback can be obtained from customers through dealing with individual customers or structured survey depending on the types of services the organization is in. There are a number of identified service quality factors (ibid:78). These are:

responsiveness dependability service objective and standards accessibility communication and technology.

Responsiveness rests on the foundations of good service principles and requires simplicity and specialization. If the organization design and service is simple, it is easier to be responsive and successful. This help to build rapid service management system of the organization. For an organization to be responsive and establish quality service management system, it has to understand what business it is in and then develop the capacity to do it. Both the management and front line personnel have to understand the capability of their system and what the service users expect from it.

Dependability or reliability from the public point of view is keeping the promise to satisfy customers (public) needs. It refers to long-term citizen loyalty. Dependable or high quality service is based on service foundations. Among these, service providers take extra steps to satisfy public needs in the service provision process to develop friendly services.

Managers of high reliable service organization develop (promote) a strong sense of appreciation for people within their organization. The primary goal in developing dependable service is to stand behind what is promised. To do this, the organization has to develop service knowledgeable personnel and manager, provide employee training and feedback performance for front line service providers.

One of the most important aspects in managing service excellence is to define specific service objectives and standards as a basis for measuring performance levels. Employees are encouraged to exceed the minimum level of standards set out of the desire to meet and exceed service user's expectations. There are two main criteria used to set target for effective service management system. These are objective and standards. Objectives are concrete, measurable outcome from specific activities while standards define the minimal acceptable performance level within a specific category (ibid:128).

A standard is a unit of measurement established to serve as a criterion or level of reference for performance. The purpose of establishing standards is to set a minimum acceptable performance level. Establishing service standards require two broad but separate criteria. These are policies, procedures, methods and rules that help keep a service management system running smoothly and the other is personnel considerations which ensure effective rather than just efficient.

Access of public service must be as easy as possible. Facilitating easy access in practical terms means removing barriers that may hinder service users from receiving services. There are many factors that constrain access to public institution. One such factor is the red-tape in government institution. Service users have to go through cumbersome and time consuming processes and procedures before they get access to the appropriate service provider/public servant. Other factors related to this are unwillingness to discuss matters with service users and other unethical behaviors that discourage service users from receiving service

Communication is the process of exchanging information and feeling between two or more people and it is essential to effective management. Communication helps managerial planning to be performed effectively, managerial monitoring to be carried out as required. Therefore, good communications are required to achieve co-ordinate results i.e good communications can allocate differences and conflict existing between different individuals or groups and pave way to better cooperation. They can enhance mutuality, commitment and loyalty among the organization members as well as external stakeholders.

Good communication system has three-way communications (upward, downward and sideways) They are required so that management can keep employees informed of the policies, functional objectives, plans ,and budgets to those who have to implement them. And employees can react promptly with better views about management's proposals and actions . With regard to external relations, communication area includes the presentation of information about the organization and its services to the customers and the public at large. Effective communication attempts to minimize time and costs in the total information exchange effort. Cost may include resources (material and money), forgone comfort, energy and effort expended in communicating. Effective communication involves the most accurate sending and receiving of information during the service management process, full comprehension of the message by both upon completion of the information exchange.

2.3.5. Quality Service

Customer service is task that involves interaction with customer in person or mail .It is designed, performed and communicated with two goals in mind ; operational efficiency and customer satisfaction .

Essentially, it embraces all personnel whose jobs bring them in to contact with customer on routine as well as on exception basis .Such personnel become part of the over all service product even though their jobs may have been defined in strictly operational term. Hence, the need to balance operational efficiency against customer satisfaction should be considered.

Donald Water (2002:9) defines quality as the ability of a product or service to meet and preferably exceeds customer expectation.

Kotler (2003:57) also defines quality as “the totality of features and characteristics of a product or service, which bear up on its ability to satisfy stated and implied needs .The quality of services can be particularly difficult to measure as it relies more on the subjective opinions of customers. But among other things, it is dominated by judgments about availability, responsiveness to customers needs, competence of staff, courtesy and help fullness of staff, communication between participants, timeliness, and, fairness.

Using these definitions will now enable the service provider or any other interested group to measure accurately (to set measure) the quality and customer satisfaction levels in the company or organizations. The measurement objectives are simply to find out what customer thinks quality is and how he or she defines satisfaction .Then it is possible to build the measurement techniques around those objective and definitions .

Even though scholars give various definitions of quality services, the definitions have in common the idea that it should be seen from customers expectations and efforts made to address them. So, this research work considers quality with the sense that quality is based on the perception of the customer .Therefore, for the purpose of this research, quality is defined as whatever the customer perceives as quality.

2.4.1. Sewage –Definition

Sewage is waste matters, mixture of solid and liquid from domestic or industrial establishments that is carried away in sewers or drains for dumping or conversion. It is often considered as any materials unused and rejected as worthless or unwanted (<http://www.com/sewage>).

Sewage is usually considered useless and removed with the help of sewer net works or with some other means such as loading on vacuum trucks and disposing at some sites. It is carried off in sewers, drains or by trucks for conversion or dumping into a form that is not toxic. In cities and towns where sewer net works are built, it is carried off in sewers or drains by pressure or gravity. Sewers are liquid wastes that have a wide range of sources like storm water, residuals from individual households as waste water, human excreta, factories or industrial liquid wastes etc. that often cause health risks and environmental pollutions.

2.4.2. Types of Sewage Disposal Systems

The first urban sewage disposal systems were built around 2000 B.C. by the inhabitants of the great cities of the Indus valley civilization at Mohenjo-Daro (now Pakistan). During this time almost every house was connected to pipe line. Human waste and waste water was conveyed in baked clay conduits to covered gutters then through canals dug under the streets and covered with bricks and finally to larger collectors (Devid H, and Emanuel L, 2008:11).

These days, similarly, domestic sewage produced in urban residences, institutions, and businesses, is usually collected by pipes and conduits called sanitary sewers, which lead to a central discharge point. In rural residences domestic sewage is often collected in a septic tank. Industrial wastes, which consist of liquids produced in manufacturing processes, are sometimes collected in sanitary sewers, but the nature of many industrial wastes may make it dangerous or difficult to do so. Often industries dispose of their own wastes. Storm sewage, which comes from rain and groundwater, is collected either in a storm sewer or, with domestic sewage and industrial wastes, in what is called a combined sewer (UNWWDR, 2006).

Sewerage system can be a pipe through which sewage is transported to a collecting chamber or to partially vacuum that carries sewers to the discharging site. The system consists of various elements namely the owner's sewer connected to the public sewer, the public sewer constructed road right ways, pumping station which forces sewers to new gravity sewers, pressure mains that carry sewages away from their pumping station to the next sewer, treatment plant where the harmful substances are removed, organic substances and sludge disposal, and water disposal. Sewage flows in these networks with the help of water which is the carrier vehicle to transport wastes away from their sources (<http://www.unesco.org/water/>).

Sewer pipe must be strong enough to withstand the structural stresses to which it is subjected by being buried in the ground. In addition, the pipe itself and the joints between sections of pipe must be capable of withstanding at least moderate water pressure without significant leakage of sewage into the environment. Materials used for sewer pipe include plastics, clay, cast iron and steel, corrugated iron, concrete, and asbestos cement. Although usually circular, pipes are also made egg-shaped or semi-elliptical so that suspended solids do not accumulate even at a relatively low rate of flow, about 2 ft (.6 m) per second. Sewer pipes are usually inclined downward toward the central collection point so that sewage will flow to it naturally, although pumping stations may be required (*The Columbia Electronic Encyclopedia*, 2007:348),

Sewage is eventually discharged into underground or surface water courses that naturally drain an area. In past centuries, the dilution produced by discharging sewage into large bodies of water was considered sufficient to render harmless any toxic substances contained in it. However, the volume of sewage is now so great that dilution is no longer considered an adequate safeguard.

2.4.3. Sewage Removal Services by Trucks

Provision of sewage removal service by trucks involves collection (loading), transportation and disposal activities as the major ones. In the collection or loading phase, mixing the sludge in septic tanks or pit latrines uniformly, sorting out clogs, loading into the vacuum truck are done. In the transportation phase, the loaded sewers or sludge is carried away to disposal areas. Preparation of disposal site, disposing, recycling and dumping are activities that are included in the disposal phase (AAWSA,2006:17).

In providing such services there are interactions between customers and service providers. To respond to customers request for the service information provision about the service, customer handling, promptness in responding to the request, availability of work procedure, service standards and skills of front line staff are among the most requirements in providing the service. Road facility, situation of the trucks i.e. completeness of the equipment and appropriate way of using the toilets and septic tanks as well as pit latrines have also significant impact upon the service delivered.

In providing public services, the public providers may not have the same competitive pressure as private may have. Instead they are subjected to supervision and monitoring by central, regional or local government institutions, civil society, political leaders and the press. That means collecting information on supervision visits, management structure, reporting and record keeping practices are required to deliver better services and bring improvement. This in turn requires the involvement and commitment of all staff in general and the management in particular.

For the management to have the services reach the intended beneficiaries, setting tools for measuring the efficiency of the resources used (inputs) and analyzing incentives for better performance of employees in the organization is important.

These provide a better understanding of behavior of employees particularly, of front line providers, the relationship between providers and users of services and this indicates ways improving public service performance.

2.4.4. The Need for Sewage Removal Service

There is a need for sanitation in all areas, rural and urban and the benefits of sewerage systems apply in all human settlements, even at village level. The needs of rural populations must be met by public policies as much as the needs of urban populations. However, it is urban populations who suffer most without sewerage systems.

According to David H. and Emanuel L. (2008:10) there are three features which make urban sewerage systems of particular importance:

- urban populations are growing fast
- a significant proportion of urban dwellings are in slums, where the health problems of some diseases are most acute
- the safe collection and disposal of human excreta and domestic liquid waste is much harder in densely populated areas which do not have easy access to the service.

Programmers to improve sanitation in developing countries include a range of initiatives. Many are concerned with the creation of toilet facilities, which are an integral part of a comprehensive sanitation system. The disposal of domestic liquid waste and human excreta also has to be addressed, and in a rural context this may involve various forms of septic tank, for example. Hygienic practices are also necessary in order to obtain the health benefits of improved sanitation, for example hand-washing after defecation. All of these initiatives are important and valuable.

But in an urban context, the benefits of toilets and hygienic practices are much more limited without a sewerage system to ensure safe disposal of excreta. As the UN's World Water Development Report (WWDR,2006:13) states attempting to dispose of human waste without sewers, through the use of soak-pits or septic tanks, does not remove the waste from the urban environment.

These solutions do not provide the same health benefits as sewers. Household toilets without a sewerage connection may actually increase the contamination of the neighborhood, and thus endanger other households. In rural areas it may be feasible to recycle excreta as a fertilizer on fields, but this becomes uneconomic as cities grow and absorb farming land and it is common for water borne diseases, such as typhoid, to become more prevalent in these conditions. However a household with a sewerage connection still has a higher risk of disease if the streets are contaminated with sewage from other households which are not connected. Even the disposal of wastewater from household activities such as washing and laundry known as "grey water" is a major problem in low income settlements without sewerage and represents a significant health and environmental threat.

