



**Addis Ababa University
College of Business & Economics**

**Assessing the impact of Service Quality on customers satisfaction: A case of
Lideta sub-city Trade office**

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa
University in Partial Fulfillment of the Requirements for the Master of
Science in Total Quality Management and Organizational Excellence**

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Addis Ababa, Ethiopia

Declaration

I, the undersigned, declare that this thesis entitled “*The impact of Service Quality on Customers Satisfaction.(A Case of Lideta sub-city Trade office)*” is my own original work and has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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Statement of Certificate

This is to certify that **Mekdes Alebachew** has completed her thesis entitled “*The impact of Service Quality on customers satisfaction (A Case of Lideta Sub-city Trade office)*” is her original work and is submitted for examination with my approval as a thesis.

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This is to certify that the thesis entitled, *“The impact of Service Quality on customers satisfaction (A Case of Lideta Sub-city Trade office)”* was carried out by Mekdes Alebachew under the supervision of Yohhanes Workaferahu (Ph.D) submitted in partial fulfillment of the requirements for the degree of Master of Total Quality Management and Organizational Excellence (TQM & OE) complies with the regulations of the University.

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Table of Contents

Acknowledgement	i
List of tables.....	v
List of Figure.....	v
Acronyms	vi
Abstract	vii
CHAPTER ONE	1
1.INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the problem	3
1.3 Research questions	5
1.4 Objective of the study	5
1.4.1 General objective.....	5
1.4.2 Specific objective	5
1.5 Significance of the study.....	5
1.6 Scope (delimitation) of the study	6
1.7 Organization of the study	6
CHAPTER TWO	7
2. LITERATURE REVIEW	7
Introduction.....	7
2.1 Theoretical Review	7
2.1.1 Service concept and its unique characteristics	7
2.1.2 Service Quality	8
2.1.3 Customer Expectation of Service Quality	8
2.1.4 Customer Perceived Service Quality	9

2.1.5 Measuring Service Quality	9
2.1.6 Customer satisfaction	10
2.1.7 The Importance of Meeting Public Sector Customer Expectations	11
2.1.8 Customer Complaint Handling System	12
2.2 Empirical reviews.....	14
2.2.1. Empirical evidences on the Quality of Service delivery practice in Ethiopian Public Sectors	14
2.2.2 Relationship between customer satisfaction and service quality.....	15
2.3 Conceptual frame work	16
3. RESEARCH DESIGN AND METHODOLOGY	18
Introduction.....	18
3.1 Description of the Study Area	18
3.2 Research Design	19
3.3 Sources of Data Collection.....	19
3.3.1 Primary data source	19
3.3.2 Secondary data source	20
3.4 Target population	20
3.5 Sampling technique and Sample Size	21
3.6 Methods of Data Processing and Analysis	22
3.7 Validity and reliability of data	22
3.8 Ethical Consideration of the Study.....	23
CHAPTER FOUR.....	24
4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION	24
Introduction.....	24
4.1 Demographical Information of respondents'	24

4.2 Customer's Response on SERVQUAL Dimensions.....	28
4.3 Level of Customers satisfaction	33
4.4. Classical Linear Regression Model Assumptions Tests	37
4.5 Correlation analysis.....	39
4.6 Regression Analysis	40
CHAPTER FIVE	43
5. CONCLUSIONS AND RECOMMENDATIONS	43
5.1. Summary	43
5.2 Conclusion.....	44
5.3 Recommendations	44
Reference	47
Appendix I	52
Appendix II.....	70
Appendix III.....	76
Appendix IV.....	78

List of tables

Table 3.1:- Summaries of samples.....	21
Table 4.1 Demographic Data	25
Table 4.2: Service Tangible Dimension.....	28
Table 4.3: Service Reliability Dimension	29
Table 4.4: Service Responsiveness Dimension	30
Table 4.5 Service Assurance Dimension	31
Table 4.6: SERVQUAL Empathy Dimension	32
Table 4.7 Level of customer satisfaction	33
Table 4.8 The relationship between service quality dimensions and customer Satisfaction.....	39
Table 4.9 Regression model summary of service quality	40
Table 4.10: ANOVA	41
Table 4.11: Regression Coefficients of the Variables	41

List of Figure

Figure 2.1 .Conceptual frame work of the study	17
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Acronyms

ANOVA	: Analysis of Variance
ESIC	: Ethiopian Standard Industrial classification
FDRE MOT	: Federal Democratic Republic Of Ethiopia Ministry Of Trade
ISIC	: International Standard Industrial Classification
SERVQUAL	: Service Quality
SPSS	: Statistical Package for the Social Science