2.4.5. Global Trends of Sewage Removal Service

The introduction of the sanitary system of household connections to sewers flushed by water has been voted as the greatest medical milestone since 1840. But although this system is universal in the north, developing countries continue to lack urban sewerage systems. The UN estimates that nearly 1.5 billion people need access to improved sanitation by 2015. But the Millennium Development Goals (MDGs) definitions only specify improved sanitation', do not require sewerage connections, and emphasizes the use of 'lowest-cost' solutions. As a result, they fail to address the needs of city dwellers for sewerage connections and so fail to give proper weight to the enormous public health benefits of sewerage connections (David H. and Emanuel L.2006:19).

There are diseases which are the major health problems in the absence of sanitation, especially for children. They kill many children a year in low and middle-income countries more than malaria, measles and HIV/Aids combined. With sewers, infant mortality rates are lower.

Children in homes without sewers are exposed more to health risk, and their educational achievements are lower, than children in households connected to sewers. Toilets and piped water alone do not make up for the lack of sewerage (Mara D.2003:117).

The problem of ignoring sewers is greatest in urban areas, where world population is growing fastest. Hygienic practices such as hand washing and household toilets help, but the problem of disposal of feces remains. Pits and septic tanks do not provide the same benefits due to leakage and contamination; recycling onto fields is not an option in cities. Universal coverage matters because liquid wastes including human excreta from unconnected households increase the health risks of all households. The problem is acute in some major cities, such as Jakarta, Indonesia, with a population of 12 million, but with only 1% of households connected to a sewer. Urban sewers are not a northern invention but a traditional urban technology developed in south Asia 4,000 years ago. The benefits can be delivered by conventional sewerage systems or other systems such as condominium sewerage (William C. and others, 2004:112).

The Millennium Development Goals (MDGs) target to halve by 2015 the proportion of the urban population without household connections to a sewerage system". This entails connecting a further 1.14 billion people by 2015. Half of this need for urban sewerage connections is concentrated in four countries: China, India, Indonesia and Brazil; and 90% of the global need for urban sewerage connections is in just 24 countries with some combination of high economic growth, high urban populations, or low existing levels of sewerage (<http://www.org.za>).

As David H. and Emanuel L.(2006:13) indicates, there is an argument that donors and international institutions are strongly emphasizing full cost recovery from users and privatization as a way of developing sanitation systems. They also argue that sewers are affordable. On the other hand, there is a party that argues sewerage is a public good, and leaving it to individual spending choices does not deliver the coverage needed for full public benefits. Full cost recovery makes sewerage unaffordable to the poor.

All existing urban sewerage systems in high-income countries – in Europe, North America, and Japan were developed through taxation and the public sector, not through full cost recovery from user charges by the private sector. Connection was made compulsory as a matter of public policy and not subject to consumer choices to opt in or out. The European Union continues to provide high levels of subsidies from taxation for countries in eastern Europe to develop water and sanitation systems.

The private sector has failed to deliver any significant investments in sewerage in the south in the last 15 years. By contrast, some major developing countries are already achieving significant extensions of sewers in cities through public finance. In China for example, the urban sewerage connection rate rose from 30% in 1990 to 50% in 2002, and is still rising. In Brazil, the connection rate in the city of Salvador (with 2.5 million residents) was increased from 26% to 80% in just eight years. These national efforts can be supported by donors, for example Japan provides training support through a series of public-public partnerships. Since public finance is the key mechanism, the issue is not increasing user charges but whether countries are raising sufficient taxation.

From the arguments the one that developing countries should continue to adopt policies of extending sewerage systems using public finance and concentrate on raising tax revenues to finance seems have more weight.

2.4.6. Sewage Removal Service Provision of Some Countries .

As it is stated by Davidson C (1998:117)), a large part of the urban population in developing countries lives in informal settlements in slum areas. Here, the health benefits of sewerage may be twice as high as in other urban settlements, because of the combination of living conditions and poverty. Therefore, some major initiatives have focused upon improving conditions for slum dwellers. Here are some examples.

In India, a sewerage project was set up in 2001 to build a sewerage network for the city of Aulander, Tamil Nadu, with a population of 145,000 in 2001. The construction contract was issued to an Indian construction company. By 2005, some households that had paid for the service in advance were connected, including few slum households, whom opted for individual sewerage connections. For the poor households that could not afford to pay for the sewerage service, public toilets were provided as an alternative, but families were expected to join a membership register and pay a monthly fee. When located relatively close to the sewerage network, the toilets are connected to it; otherwise septic tanks are used (<http://www.wsp.org/filez/>).

Indonesia

The need for sewers in cities is well illustrated by the example of Indonesia. The great majority of people in Indonesian cities live without a sewerage connection. In the capital city, Jakarta, which has a population of 12 million people, only 1% of houses are connected to a sewer. Around 12% of the urban population has no access to latrines, so they defecate outdoors. Some of the houses with latrines empty their contents directly into streams or rivers. The majority, around 65% of houses in urban areas, use septic tanks. In Jakarta alone, there are more than one million septic tanks.

More than 60% of homes have septic tanks that are less than 10 meters apart from their wells and they are often too close to their neighbors' well. Many tanks leak too. Some are more like pits, because the base of the tank is not sealed and some have walls made of ordinary bricks or are too small. Some have inlet pipes that are not functioning properly. The contents of these septic tanks are often dumped by sewage trucks straight into rivers. Many urban people still use river water for washing and bathing and, collectively, these millions of septic tanks have polluted 70% of the groundwater in cities with bacteria. Yet half of city dwellers use this groundwater for their daily needs (UN WWDR, 2006:30).

Pakistan

The Orange pilot project (OPP), in Karachi, Pakistan, was created by a community organization who planned and developed a sewerage network throughout the area. It was constructed by paving the lines over sewers, following natural drainage channels. It was built using local labor and micro finance. The municipal authority built large mains sewers in the settlements to support the development. The same principles have been applied in other towns and cities in Pakistan, with investments financed by the government and development banks. The project has successfully campaigned for the principles of this approach to be adopted by the Karachi Water and Sewerage Board, as the basis for developing sewers throughout the city, including the slums.

Brazil

In January 2007 Brazil announced a new four year programmed for economic growth, a program based on investment of \$236 billion (504 billion reais) in infrastructure, especially in roads and electricity, but also water, sanitation and housing. The sanitation investment programme aims to greatly increase the proportion of households connected to sewerage systems.

Public authorities in Brazil developed “condominium” sewerage systems as a cheaper method for providing sewerage, using narrower pipes installed at shallower depths under back alleys or pavements, rather than under streets. Condominial systems, or simplified sewerage, are not an alternative to sewers – they are sewers, built using cheaper construction techniques. The system has been adopted by some public authorities as a standard. For example, the sewerage board of Brasilia, the capital city, use condominial systems throughout the city, not just for poor areas. However the installation of condominial sewers requires skilled workers and a lack of trained engineers is a major constraint to the implementation of condominial sewerage.

Salvador

The experience of the sewerage system in Salvador at the start of the 21st century demonstrates the same lessons evident from the introduction of the sewerage system in London in the mid 19th century. A public system, publicly financed, delivers health benefits, especially to the poorest. In 1996 the city of Salvador, in Brazil, with a population of 2.5 million, started on a major sanitation programme. Only 26% of the city's households were connected to a safe sewerage system, mainly the upper and middle classes in the oldest part of the city. The primary objective of the new programme was to extend the sewerage system to 80% of households. This involved laying over 2,000 kilometres of new sewers, building 86 pumping stations, and making new connections to 300,000 households. This was completed in eight years, involving 140 construction companies.

Toronto

In Toronto Sewers were not automatically laid in new streets. Instead, householders had to petition the local council for connections, and then pay the cost themselves. No city of the size and pretensions of Toronto can be mentioned where the sanitary arrangements are so inadequate, and where consequently preventable disease is so common. The city council not only municipalized the water service, it authorised the city engineer to install new sewers for public health reasons, whether householders asked for it or not, financed by the municipality. The benefits were immense: "This unprecedented power led to tremendous sewer development in the 1880s. The effects of the typhoid fever epidemic were greatly reduced by the presence of a complete, clean sewage system. The same approach was taken up across the province of Ontario, where public water systems were growing rapidly by the turn of the century.

China

The urban sewerage connection rate in China rose from 30% in 1990, to 50% in 2002. Public spending on infrastructure has not only kept pace with the growth of the Chinese economy, it has increased twice as fast: “Since 1995, China’s GNI has almost tripled while overall annual municipal infrastructure spending, including roads, has increased sixfold.” The total length of urban sewerage networks increased by nearly 225% between 1991 and 1998, but less than 4% of all the investment in water and sanitation was financed through the private sector. China is now investing over 0.4 percent of GNI its and spending another 0.6% of GNI in operating costs in water and sanitation. This combined total of 1% of GNI is sufficient not only to achieve the MDGs, but also the urban sewerage target. Chinese government is putting greater emphasis than in the past on drainage networks, consisting of sewer-only pipelines, combined sewer and storm water drainage.

2.4.7. Sewage Removal Service in Addis Ababa

The AAWSA is mandated to provide water supply and sewerage services in the city of Addis Ababa. Regarding the sewerage services, the authority provides sewage removal services by sewer connection system and vacuum truck system. According to AAWSA Sanitation Improvement Project Master plan (2001:7) it is intended approximately 9 percent of the residents is to be served with sewer net work system, 11 percent using septic tanks, 70 percent individual or shared dry pit latrines which are to be vacuumed by vacuum trucks, and the remaining 10 percent remains with out any form of sanitation facilities.

The sewerage net work system is very limited in coverage. Due to various reasons, most of the available sanitation facilities do not serve the intended purpose and are rather acting as sources of health risk. Collection and disposal of sewage by vacuum trucks has the biggest share in the city. And this implies that the authority has big number of customers who need sewage removal services by vacuum trucks.

Similarly, World Bank (2008:17) strengthens this by stating in its report that the forms of sewage removal service systems employed by the AAWSA authority are sewers connected to central piped system, sewers connected to septic tanks and collection of sewages (domestic liquid wastes, human excreta in toilets) by vacuum trucks.

Accordingly, categorizing inhabitants of the city by the forms of sewerage system employed, less than 3 percent of the inhabitants use flush toilets connected to a central piped sewerage system. Approximately, 9 percent of the inhabitants use flush toilets connected to septic tanks, where sewage overflows from storage tanks into public places, streets and ditches often take place because of not collected by vacuum trucks in or on time. Nearly, one-quarter of the city's inhabitants use streams running through poor areas as an open sewerage system, and the rest 63 percent of the inhabitants use pit latrines of which only 60 percent of them are accessible for vacuum trucks. The remaining 40 percent of pit latrines are not accessible for vacuum trucks because the roads are too narrow in the congested city centers (AAWSA Project and Plan Office,2004).These pit latrines are either connected to storm water drains, streams and ditches or simply overflow in to the surrounding open spaces.

In attempts to address the domestic waste problem and in line with the government's liberalization policy of the early 1990,s the administration of Addis Ababa has involved institutions working in sewage removal services. The administration has made to take part some business firms, NGOs and other public organizations. As a result 11 business firms, NGOs and government organizations are involved in the disposal of liquid wastes by vacuum trucks (World Bank, 2008:55).

AAWSA has a fleet of 71 vacuum trucks to dispose of liquid waste which count for approximately half of the sewage collected by trucks. The private sector has 17 vacuum trucks that counts for 21 percent of the total sludge removed by trucks. The share of other providers

of sewage removal service is less than 15 percent and their service is targeted only to particular groups, not to the general population (Plan and Project department, AAWSA, Report, 2006).

2.5. Conceptual Framework Summary and Factors Considered to Evaluate Service Delivery in This Study

Regarding Sewrage Service delivery, from the global trends and experiences of cities it can be understood that in many countries sewerage services are the concern areas. The countries have developed mechanisms to provide the services. Some countries like Canada, UK , Newzeland have tried to address the needs for the services by constructing sewers and connecting households with sewer net works in which they are able to provide better services. Countries such as Brazil, India have modified construction of the sewers. They build open sewers using cheaper construction techniques. Still there are countries who exercise another option of providing the services which is considered to be cheaper. In these countries for the households that could not afford to pay for the sewerage service, public toilets, from which the sewers are vacuumed and disposed, were provided as an alternative, but families were expected to join a membership register and pay a monthly fee. When located relatively close to the sewerage network, the toilets are connected to it; otherwise septic tanks are used. In such cases sewages are vacuumed at a certain interval of time.

According to Gaster and Squires (2003:9) public service is a term usually employed to mean services provided by the government to citizens, either directly through the public sector or indirectly by financing the private provision of the services. It is associated with a social consensus that certain services should be available to all regardless of their income. Public services have distinguishing characteristics from private goods and services. It is paid through general taxation. Individual payments by choice and profit motives, which are common in the private services are rare in public services.

Measuring service quality is a central issue to evaluate level of customers' satisfaction. The challenges arise from the absence of universal definition of quality service and measurement indicators.

Leisen and Vance (2001:39) identified two schools of thought on service quality. The European school of thought maintains that consumers judge the quality of service on two broad aspects (a) the service delivery process—the way the services are performed (b) the service outcome—the end result of the services. The US school of thought identifies five service quality dimensions which is most closely to the European process components of the service. The above mentioned schools of thought in general agree that quality of services should be measured or judged by the customers. There are also instruments identified by other writers to measure the quality of service delivery and customer satisfaction. But most of these instruments have more or less the same indicators except the different names and categorizations. So this study identified indicators which are assumed to be relevant to compare and contrast service delivery quality in organizations under the study. The indicators are briefly stated below.

2.5.1. Factors Considered for the Study

The Economic Commission for Africa (ECA) (2004:36) has identified four challenge areas for public service delivery in developing countries: low institutional capacity, multiple accountabilities, declining of public service ethics and lack of access to information. The low institutional capacity includes lack of separation of power among the branches of government, lack of public servant ability to implement and monitor policies and programs, absence of physical infrastructures for public servant and lack of motivation of public servants. Declining public service ethics refers to the erosion of the traditional values of the public service, which emphasizes equity, integrity, moral conduct and political neutrality. Regarding accountabilities, public servant often faces the situation of being financially, managerially, and ethically, accountable to the public and political system. Consequently, efforts to ensure accountability are often frustrated by conflicting expectations from the public and the political bosses. Schacter (2000:6) has identified factors for successful service delivery in developing countries as local leadership, a strong bond of accountability between citizens and the public sector, wide dissemination of information, creating an organizational culture that is outcome oriented and mission driven.

Furthermore, Owusu (2006:479) indicated factors that affect performance of public sector. These are internal and external factors. The external factors include the incentive system. The internal factors include organizational mission, recruitment criteria, performance expectations and evaluation.

This study suggest that the important factors that influence service delivery and customer satisfaction in the organizations under the study can be grouped in to two namely organizational and motivational factors.

Organizational setup/ factors include service standards, customer complaint and feedback mechanisms and application of information communication. The motivational factors include training, communication, performance evaluation and reward system and physical facilities.

Service delivery can be intervened by the organizational set up and motivational factors which can bring about customers satisfaction. A brief discussion of these is given below.

1. Organizational Factors.

The major organization factors that influence the success of service delivery and customer satisfaction are vision and mission, service standards, customer's complaint handling and feedback system, and application of information and communication technology (ICT).

a) Service Standards.

They are basis for measurements of service delivery. As it is stated by (Kotler, 1998:162) organizations should establish service standards which include required time conditions expected from customers, service fees, the particular organizational unit providing the service, the focal person's names and address. Unless there is predetermined service standards, it is very difficult to satisfy the needs of customers because of the subjectivity of the service provisions . It is also difficult to ensure transparency, responsibility, and accountability system without predetermined service standards.

b) Customer's Complaint Handling and Feedback System

To respect the right of citizens to get services from public organization, there must be complaint handling mechanisms established as a system, a statement about how important customer care and satisfaction are in the organization (ibid: 191). A learning organization is one that listens to its customers, learn from mistakes and continuously strives to improve service delivery and achieve service excellence.

c) Accessibility of Services

The access to service delivery principle states that all citizens should have equal access to the service to which they are entitled. Access to service delivery includes expanding the availability by establishing service centers near the customers, simplification of procedures, delivery of services on time, signposting that indicates where the services are provided.

2) Motivational Factors

The efficiency and effectiveness of an organization is determined by motivation which is one of the most crucial factors. All organization facilities become useless unless people are motivated (Fadia and Fadia 2008:306). Staff motivation and satisfaction is one of the variables for customer satisfaction in public service delivery. Higher motivation leads to job satisfaction of workers and this leads in turn to high productivity, unmotivated staff can not satisfy the needs of customers. Training, communication, performance appraisal and reward system, delegation of authority to decision making, and physical facilities are detail factors of motivation.

a) Training

Training is very useful to up date the knowledge and skills of employees. As Donnelly et. al, (1992:468) indicates training programs include a lot of activities that inform employees and educate them in job skills and help them develop for future promotion. The staff should be provided with awareness creation and training programs on public service delivery in relation to their work in order to satisfy customers.

b) communication

The concept of communication in administration includes transmission of information, orders, instruction from the top to down, transmission of report, ideas, top- down suggestions and cross communications between management groups and the worker groups (fadia and fadia ,2008:370) . They also indicate that communication is a basic tool for motivation. An increase in the moral of the employees largely depends up on the effectiveness of communication.

c) Performance Appraisal and Reward System.

Incentive system which can at least fulfill the minimum needs of the staff based on their performance is very important to motivate the staff.

d) Delegation of Authority

Delegation is the process of assigning tasks to others (Denhardt and Grubhs 2003:398). Armstrong (1996:118) identifies the following advantages of delegation: it reduces delay in decision making as long as authority is delegated close to the point of decision, it allows decision to be taken at the level where the details are known and it develops the capacity of staff to make decisions, get things done and take responsibility.

e) Physical Facilities. The staff should be provided with the necessary equipment and materials to carry out the assigned tasks. The provision of the materials have impacts on the employees motivation.

Chapter Three

Data Presentation and Analysis

Data collected from customer respondents and staff respondents are organized, analyzed and presented under this chapter. Information gathered during interviews and observation were summarized and included in the presentation. The data were gathered on organizational factors and motivational factors and their impacts on sewage service delivery in Addis Ababa Water and Sewerage Authority and in the private sewerage service providing organization (namely, Tirign, Efoyita, Universal and Neha). The data were collected through questionnaire, interviews and observation. Out of 240 questionnaire distributed to respondents (150 questionnaire to customers and staff of AAWSA and 90 questionnaire to the customers and staff of the private sewerage service providing organizations), 210 questionnaire were completely filled and returned.

After the organization and analysis of the data were made, comparing and contrasting of the AAWSA sewerage service delivery versus the private organizations' sewerage service delivery was made and presented in two sections. The first section provides organized and analyzed data on organizational factors and motivational factors and their impacts on service delivery in the two organizations. The second section deals with data on service delivery and customers' satisfaction. Tables are used to show the percentage of each type of response. The interpretation of each table has been made by comparing and contrasting the two organizations' performance with relation to sewage removal service delivery.

Section One: Organizational Factors and Motivational Factors.

This section presents the findings on factors identified as employees motivational factors like training, staff communication, staff participation in decision making and performance appraisal and reward system and organizational setup, standards necessary to satisfy customers, work process, complaint handling system.

Staff Capacity and Motivation Assessment.

Quality service delivery can be affected by the organizations management to maintain qualified and experienced staff who are capable of discharging duties and responsibility, leadership quality, participatory approach exercised in the organization, and provision of adequate facilities by the organization. To improve service delivery, an organization should address these issues to get full support and commitment of its staff.

Table 1: Characteristics of Staff Respondents

No	Indicators	Category	Organization			
			AAWSA		Private providers	
			No.	%	No.	%
<u>1</u>	Sex	a) Male	52	69	10	63
		b) b)Female	24	31	6	37
		Total	76	100	16	100
<u>2</u>	Education	a)10/12 incomplete	-	-	-	-
		b) 10/12 complete	-	-	5	31
		c) Diploma	51	67	11	69
		d)First degree	16	22	-	-
		e)Masters and above	9	11	-	-
Total	76	100	16	100		
<u>3</u>	Service years in the organization	a) below one year	-	-	-	-
		b) 1-3years	25	33	-	-
		c) 3-5years	9	11	9	56
		d) above 5 years	42	56	7	44
		Total	76	100	16	100

Item number 1 of table 1 shows that 52 (69%) and 24 (31%) staff respondents of AAWSA and 10 (63%) and 6 (37%) staff respondents of the private providers are males and females respectively. As to the education level and experiences of the staff, the public (AAWSA) has better qualified staff but both organizations have well experienced staff. In both sector organizations, even though, the number of males is a bit greater, it is possible to secure information needed to be gathered from the two sexes .

Table 2: Staff Motivation Factors.

One of staff motivation factors is training. Training motivates employees by providing better knowledge and skill development for better carrier.

No	Indicators	Responses	Organization			
			AAWSA		Private providers	
			No.	%	No.	%
<u>1</u>	Does your organization provide you with trainings that help you improve your skills and efficiency?	Yes	58	76	2	13
		No	18	24	14	87
		Total	76	100	16	100
				0		
<u>2</u>	If your answer to question number 1 is Yes, how many training program did you attend in the past 5 years	a) One	13	20	2	13
		b) b) Two	32	60	-	-
		c) c) Three	13	20	-	-
		d) d) more than 3	-	-	-	-
		Total	58	100	2	13
				0		

As it is indicated in table 2, 58 (76%) staff respondents of AAWSA replied that they were given trainings but 18 (24%) of them said they were not given training . In the case of the private providers staff respondents, only 2 (13%) of them were given training but the majority 14 (87%) were not given training by the organization.

As to the number of training program attended, (3 20%), 32 (60%) and 13 (20%) of the AAWSA staff respondents said that they attended training programs once, twice and three times in the past 5 years. But only 2 (13 %) of the staff of the private providers attended one training program. This implies that AAWSA has given more training for its staff and has better trained staff than the private providers.

Table 3: Staff Communication

No	Indicators	Organization	Strongly agree		Agree		Disagree		Strongly disagree		Difficult to decide		Total	
			No.	%	No.	%	No.	%	No.	%	No.	No.	No.	%
1	Your superior communicates well and gives clear directions about your work	AAWSA	51	69	7	10	16	21	-	-	-	-	74	100
		Private Providers	60	81	10	13	4	6	-	-	-	-	74	100
2	You work with team spirit with your colleagues in your department and other departments	AAWSA	49	66	8	12	16	22	-	-	-	-	74	100
		Private providers	63	91	7	9	--	-	-	-	-	-	74	100

Staff motivation is affected by communication between the superior and the subordinates and among staff members. Tasks will be implemented easily when the subordinates get clear work instructions from their superiors. The existence of team spirit among staff member enables staff to work together cooperatively to achieve organizational goals and to satisfy customers.

colleagues. As item number 1 of the table shows, 51(69%) and 7 (10 %) of the staff respondents

of AWSA strongly agree and agree respectively that their superior communicates well and gives clear directions of work but 16 (21%) of them disagreed to this. 60 (81%) and 10 (13%)of staff respondents of the private providers agreed strongly and agree respectively that their superior communicates well and gives clear work direction

The majority of AAWSA staff respondents 58(78%) agreed that there are team spirit among the colleagues and all staff respondents 63 (91%) of the private providers indicated their agreement that the existence of a team spirit among the colleagues.

As indicated above, there is a difference between the AAWSA and the private sewage service providers in the superior subordinate relationship. All staff respondents of the private providers agreed that their boss communicates well and gives clear directions. As to the case of the AAWSA, staff respondents though the majority agreed for the existence of good communication between the superior and their boss significant percentage i.e. 16 (22%) of them disagreed about the communication. This shows that the AAWSA has some employees who were not motivated because of poor communication. These staff may not have task clarities to perform their jobs.

Table 4: Delegation of Authority.

Involving the staff in decision making that require their participation is very useful to improve their motivation and the implementation of decisions, After making sure the capacity of the staff to be delegated to carry responsibilities, it is needed to empower the front line staff to satisfy customers with quality service delivery. Problems that can arise in relation to delegation could be solved through trainings and orientations supported by clear procedures and accountability system.

No	Indicators	Organization	Strongly agree		Agree		Disagree		Strongly disagree		Difficult to decide		Total	
			No.	%	No.	%	No.	%	No.	%	No.	%	no.	%
1	You take part in decisions on issues related to your work	AAWSA	51	67	16	22	9	11	-	-	-	-	76	100
		PRIVATE Providers	4	25	10	62	2	13	-	-	-	-	16	100
2	There is accountability system for failures of responsibility in your organization	AAWSA	33	44	17	23	26	33	-	-	-	-	76	100
		Private providers	1	6	15	94	-	-	-	-	-	-	16	100
3	You are authorized to give decisions about your jobs.	AAWSA	-	-	31	41	49	59	-	-	-	-	76	100
		Private providers	-	-	16	97	-	-	-	-	-	-	16	100

Under item number 1 of table 4, staff respondents were asked whether they took part in discussions about their organization or not. 51 (67%) and 16 (22%) of AAWSA staff respondents agreed strongly and agreed respectively that they took part in discussions about their jobs but 9 (11%) of the staff respondents disagreed . Similarly 4 (25%) and 10 (62%) of staff respondents of the private providers strongly agreed and agreed that they took part in discussions about their jobs.

Item number 2 of the same table presents staff responses about the presence of an accountability system for failures of responsibility. In this indicator, all staff respondents of the private providers, 1 (6%) strongly agreed, 15 (94%) agreed and 33 (44%) and 17 (23%) of AAWSA staff respondents strongly agreed and agreed respectively .Yet there are a significant number of staff respondents 26 (33%) of AAWSA who disagreed to the presence of accountability in the organization .It is revealed from the data in the table that there is difference in the presence of accountability for failures of responsibility. As to the delegation of authority 31 (41%) of staff respondents of AAWSA agreed that they were authorized to give decision concerning their works whereas 49 (59%) of them disagree to this. All most all private providers staff respondents (97%) agreed that they were authorized to give decisions about their jobs.

Data on table 4 reveals that both the public (AAWSA) and the private providers are at similar position in creating conditions that make staff participate in decision making. But there are differences between the two in delegating authority to the staff and creating accountability system for the failures of responsibilities. In this case, the private providers perform better in delegating the on line staff and making accountable for the failures.

The pubic provider i.e. the AAWSA even though it creates good atmosphere for the participation of the staff in decision making and delegates authority to the majority of the staff, there are also a good number of front line staff who are not authorized to give decisions on the services they provide.

This is also further evidenced by the interviews made with the process owners of the AAWSA .For the question asked to them: "How many staff does a client contact to get a service ? " They replied three to four staff. This shows that front line staff are not authorized to make decision to provide service, They have to refer the issue to somebody else for decision. On top of this, unlike the private providers who creates well established accountability system, the AAWSA does not have clear accountability system for the failures of responsibilities. Most staff are authorized but no accountability for the failures.

Table 5: Performance Appraisal and Rewards.

Staff can be motivated and satisfied when there is a periodic performance evaluation and based on the result rewards are arranged. It is assumed that motivated and satisfied staff strive to provide the customers with quality services.

No	Indicators	Organization	Strongly agree		Agree		Disagree		Strongly disagree		Difficult to decide		Total	
			No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1	The organization has performance evaluation system	AAWSA	51	67	17	22	8	11	-	-	-	-	76	100
		PRIVATE Providers	2	12	12	75	2	12	-	-	-	-	16	100
2	Your performance evaluation is made based on indicators agreed upon with your boss	AAWSA	33	44	33	44	10	12	-	-	-	-	76	100
		Private providers	-		15	94	1	6	-	-	-	-	16	100
3	You are benefited based upon your performance evaluation results	AAWSA	8	11	17	22	17	22	34	44	-	-	76	100
		Private providers	5	32	8	50	3	18	-	-	-	-	16	100
4	Guidance and supports are given for poor performances	AAWSA	25	33	34	45	9	12	8	10	-	-	76	100
		Private providers	-		7	43	9	57			-	-	16	100
5	You are able to utilize your knowledge and skills in your work	AAWSA	-		39	52	8	10	28	39	-	-	76	100
		Private providers	4	24	9	54	3	22	-	-	-	-	16	100
6	There is a system that can handle your complaints in the organization	AAWSA	17	22	33	44	26	33	-	-	-	-	76	100
		Private providers	1	6	13	81	2	12	-	-	-	-	16	100

Table 5 contains perception of staff respondents towards indicators of performance appraisal and rewards system in their respective organizations. Staff were asked to show their level of agreement or disagreement for the presence of the indicators. Their responses were summarized below.

The majority of both sector organizations, AAWSA staff respondents 67 (89%) and staff from the private providers 14 (87%) agreed that their organizations have performance evaluation system.

All most all staff respondents of the private providers 15 (94%) and the majority of AAWSA staff 66 (88%) agreed that their performance evaluation is made based on indicators agreed up on with their bosses.

Concerning getting benefits based on performance evaluation results, 15 (33%) staff respondents of AAWSA agreed that they were benefited based on their performance evaluation results whereas the majority 51 (66%) of them disagreed and said they were not benefited based on their performance evaluation results. On the other hand, the majority of staff respondents of the private providers 13 (82%) agreed that they were given benefits based on their performance results except a few of them 3 (18%) disagreed to this. From the interviews made with the managers of Efoyita, universal, Naha and Tirign liquid waste management organizations it was proved that employees were given bonuses and incentives based on their daily, weekly and monthly performances.

In similar interviews made with four process owners at four branches of AAWSA, the process owners said that it is not usual to give incentives to employees based on their performance evaluation results. The employees are paid only their monthly salaries.

Regarding the availability of guidance and support for poor performance, 25 (33) and 34 (45%) staff respondents of AAWSA strongly agreed and agreed respectively whereas 7 (43%) of staff respondents from the private providers agreed. A big number of the staff respondents 9 (57) of the private providers disagreed to the availability of guidance and support for poor performances,

There is a difference between the public provider (AAWSA) and the private providers in giving guidance and support for poor performance. The AAWSA performed better than the private providers. It provides guidance and support to those employees whose performance results were poor.

As to the availability of good work environment to utilize knowledge and skills, about half 39 (52%) staff respondents of AAWSA agreed that they were able to utilize their knowledge and still a significant percent 28 (39%) of them disagreed and said they were not able to utilize their knowledge and skills, The majority of staff respondents of private providers 4 (24%) and 9 (54) strongly agreed and agreed respectively. Only a few staff 3 (21%) expressed their disagreement. With respect to complaint handling system, 17(22%) and 33 (44%) of staff respondents of AAWSA strongly agreed and agreed respectively, and 26 (33%) of them disagreed. The majority of staff respondents of the private providers 1 (6%) strongly agreed and 13 (81%) agreed that their organization has complaint handling system.

As stated above, there are similarities and differences between AAWSA and the private sewage service providing organizations. Staff respondents indicated that they are similar in establishing performance evaluation system, setting indicators for evaluation with agreement, and staff complaint – handling system and facilitating situations for the staff to utilize their knowledge and skills. But there is difference between the two in giving promotions and other benefits to the employees based on performance results.

The AAWSA is better at providing guidance and support for poor performances and enabling the staff to utilize their knowledge and skill while it was not good at the other. It does not give benefits as well as promotions based on performance results. According to information gathered through interviews held with process owners at branch level of AAWSA, promotion and other benefits are associated with federal performance – appraisal system.

Therefore, both the private sector providers and the public sector providers perform well in establishing performance evaluation system, setting indicators with agreement for evaluation and skills to provide quality services to the customers. But AAWSA does not provide promotions and other benefits based on performance evaluation results .

Their difference is that in the provision of rewards and other benefits. The AAWSA does not provide promotions and other benefits based on performance evaluation results while the private providers give bonuses every month based on the performance evaluation results of the individual employee.

In the cumulative aspects of the performance and reward system, the private providers perform better than the public one. From this it can be concluded that staff of the private providers are more motivated to give quality services to customers that can satisfy them.

Table 6: Material and Office Facilities

Office facilities and equipment are among others that have impact up on staff motivation. Staff are motivated and perform better if they are provided with necessary equipment, materials as well as with well arranged and clear office.

Table 6 presents the perception of AAWSA staff and the private providers staff with regard to material and equipment facilities.

No	Indicators	Organization	Strongly agree		Agree		Disagree		Strongly disagree		Difficult to decide	
			No	%	No	%	No	%	No	%	No	%
1	The organization has office arrangements suitable for your work	AAWSA	-	-	25	33	25	33	26	34	-	-
		PRIVATE Providers	10	61	4	24	4	25	-	-	-	-
<u>2</u>	Your organization provides you with the necessary materials and equipment	AAWSA	-	-	25	33	26	34	25	33	-	-
		Private providers	<u>1</u>	6	12	75	3	19	-	-	-	-

For item number 1 of this table, below half 25 (only 33%) of staff respondents of AAWSA agreed that the organization provided them with suitable offices. Similarly, for item number 2, 25 (33%) of staff respondents agreed that the organization provides them with the equipment and materials needed to carry out their jobs. For both items (item 1 and 2), the majority of the staff respondents 51 (67%) disagreed and said the organization does not provide them with the necessary materials and equipment for their work.

This also approved from the information collected during interviews held with the process owners at branch level of AAWSA. They said other than scarcity in number, most of the vacuum trucks and vehicles are used for many years and become old and the engines for sucking the sewage are worn out. They operate on very frequent maintenances and their capacity to suck at distance is very low and can only suck sewage and load at a distance of 30 meters or below.

On the other hand, as it can be seen in table 13 under items number 1 and 2 (75%) and (81%) of the staff respondents of the private providers agreed that the organizations provide them with suitable office and the necessary equipment and material needed for their work respectively.

From information collected from the interviews held with the managers of four private providers, it was proved that the four organizations (i.e Tiring , Neha , Efoyita and Univbersal, have a total number of 11 vacuum trucks which are new and give services for not more than 5 years. Their engines have the capacity to suck and load sewage from a distance 40-45 meters even in some cases to 50 meters.

In short, the above finding show us that the private providers are better than the public (AAWSA) in fulfilling the needed machines and materials facilities for the staff.

Table 7: Over all Satisfaction

Human resource is the most determinant factor for an organization to achieve its objective and become successful. Organizations that have fulfilled the necessary motivating factors can have staffs that are motivated and satisfied. Motivated and satisfied staff can provide quality services to the customers.

No	Indicators	Organization	Strongly agree		Agree		Disagree		Strongly disagree		Difficult to decide		Total	
			No	%	No	%	No	%	No	%	No	%	No	%
1	In general, you are satisfied with your jobs	AAWSA	16	22	17	23	25	33	12	16	4	6	76	100
		PRIVATE Providers	2	12	11	69	3	19	-	-	-	-	16	100

Table7 shows overview of staff satisfaction on their jobs. 33 (45%) of staff respondents of AAWSA agreed that they were satisfied with their jobs whereas about half (49%) of them said that they were dissatisfied with their jobs. Contrary to this, 81% of the private providers’ staff respondents expressed their agreement that they were satisfied with their jobs.

Significant number of the AAWSA staff indicated that they were dissatisfied .This could be among other due to absence of promotion and provision of benefits, unavailability of equipment, machines and other materials facilities in number and quality .

In general staffs of the private providers are more satisfied by their jobs than the public (AAWSA).

The analysis of this study shows that motivational and organizational factors identified and used as indicators in this study can bring differences in motivating employees and affect the performance of the staff to satisfy customers.

Section Two: Service Delivery and Level of Customer Satisfaction in AAWSA and the Private Sewerage Service Providing Organizations.

In the previous section data collected, organized and analyzed on the impacts of organizational factors and motivational factors on services delivery in AAWSA and the Private Providers have been presented. In this section data collected on service delivery practices and customers satisfaction are presented. Indicators which are assumed to show the quality of services delivery that could bring satisfaction to customers are identified and data gathered on them. In order to compare the customer satisfaction level of the two organizations (i.e. the public (AAWSA) and the private providers) primary data and secondary data which were mainly related to accessibility of the services, customers assessment of work procedures of the organizations, customers assessments on staff willingness, capacity to provide service, honesty and over all satisfaction of customers on the delivered services are organized, analyzed and presented as follow.

Sex, Education and Occupation of Customer Respondents.

Among the 148 customer respondents of the two organizations, 84 (57%) were males and 64 (43) were females. From this distribution of sexes, comprehensive information can be secured regarding factors that could affect service delivery and customers satisfaction

Table 8. Customer Respondents Sex, Education and Occupation

	Indicators	Category	Organization				Total	
			AAWSA		Private providers			
			No	%	No.	%	No.	%
1	Sex	A, male	42	57	42	57	84	57
		B, female	32	43	32	43	64	43
		Total	74	100	74	74	148	100
2	Education	A, 10/12 incomplete	4	5	4	5	8	5
		B, 10/12/complete	33	45	24	33	57	40
		C, diploma	13	18	38	52	51	35
		D, 1 st degree	22	30	7	10	29	20
		E, masters and above	-	-	-	-	-	-
		Total	74	100	74	100	148	100
3	Occupation	A, private org. employed	21	29	38	51	59	40
		B, gov't org. employed	11	16	12	17	23	16
		C, self employed	42	57	24	32	66	44
		D, another	-	-	-	-	-	-
		Total	74	100	74	100	148	100

AS it is indicated in item number 2 of table one, more than 35 (48%) of customer respondents from AAWSA and 45 (62%) of customer respondents from the private providers have education levels of diploma and above. They are educated enough to express their opinions about services are given to them. So relevant opinion could be gathered from them to judge service delivery and customers satisfaction. Regarding the occupation of customers respondents, they come from different walks of life. For example, 59 (40%), 23 (16%) and 66 (45%) were from private company, government organization and self employed respectively. From these, it is possible to secure different views about quality of service delivery and customer satisfaction.

Table 9 : Frequency to visit the Organization

No	Indicators	Category	Organization				Total	
			AAWSA		Private providers		No.	%
			No.	%	No.	%		
<u>1</u>	Frequency to visit the providers for services	A, once every year	37	50	35	48	72	49
		B, twice every year	28	39	14	19	42	28
		c, every three year	8	9	24	33	32	21
		d, every three year	1	2-	-	-	1	2
		e, other	-	-	-	-	-	-
		Total	74	100	74	100	148	100

Customers were asked how many times they have ever visited AAWSA and the private providers to get sewage services. Accordingly, their responses show that there are customers of the organizations who visit every year, every two years and every three years. Much of them were frequent customers and could share ample of observations about the service delivery of the providers and create good opportunity to express their satisfaction.

Table 10: Assessment of Customers on Accessibility of Services

No	Indicators	Category	Organization			
			AAWSA		Private providers	
			No	%	No.	%
<u>1</u>	Distance travelled to reach the service center	a) less than 5 kms	11	15	14	19
		b) 5_10 kms	24	33	38	52
		c) 10_15 kms	39	52	14	19
		d) more than 15 kms	-	-	8	10
		Total	74	100	74	100
<u>2</u>	Time taken to get the service	a) Less than 30 minutes	41	56	67	90
		b) 30 minute_1 hour	16	22	8	11
		c) 1_4 hours	8	11	-	-
		d) More than 4 hours	8	11	-	-
		Total	74	100	74	100
<u>3</u>	Number of appointment to get a service	a) once only	39	66	67	90
		b) Two times	16	22	7	10
		c) Three times	9	12	-	-
		d) more than three times	-	-	-	-
		Total	74	100	74	100

In item number one of table 10, 63(85%) of AAWSA customers and 60 (81%) of customer respondents of the private providers indicated that they had to travel more than 5 kilometers to reach the service center. And about 11(15%) of AAWSA and 14(19 %) of the private providers customers were to travel less than 5 kilometers to get to the service center. The majority of customers of both sector providers were forced to travel longer distances to get the service center and spent a lot of time.

Both providers should shorten the length of distance and time customers spent to reach service delivery location by opening branches closer to the users.

As to item number 2 of table 10, 41(56%) of AAWSA customer respondents and 67 (90%) of private providers customers respondents indicated services were delivered with in less than 30 minutes, and 16 (22 %) of AAWSA customers respondents replied that it took them about half to one hour to get the service. More than 16 (22 %) customer respondents of AAWSA said that they had to wait for four and above hours to get the services .

From the interview made with four branch managers of AAWSA much of the services were given on appointments which last for one and half to two months to get sewerage removal services whereas in the case of the private providers, sewage removal services can be provided on request as well as on appointment that lasts one to three days. The variation of providing services in private providers on request to appointment of three days is a matter of the difference in the amount of service change whereas in the case of AAWSA, the reasons for the longer appointments could be because of factors related with accessibility.

For interview question, how many services does a single vacuum truck give per day?, the public i.e. AAWSA replied 4 to 6 services whereas in the case of the private providers 8 to 10 services are given per day. Here the difference between the two is that the number of services given by one truck in a day in a private provider is given in two days in the public (AAWSA) .so the private providers are more efficient than the AAWSA.

As the majority of customer respondents of both sector providers and interview result revealed the private providers services are more accessible in terms of faster responses and more prompt service delivery than that of the public one.

In item number 3 of table 10, 25 (34%) of customers respondents of AAWSA revealed that they were to come to the organization three times or more to fix appointments to get a service.

But almost all i.e. 67 (90%) of customer respondents of the private providers said that they get the service on the first time they go to the organization. This shows that in AAWSA there are undesired work procedures that affect service delivery.

In general, the private providers and the public (AAWSA) differ in performance on the accessibility of their services that is in delivering quick services. The private providers perform better at creating convenient situations to make their services accessible to customers and to provide prompted services.

This may be because the private sector providers improved factors such as their work procedures by avoiding unnecessary work processes; or managers empower front line staff so that they can make themselves decisions and provide the customers with the services. Another reason could be employees are more motivated and they handle clients better.

Table 11. customers Access to Information.

No	Indicators	Category	Organization							
			AAWSA				Private providers			
			Yes		No		Yes		No	
			No.	%	No.	%	No.	%	no.	%
<u>1</u>	Means of providing information to customers	a) Pamphlets and brushes	10	13	64	87	19	25	55	95
b) information desk		30	40	44	60	74	100	-	-	
c) charts and displays		22	30	52	70	-	-	74	100	
d) Pinned on notice board		30	41	44	59	56	76	18	24	
e) Radio		-	-	74	100	-	-	74	100	
f) Television		-	-	74	100	-	-	74	100	
g) Newspaper		-	-	74	100	-	-	74	100	
h) Telephone		1	1	73	99	60	81	14	19	
i) internet		-	-	747	100	-	-	74	100	
j) Discussions with clients		2	3	2	97	-	-	74	100	

Table 11 contains some mechanisms of disseminating information about service delivery to customers.

Both sector organization customers respondents were asked whether they have got information about the services through these mechanisms or not. As it can be seen from the table, customer respondents of AAWSA responded that 10 (13%) of them got information about the service of the organization through pamphlets, and brochures, 30(40%) of them from information desk of the organization, 22 (30%) of them from charts and displays posted in the organization, 30 (41%) from pinned on notice boards, very few customers indicated that they got information from discussion held with customers. The majority of them responded that they did not get information by Radio, television, newspaper, telephone and internet. Very few customer respondents indicated that they got information on telephone, internet and discussions held with customers. Customers respondents of the private providers indicated that they mainly got information about type of service provided, requirement to the service and time of the services from three means the organization used to disseminate it. 74 (100%) of them said they obtained information from information desk. In addition to this 56 (76%) of them indicated additional information from notices pinned on boards; and 81% of the customers respondents said they got further information on telephone.

Radio; Television, Newspaper and discussions with customs were rarely used by the providers of the two sectors to disseminate information about the service prerequisites and time taken to provide the services to the users.

They did not use these mechanisms perhaps because they are more expensive even though information disseminated by these mechanisms /particularly radio, Television and Newspaper/ are more accessible to the larger population. Even information desk, notice pinned on boards and telephone are used more exhaustively by the private providers when compared with the public one relatively. The provision of enough information about eligibility and requirement to get service are better implemented in the private providers organization.

Table 12. Establishment of Service Standards

No	Indicators	Organization	Strongly agree		Agree		Disagree		Strongly disagree		Difficult to decide		Total	
			No	%	No.	%	No.	%	No	%	No.	%	No	%
1	Service standards are established in the organization	AAWSA	17	23	49	66	-	-	8	11	-	-	74	100
		<i>Private Providers</i>	36	48	24	33	-	-	10	14	4	5	74	100
2	The organization work process to get services is suitable for you.	AAWSA	-	-	44	77	8	11	8	11	-	-	74	100
		<i>Private providers</i>	42	57	28	38	1	4	-	-	-	-	74	100

Customers of AAWSA were asked to express their level of agreement or disagreement to the establishment of service standards in the organization. 66 (89%) of AAWSA respondents agreed that the organization has service standards whereas 8 (11%) of them strongly disagree to the establishment of service standards in the organization. As to the customer respondents of the private providers, 60 (81%) of them express their agreement that the organization has service standards and 10 (14%) of them said the organization do not have service standards.

As it can be assessed from the table, the majority of customer respondents of the two sectors agreed that the providers have service standards. Those who disagreed may be due to absence of information access,

In item number 2 of table12, respondents were asked to express their agreement or disagreement with degree whether the work process to get service in the organization are suitable or not for them. 44 (77%) of AAWSA customer respondents agreed that the work process is suitable for them whereas 16 (23%) disagreed to the suitability of the work process. Regarding the customers respondents of the private providers, almost all 70 (95%) of them agreed that the work process is suitable for them to get the services. One of the reasons for these could be the fact that the organizations have service standards and avoided unnecessary work procedures to some extent.

There is a difference in work process suitability between the public (AAWSA) and the private providers. The private providers have more suitable work process than the public one. This could be due to making customers to get the service by contacting only one staff member and empowering the staff member to decide.

Table 13: Customers Assessment of Organizational Setup

No	Indicators	Organization	Strongly agree		Agree		Disagree		Strongly disagree		Difficult to decide		Total	
			No	%	No	%	No	%	No	%	No	%	No	%
1	Offices are suitable to get services	AAWSA	-	-	16	22	40	56	17	23	-	-	74	100
		Private Providers	-	-	38	52	32	43	4	5	-	-	74	100
2	There is a waiting room for customers until getting services	AAWSA	16	22	33	45	24	33	-	-	-	-	74	100
		Private providers	60	81	10	14	3	5	-	-	-	-	74	100
3	There is complaint handling system in the organization	AAWSA	16	22	16	22	10	13			32	43	74	100
		Private providers	21	29	28	38	10	14	-	-	14	19	74	100
4	The organization receives opinions and suggestions from customers	AAWSA	24	33	42	57	7	10	-	-	-	-	74	100
		Private providers	4	5	32	43	28	38	10	14	-	-	74	100

Respondents were asked about the suitability of office to get services in the organizations. Accordingly, 16 (22%) of customers respondents of AAWSA agreed that the organization has suitable offices but 40 (56%) of the customer respondents disagreed, 38 (52%) of customer respondents of the private providers agreed that the organization's offices are suitable to get services. Yet significant number of the respondents, 32 (43%) of them disagreed.

Concerning the availability of waiting room for customers, 49 (67%) of customer respondents from AAWSA agreed that there are waiting room for customers while 24 (33%) of them disagreed. As to the customers respondents of the private providers almost all 70 (95%) of them agreed that there are waiting rooms for customers.

In these two indicators, namely, suitability of office and availability of waiting rooms for customers the private providers are at a better position than the public provider i.e. AAWSA.

Under item number 4 of table 13, 32 (44%) of customer respondent of AAWSA responded that there is complaint handling system in the organization whereas 10 (13%) of them disagreed and about 32 (43%) of them said that they had no idea about the existence of the system in the organization. On the same issue, 49 (67%) of customer respondents of the private providers expressed their agreement for the existence of complaint handling system, 10 (14%) of them disagreed and 14 (19 %) had no idea about it.

As to collecting comments and suggestions from customers, the public i.e. AAWSA performed better than the private providers do as the data under item 5 of table 13 reveals.

Based on all indicators identified for the customers assessments of organizational factors the private providers Performed better in establishing suitable work processes, suitable offices and arranging waiting rooms for customers whereas the public provider, i.e. AAWSA is better at establishing complaint handling system and collecting comments and suggestion from customers.

Table 14: Customers Assessments of the Staff

No	Indicators	Organization	Strongly agree		Agree		Disagree		Strongly disagree		Difficult to decide		Total	
			No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1	The organization provides its services in a fair way	AAWSA	17	23	32	44	-	-	25	33	-	-	74	100
		Private Providers	74	100	-	-	-	-	-	-	-	-	-	-
2	Staff provide services in a quick way	AAWSA	9	12	41	55	24	33	-	-	-	-	74	100
		Private providers	67	90					-	-	-	-		100
3	The staff are available during work hours in office to give services	AAWSA	16	22	58	78			-	-	-	-	74	100
		Private providers	70	95	4	5			-	-	-	-	74	100
4	Staff are courteous and helpful	AAWSA	17	23	48	65	9	12	-	-	-	-	74	100
		Private providers	70	95	4	5	-	-	-	-	-	-	74	100
5	The staff have the knowledge and skills to give services	AAWSA	8	11	33	45	33	44	-	-	-	-	74	100
		Private providers	4	5	60	81	10	14	-	-	-	-	74	100
6	The staff are honest	AAWSA	17	23	41	56	16	21	-	-	-	-	74	100
		Private providers	64	86		-	10	14	-	-	-	-	74	100

Regarding delivering services in a fair way, 49 (67%) of AAWSA customer respondents and 100% of private providers customer respondents agreed that services are rendered with out partiality. But a good number of customer respondents of AAWSA 25 (33%) disagreed strongly.

As to the provision of prompt services 50 (67%) of customer respondents of AAWSA and 67 (90%) of customer respondents from the private providers agreed that the organizations provide quick services to the customers whereas a significant percentage i.e. 24 (33%) of the respondents denied this and said the AAWSA does not deliver quick services.

Concerning the availability of staff in the offices during work hours, courtesy and helpfulness of the staff, almost all customers respondents of the two sector organizations agreed. But regarding the knowledge and skills, and honesty of the staff there is difference between the two. 41 (56%) of customer respondents of AAWSA agreed that staff have knowledge and skills needed to give services whereas 33 (44%) disagreed to this. 64 (86%) of customer respondents from the private providers strongly agreed that staff have knowledge and skills to give the services. 58 (79%) of customers respondents of AAWSA agreed. But all most all 64 (86%) of customers respondents from private providers agreed strongly that staff are honest.

From the data of table 14, it can be assessed that staff of the private providers are more honest in providing sewage removal services to the customers

Table 15. Over all Customers' Satisfaction

No	Indicators	Organization	Strongly agree		Agree		Disagree		Strongly disagree		Difficult to decide		Total	
			No	%	No	%	No	%	No	%	No	%	No	%
1	In general, you are satisfied with the services you have got from the organization	AAWSA	-	-	40	55	30	40	4	5	-	-	74	100
		Private Providers	56	76	12	16	6	8	-	-	-	-	74	100

Table 15 presents data about overall satisfactions of customers in AAWSA and the private swage service providers service delivery. As it can be seen from the table, 40 (55%) customer respondents of AAWSA agreed that they were satisfied whereas 34 (45%) of them disagreed. In the case of customer respondents from the private providers, 56 (76%) of them agreed strongly and 12 (16%) of them agreed that they were satisfied with the services rendered for them by the providers.

With respect to the overall satisfaction of the customers, almost all customers of the private providers (92%) are satisfied .In the case of customers of AAWSA, more than half of them (55%) are satisfied yet a very significant percentage of the customers are not satisfied with the organization's service delivery.

In general, when a comparison of the level of customer satisfaction is made, there is difference between the two sector providers. As the result of the analysis reveals, almost all customers of the private providers are satisfied. In the case of AAWSA (i.e. the public provider) half of the customers are satisfied whereas half of them are dissatisfied. In the overall assessment and comparison, the private providers perform better at organizational and motivational factors identified as indicators in this study and bring about customer satisfaction more than the public (AAWSA). In short, organizational and motivational factors used as indicators in this study can bring differences in customer satisfaction.

Chapter Four

Major Findings and Conclusions

In order to answer the basic research questions raised in chapter one of this study, organizational and motivational factors were identified. Data were gathered from the two sector organizations organized, analyzed and presented.

To compare and contrast the two sector sewerage service providers namely the public provider that is Addis Ababa Water and Sewerage Authority (AAWSA) and the private sewerage service providing organizations (which are 11 in number in Addis Ababa) data were gathered from them, organized , analyzed and presented in chapter three. Their differences were identified and reasons for the differences between the organizations were indicated. This chapter presents the major findings and conclusions drawn from the findings.

Major Findings on the Organizational and Motivational Factors: As many literatures on service delivery show, the success of any service delivery is measured and judged by the customers. There are organizational and motivational factors that can be indicators for the availability of quality service delivery that bring about customer satisfaction. These indicators are identified for the organizations under this study. Based on the analysis of the Data the following major findings are arrived at and the conclusions are drawn.

- As Donnelly et.al. (1992:468) indicates training is very useful to update the knowledge and skills of employees and improve their performances. In this study, it is found out that even though the public provider (i.e. AAWSA) has given trainings to the majority of its staff more than the private providers do, in the overall assessment of service delivery performance and customers satisfaction the private providers perform better than AAWSA. So, this study shows that trainings should be accompanied by other motivational factors to bring improvements in employees performances.

- The concept of communication in administration includes transmission of information, orders, instructions between the management and the worker groups. Effective communication is a basic tool for motivation and an increase in the morale of employees (Fadia and Fadia, 2008:370). In this regard, as the majority of the staff respondents indicated, there is better communication between the staff and the management of private sewerage service providing organization than in AAWSA. This study proves that communication creates smooth and healthy relationship and is essential to have employees motivated and satisfy the needs of customers.
- Delegation is the process of assigning tasks to others in complete and clear instructions. As Armstrong, (1996: 118) indicates delegation has the advantages of reducing delay, enabling to take decisions at the level where the details are known and developing the capacity of the staff to make decisions and take responsibility. Concerning this there is difference between the two sector organizations. Significant percent of front line staff of the AAWSA who have direct contact with customers to give services are not delegated to make decisions on the services they provide to the customers. They refer issues to the next hierarchy staff for decisions. As a result, customers have to contact many staff and pass through long process to get services. On the other hand, the private providers have avoided unnecessary work procedures and give faster services by delegating the front line staff and making them accountable for failures in responsibilities. This study shows that delegation enables to motivate employees, make them take responsibilities and accountability to give faster services. There is better communication between the staff and the management in the private providers than in AAWSA.
- Effective performance evaluation system is very important for employee's motivation. This study reveals the necessity of performance evaluation and reward system in motivating employees. The analysis of the data shows that both sector organizations have performance evaluation system. But there is difference between the two in the reward system. The private providers give rewards for performance results, however, the public (AAWSA) do not have reward system because it is governed by centralized directives that do not show how to implement rewards.

- Availability of equipment and other material facilities required to carry out tasks bring about motivation and satisfaction in employees. They enable the employees to perform better. The private sewerage providing organizations have done better in the provision of materials required to do tasks than AAWSA. The study shows that physical facilities influence employees motivation and performances.
- The private providers and the public (AAWSA) differ in performance on the accessibility of services. The private providers performed better at creating convenient situations to make their services accessible to customers and to provide prompt services. This could be among others due to difference in applying the service standards and avoiding undesirable work procedures and delegating the staff.
- Based on all indicators identified for the assessments of organizational and motivational factors, the private providers are better in performing the majority of the indicators identified in this study to compare the two organizations.

The above listed findings showed us that there are similarities and differences between the public sector sewerage service provider i.e. AAWSA and the private sewerage service providing organizations in provision of service delivery. The Two sector providers are similar in establishing performance evaluation system and service standards. The public sector provider (AAWSA) is at better position in conducting trainings for the staff and giving guidance and support for poor performances while the private providers performed better in communication system, empowering staff and establishing accountability system for failures of responsibility, giving fast services, providing benefits and supplying needed equipment and material facilities, and making services accessible by avoiding undesired work procedures.

In general, even though, both of them have their own better performances, in the over all assessment, the private sewerage service providing organizations have better performances in the majority of the factors identified to assess service deliveries of the two sector providers.

Conclusions

Customer satisfaction in public service delivery is the cumulative effect of different organizational and motivational factors.

This study revealed that the following organizational and motivational factors have important role in satisfying customers during delivering services.

- Service standards are serving as a base for the accountability system in public service delivery. Explicit service standards and measures of performance help to realize accountability and transparency. From the findings it is concluded that setting service standards and making them known to public is a method to make work process transparent and ensure accountability in public service delivery.
- Delegating authority and responsibility to lower staff enable to avoid undesired work procedures and makes to render prompted service delivery. Unless front line staff are delegated customers are forced to contact may staff and to pass through long processes and makes the service delivery delay.
- .Lack of task clarities of the front line staff will affect service delivery and customers satisfactions when there is no effective communication between the managers and staff as well as among staff. Effective communication is a means to avoid this and bring the staff and the managers to work for common goals.
- Establishing performance evaluation system and implementing it is one of motivation factor that leads to provision of rewards for employees. This study concludes that performance evaluation should be accompanied by reward system to motivate employees to deliver services that brings customer satisfaction.
- Knowledgeable and skilled human labor can be motivated and apply his/her skills, and performs better when necessary resources are allocated for them. Availability of resources enables the employee to be effective and fruitful. This study showed that equipment and material facilities required for the work should be fulfilled to deliver services that can satisfy customers.

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Questionnaire to be filled by customers

The questionnaire is intended to assess service delivery and customer satisfaction in Addis Ababa Water and Sewerage Authority (AAWSA). Information acquired from respondents has a significant contribution for the success of the study. So your kindly requested to respond to the questionnaire. I would like to thank you in advance for your cooperation

Note

- No need of writing your name
- Please put a mark \ // or write your opinion on the space provided
- It is possible to provide more than one answer if necessary.
- Your responses are confidential and used for research purposes only.

Part one:- Characteristics of respondents

1. Sex: A. male B. female
2. Educational status
- A. Twelfth/Tenth incomplete D. First Degree
- B. Twelve complete E. masters degree and above
- C. Diploma
3. Occupation
- A. Private organization employed
- B. Government organization employed
- C. self employed
- D. Others -----

4. How many times you visit the office ?

- A. Only one time a year
- B. Two times a year
- C. One time every two years
- D. One time every three years
- E. other (specify)-----

Part two. Specific Information

5. How many kilometers do you travel to reach the service center of the organization?

- A. less than 5 kilometers
- B. 5-10 kilometers
- C. 10-15 kilometers
- D. more than 15 kilometers

6. How much time did it take you to get the service?

- A. less than 30 minutes
- B. 30 minutes---1hour
- C. 1hour —4 hours
- D. more than 4 hours
- E. other(specify)-----

7. How many times did you come to the office to get the service?

- A I came for the first time
- B. I came two times
- C. I came three times.
- D.I came more than three times

8. The following are assumed to be means of providing information to customers about services. Did you get information about the services of

AAWSA through them? Indicate your responses by putting a mark // in the column.

N.o	Variables (means)	Yes	No
8.1	Pamphlets and brochures		
8.2	Oral explanation at information desk		
8.3	Wall charts and displays		
8.4	pinned on notice board		
8.5	newspapers		
8.6	Radio		
8.7	Television		
8.8	Telephone		
8.9	internet/ e-mail		
8.10	Meetings with clients		

The following items are assumed to describe the degree of service quality in AAWSA and private sewerage service providers. Which one do you strong /agree , **disagree** , **strongly disagree**, or **difficult to decide** put **a cheek mark //** in the column in front of the item

N.o	Variables	Strongly agree	Agree	Disagree	Strong disagree	Difficult to decide
9	You reach the service center of the organization easily					
10	The process you went through to get the services were simple for you					
11	The organization gives services to the citizens with out discrimination					
12	The organization has office arrangements suitable for you					
13	The organization arranges a suitable waiting area for you until the service is provided					
14	The organization gathers feedbacks from the customers					
15	The organization has a customer complaint handling system					
16	The staff provide quick services to you					
17	The staff are available in office to serve you					
18	The staff are willing to help you					
19	The staff have the required skill to serve you					
20	The staff serve you honestly					
21	The staff serve you with smile					
22	In general you are satisfied with the services you get from the organization					

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Management

Questionnaire to be filled by employees

The questionnaire is intended to assess service delivery and customer satisfaction in Addis Ababa Water and Sewerage Authority(AAWSA). Information acquired from respondents has significant contribution for the success of the study.

I would like to thank you in advance for your cooperation

Note

- No need of writing your name
- Please put a mark \ // or write your opinion on the space provided
- It is possible to provide more than one answer if necessary.
- Your responses are confidential and used for research purposes only.

Part one:-Characteristics of respondents

1. Sex: A. male B. female

2. Educational status

A. Twelfth/Tenth incomplete

B. Tenth/Twelve complete

C. Diploma

D. 1st degree

E. Masters degree and above

3. Your responsibility and type of work in the organization

4. Years of experience in AAWSA

- A. Below one year B. 1--3 years
C. 3--5 years D. Above 5 years

Part two. Specific information

5. Has your organization given you trainings that can help you improve efficiency and success in your work?

- A. Yes B. No

6. If your answer to question no 5 is **yes** how many training programmes did you attend in the past 5 years ?

- A. one training program B. two training program
C. three training program
D. more than three training programs

7. How does your organization assess the needs of its customers?

- A. By periodical discussions with customers
B. Through opinions customers give when they receive services

C. By conducting customer needs survey

D. No customers' needs are assessed

E. other (specify)-----

The following items are assumed to describe service delivery in AAWSA. Which one do you strongly agree, **agree**, **disagree**, **strongly disagree**, or **difficult to decide**. Put a mark // in the column in front of the item

N.o	variables	Strongly agree	Agree	Disagree	Strong disagree	Difficult to decide
8	Your boss communicates well and gives clear instructions about your work					
9	You work in team spirit with other colleagues					
10	You are able to participate in decision making regarding your work					
11	There is well established accountability system to failures for responsibility					
12	The organization has a performance management system where performance is periodically evaluated					
13	Your performance evaluation is done based on indicators which are agreed upon with your boss					
14	You have been promoted based on the results of your performance evaluation					

15	Guidance and counseling services are provided for poor performance					
16	Your work load is fair when compared to the work load of other colleagues					
17	You are able to utilize your knowledge and skills in your work					
18	There is a system that can handle your complaints in the organization					
19	The organization has office arrangements suitable for your work					
20	The organization provides you with the necessary working equipment and materials					
21	The distribution of equipment and materials is done based on the requirement of the work					
22	You are generally satisfied with your work in the organization					

Interview questions for managers

Introduction :- This interview is intended for the purpose of assessing quality service for assessing service delivery and customer satisfaction in AAWSA and private sewerage service providers

I would like to thank you for your sincere cooperation to this interview

1. How does your organization assess needs of its customers?
2. Does your organization have means of communicating information to its clients ?
3. What are they?
4. How many staff members should a client talk to for a service?
5. How many customers does your organization serve per vacuum truck per day?

Thank you very much

Observation checklist

No	Attributes /activity	Availability	
		Yes	No
1	Employees are bureaucrat		
2	Employees are biased		
3	Employees treat customer in respect with their need		
4	There is no unwanted chatting with customer		
5	The equipment and tools that are used and assist for service quality are appropriate		
6	The organization has and use service quality standards		
7	There is performance evaluation /regularly/		

**አዲስ አበባ ዩንቨርሲቲ ቢዝነስና ኢኮኖሚክስ ፋክልቲ ሕዝብና ልማት
አስተዳደር ትምህርት ክፍል**

በደንበኛ የሚሞላ መጠይቅ

የዚህ መጠይቅ ዓላማ በአዲስ አበባ ከተማ ውሃና ፍሃሽ ባለሥልጣን የፍላጎት አገልግሎት አሰጣጥና የደንበኛው እርካታ ምን እንደሚመስል ለማጥናት ነው።

ስለዚህ የደንበኛው አስተያየትና ሃሳብ ለጥናቱ ውጤት ወሳኝ ነው። በመሆኑም እርስዎ በቅንነት አስተያየትዎን እንዲሰጡ እየጠየቅሁ ለሚደረግልኝ ቀና ትብብር በቅድሚያ አመሰግናለሁ።

ማስገንዘቢያ

- በመጠይቁ ላይ ስም መጻፍ አያስፈልግም።
- ለእንዳንዱ ጥያቄ የ/ ✓ / ምልክት በማድረግ ወይም አጭር መግለጫ በመስጠት ይመልሱ።
- የሚሰጡት አስተያየት ለጥናቱ ብቻ ስለሆነ በምስጢር ይያዛል፤

1. ክፍል አንድ፡ የመጠይቁ መላሾች መረጃ

ፆታ ወንድ ሴት

2. የትምህርት ደረጃ

ሀ. 10ኛ/12ኛ ክፍል ያላጠናቀቀ

ለ. 10ኛ/12ኛ ክፍል ያጠናቀቀ

ሐ. ዲፕሎማ

መ. የመጀመሪያ ዲግሪ

ሠ. ማስተርስ ዲግሪና በላይ

3 ሥራ

ሀ. በግል ድርጅት ተቀጣሪ

ለ. በመንግሥት መ/ቤት ተቀጣሪ

ሐ. በግል ሥራ

መ. ሌላ-----

4. ወደ አዲስ አበባ ከተማ ውሃና ፍሃሽ መ/ቤት የፍላጎት አገልግሎት ለማግኘት ስንት ጊዜ መጥተው ያውቃሉ?

ሀ. በዓመት አንድ ጊዜ ብቻ

ለ. በዓመት ሁለት ጊዜ ብቻ

ሐ. በሁለት ዓመት አንድ ጊዜ

መ. በሦስት ዓመት አንድ ጊዜ

ሠ. ሌላ-----

ክፍል ሁለት : ዝርዝር መረጃ

5. የፍላጎት አገልግሎት ለማግኘት የአገልግሎት ሠጪው መስሪያ ቤት ድረስ ለመሄድ ስንት ኪሎ ሜትር ይጓዛሉ?

ሀ/ ከ5 ኪሎ ሜትር ያነሰ

ለ/ ከ 5--10 ኪሎ ሜትር

ሐ/ ከ 10--15 ኪሎ ሜትር

መ/ ከ15- ኪሎ ሜትር በላይ

6. የፍላጎት አገልግሎት ለማግኘት ወደ መ/ቤቱ ሄደው ጉዳይዎን ፈጽመው እስከሚወጡ ድረስ የፈጀቦት ጊዜ ምን ያህል ነው?

ሀ/ ከ 30 ደቂቃ በታች

ለ/ ከ 30 ደቂቃ-- 1 ሰዓት

ሐ/ ከ 1-- 4 ሰዓት

መ/ ከ 4 ሰዓት በላይ

7. አንድን አገልግሎት ለማግኘት ወደ መ/ቤቱ ስንት ጊዜ ተመላልሰዋል?

ሀ/ አንድ ጊዜ

ለ/ ሁለት ጊዜ

ሐ/ ሶስት ጊዜ

መ/ ከሶስት ጊዜ በላይ ተመላልሻለሁ

8. ቀጥሎ የተዘረዘሩት የአገልግሎት ማስተዋወቅና መረጃ መስጫ መንገዶች ናቸው?

እርስዎ ስለአዲስ አበባ ከተማ ውሃና ፍላጎት ባለሥልጣን የፍላጎት አገልግሎት አሰጣጥ መረጃ ያገኙት መንገድ ከሆነ አዎን በሚል ያላገኙበት ከሆነ ደግሞ አይደለም በሚል ሥር በእያንዳንዱ ፊት ለፊት የ / ✓ / ምልክት በማስቀመጥ ያመልክቱ።

ተ.ቁ	የማስተዋወቂያ መንገዶች	አዎን	አይደለም
1	በበራሪ ወረቀቶች በተዘጋጁ መረጃዎች		
2	ከመ/ቤቱ የኢንፎርሜሽን ዲስክ ባለሙያ ገለፃ		
3	በመ/ቤቱ በትልልቁ በተዘጋጁ ጽሑፎች		
4	በመ/ቤቱ ማስታወቂያ ሠሌዳ ላይ በተለጠፉ መረጃዎች		
5	ከጋዜጦች		
6	ከሬዲዮ		
7	ከቴሌቪዥን		
8	በቴሌፎን መ/ቤቱን በማነጋገር		
9	በኢንቴርኔት አማካይነት ከተለቀቁ መረጃዎች		
10	መ/ቤቱ በየወቅቱ ስለአገልግሎቱ ከደንበኛ ጋር በሚደረገው ውይይት		
11	ሌላ		

ቀጥሎ የተዘረዘሩት የአዲስ አበባ ከተማ ውሃና ፍሳሽ ባለሥልጣን የፍሳሽ አገልግሎት አሰጣጥ ይገልጻሉ ተብለው የተገመቱ ናቸው። በእርስዎ ግምት በአስተያየቶቹ ላይ ያለዎትን ስምምነት በተሰጡት አማራጮች የ / ✓ / ምልክት በማስቀመጥ ያመልክቱ፡

ተ.ቁ	አስተያየቶች	በጣም እስማማበታለሁ	እስማማበታለሁ	አልስማማም	በፍፁም አልስማማም	ለመወሰን ያስቸግረኛል	
9	የፍሳሽ አገልግሎት የሚያገኙበት መ/ቤት በቀላሉ ያለውጣ ውረድ ይደርግሉ						
10	የፍሳሽ አገልግሎቱን ለማግኘት በመ/ቤቱ ያሉት አሰራሮች ቀላል ናቸው						
11	መ/ቤቱ አገልግሎቶቹን ለደንበኞች ያለ አድልዎ ይሰጣል						
12	የመ/ቤቱን ቢሮዎች አቀማመጥ እርስዎ አገልግሎቶቹን በቀላሉ እንዲያገኙ አስችለውታል						
13	መ/ቤቱ የደንበኞች ማረፊያ አለው						
14	መ/ቤቱ የደንበኞችን አስተያየት ይቀበላል ተግባራዊ ያደረጋል						
15	መ/ቤቱ የደንበኞች ቅሬታ ማስተናገጃ ሥርዓት አለው						
16	የመ/ቤቱ ሠራተኞች ፈጣን አገልግሎት ይሰጣሉ						
17	የመ/ቤቱ ሠራተኞች በሥራ ሰዓት ይገኛሉ						
18	ሠራተኞች ደንበኞችን ለመርዳት ፈቃደኞች ናቸው						
19	ሠራተኞቹ በቂ እውቀት ክህሎት አላቸው						
20	ሠራተኞች ታማኞች ናቸው						
21	ሠራተኞቹ በፈገግታ ያስተናገዳሉ						
22	በአጠቃላይ እርስዎ በመ/ቤቱ በሰጠዎት አገልግሎት ረክተዋል						

አዲስ አበባ ዩንቨርሲቲ ቢዝነስና ኢኮኖሚክስ ፋክልቲ ሕዝብና ልማት አስተዳደር ትምህርት ክፍል

በሠራተኛ የሚሞላ መጠይቅ

የዚህ መጠይቅ ዓላማ በአዲስ አበባ ከተማ ውሃና ፍሃሽ ባለሥልጣን የፍላጎት አገልግሎት አሰጣጥና የደንበኛው እርካታ ምን እንደሚመስል ለማጥናት ነው።

ስለዚህ የደንበኛው አስተያየትና ሃሳብ ለጥናቱ ውጤት ወሳኝ ነው። በመሆኑም እርስዎ በቅንነት አስተያየትዎን እንዲሰጡ እየጠየቅሁ ለሚደረግልኝ ቀና ትብብር በቅድሚያ አመሰግናለሁ።

ማስገንዘቢያ

- በመጠይቁ ላይ ስም መፃፍ አያስፈልግም።
- ለእንዳንዱ ጥያቄ የ/ / ምልክት በማድረግ ወይም አጭር መግለጫ በመስጠት ይመልሱ።
- የሚሰጡት አስተያየት ለጥናቱ ብቻ ስለሆነ በምስጢር ይያዛል፤

1. ክፍል አንድ፡ የመጠይቁ መላሾች መረጃ

ፆታ ወንድ ሴት

2. የትምህርት ደረጃ

ሀ. 10ኛ/12ኛ ክፍል ያላጠናቀቀ

ለ. 10ኛ/12ኛ ክፍል ያጠናቀቀ

ሐ. ዲፕሎማ

መ. የመጀመሪያ ዲግሪ

ሠ. ማስተርስ ዲግሪና በላይ

3. በመ/ቤቱ የእርስዎ ኃላፊነት /የሥራ ድርሻ/-----

4. በመ/ቤቱ የአገልግሎት ዘመን

ሀ/ ከአንድ ዓመት በላይ

ለ/ ከ1---- 3 ዓመት

ሐ/ ከ3--- 5 ዓመት

መ/ ከ5 ዓመት በላይ

ክፍል ሁለት፡ ዝርዝር መረጃ

5. የእርስዎን ሙያዊ ብቃት ለማሳደግ መ/ቤትዎ የሰጠዎት ሥልጠና አለ?

ሀ/ አዎ ለ/ አይ

6. ለጥያቄ ቁጥር 5 መልስዎ አዎ ከሆነ በአለፉት 5 ዓመታት ውስጥ ስንት ጊዜ ሥልጠና ተሰጥተዋል?

ሀ/ አንድ ጊዜ

ለ/ ሁለት ጊዜ

ሐ/ ሶስት ጊዜ

መ/ ከሶስት ጊዜ በላይ

ሠ/ አልተሰጠኝም

7. መ/ቤትዎ የተሻለ አገልግሎት ለመስጠት የደንበኞች ፍላጎት እንዴት ያጠናል?

ሀ/ በየወቅቱ ከደንበኞች ጋር የውይይት መድረክ በማዘጋጀት

ለ/ አገልግሎት ለማግኘት ወደ መ/ቤቱ ከሚመጡ ደንበኞች አስተያየት በመቀበል

ሐ/ የዳሰሳ ጥናት በማድረግ

መ/ መ/ቤቱ የደንበኛ ፍላጎት ጥናት አያካሄድም

ሠ/ ሌላ ካለ-----

ቀጥሎ የተዘረዘሩት 9 ነገሮች የአዲስ አበባ ከተማ ውሃና ፍሳሽ ባለሥልጣን የፍሳሽ አገልግሎት አሰጣጥ ሁኔታ ይገልጻሉ ተብለው የተገመቱ ናቸው። በአስተያየቶቹ በጣም እስማማለሁ፣ እስማማለሁ፣ አልስማማም፣ ፍጹም አልስማማም ወይም ለመወሰን ያስቸግረኛል፣ በማለት በ / // ምልክት ያስቀምጡ፡-

ተ. ቁ.	አስተያየቶች	በጣም እስማማለሁ	እስማማለሁ	አልስማማም	ፍጹም አልስማማም	ለመወሰን ያስቸግረኛል
8	የሥራ አለቃዬ ግልጽ በሆነ መንገድ ስለሥራዬ ያወያየኛል፣ አስተያየት ይሰጠኛል፣					
9	ሰራዬን በሀላፊነት ወሰኜ እሰራለሁ					
10	ከሌሎች የሥራ ባልደረቦቼ ጋር የቡድን አሰራር አለኝ።					
11	ሥራን በተመለከተ የሚሠጡ ውሳኔዎች ላይ እሳተፋለሁ።					
12	ለሚፈጠሩ ጥፋቶች ግልጽ የሆነ የተጠያቂነት ሥርዓት አለ።					
13	በመ/ቤቱ የሥራ ውጤት መለኪያ ሥርዓት አለ					
14	የሥራህ ውጤት የሚለካው ቀደም ሲል ከሥራ ኃላፊ ጋር በተስማማችሁ የሥራ ውጤት መለኪያ መስፈርት ነው።					
15	በሥራ ውጤትህ መሠረትነት እድገት ይሰጠሃል፣					
16	የሥራ ውጤቱ አነስተኛ ለሆነ ሠራተኛ ምክርና ድጋፍ ይሰጣል፣					
17	በሥራህ ላይ ያለህን እውቀትና ክህሎት ለመጠቀም የሚያስችልህ ሁኔታ አለ					
18	ቅሬታ ሲኖርህ ቅሬታን የሚታቀርብበት አሰራር በመ/ቤትህ አለ፣					
19	የምትሠራበት ቢሮ ለሥራህ አመቺ ነው፣					
20	ለሥራህ የሚያስፈልጉህ ቁሳቁሶችና መሣሪያዎች የተሟሉ ናቸው፣					
21	በመ/ቤትህ ለሠራተኛው የሚሠጡ የሥራ መሣሪያዎች ለሥራ ክፍሉ የሚያስፈልጉ ናቸው ተብለው የተሠሩ ናቸው					
22	በአጠቃላይ አንተ በመ/ቤትህ አሰራርና በሥራህ የረካህ ነህ					