Abstract

The main objective of the study is to assess the impact of service quality on customers' satisfaction in the case of Lideta sub-city Trade office. Regarding to research methodology; the study employed explanatory research method with both qualitative and quantitative data type. The target population of the study was 2651 on an individual basis (including both employees and customers). Then, 11 employees and 347 customers (individual business persons), a total of 358 samples drawn. Simple random sampling and purposive sampling techniques were employed for selecting samples of customers and employees respectively. The study used questionnaires and interviews as a tool for data collection. In order to test the reliability of the instrument, the Crobach alpha test was used. Pearson correlation and multiple linear regression analysis were employed to estimate the causal relationships between service quality and customer satisfaction. Finally, the responses of the respondents were analyzed using descriptive Statistics, correlation, and regression. The findings of the study showed that Customers perceive poor service quality in all dimensions, this indicates that customers perceive below their expectations. The overall level of their satisfaction is below the average. Employees have knowledge gap about the service standards of their office; these results from lack of professional trainings, because of budget and selection problems. From the study it was found that all service quality dimensions are positively related to customer satisfaction. The data also shows that all the independent variables (tangibility, reliability, assurance and empathy) excluding responsiveness have statistically positive and significant impact on dependent variable (customer satisfaction). Responsiveness has positive relationship but insignificant impact on customer satisfaction. The overall finding of this study suggests that all employees and officials in the office have to be committed and involved in service quality improvement in order to meet customers' expectation. Better to serve customers Staff training is one of the most important factors for delivering better customer service. So, the office should give attention for employees professional training and motivation. Finally, the study recommended that the office has to give significant consideration for all service quality dimensions that positively impact on customer satisfaction.

Key words: service quality and customer satisfactions.

CHAPTER ONE

1. INTRODUCTION

This chapter presents the general idea of the whole thesis. It covers the background of the study, statement of the problem, research questions and objectives of the study, significance of the study, scope of the study and organization of the study.

1.1 Background of the study

Services are a continuous process of on-going interactions between customers and service providers comprising a number of intangible activities provided as premium solutions to the problems of customers and including the physical and financial resources and any other useful elements of the system involved in providing these services (Grönroos, 2004). Kotler(1997) defined service as ‘an action or an activity which can be offered by a party to another party, which is basically intangible and cannot affect any ownership. Service may be related to tangible product or intangible product’ On the other hand, Zeithaml and Bitner (2003) mentioned that, ‘Service quality is a focused evaluation that reflects the customer’s perception of specific dimensions of service namely reliability, responsiveness, assurance, empathy, tangibles.’ Based on the assessment of service quality provided to the customers, organizations are able to identify problem quickly, improve their service and better assess client expectation.

Parasuraman *et al.* (1988) defined customer satisfaction with regards to service as ‘by comparing perceptions of service received with expectations of service desired.’ They also mentioned that an excellent quality of service is perceived when expectations are exceeded and on the other hand, service quality is considered as unacceptable when expectations are not met. Lastly, quality is satisfactory when perceived service confirmed expectations.

The public service like any service provider necessitates the delivery of high quality services to the public in order to guarantee citizen satisfaction except limited funding is available. Thus, the ultimate goal of public sector is to sustain the quality of the public service and to enhance the capacity to carry out core government functions so as to promote a sustained economic and social development in the environment of its operation.

According to Juwaheer and Kandampully (2009), the relationship between service quality and customer satisfaction has proven its role and importance, in satisfaction, can be the result of high quality services when management implements service quality concepts and metrics properly. Any incremental improvement in public services positively impacts service receivers of public organizations. Rapid changes fuelled by the world economy and technology have been forcing different organizations including public sectors to transform themselves in order to become more responsive and competitive in providing service to their customers. As Wisniewski & Donnelly (1996) point out, this has resulted in a pervasive need for public servants at every level to examine and monitor their effectiveness in providing quality service to meet their large customers' needs.

Delivering the customer promise enables one to know customers and their needs." Public sector leaders around the world face a common set of challenges, if their services are to meet the increased expectations of their customers, from both citizens and businesses. However, experience shows that while the challenges may be consistent, the ways in which they are being confronted, and the results that are being achieved, vary considerably. One common challenge faced by every organization is how to service its customers better. Public sector like Lideta sub-city trade office is no exception to this.

According to Parasuraman, Zeithmal & Berry (1988), the performance of the service provider in service delivery was an important driver for customer satisfaction. If the service delivery of public organization is poor, its customers do not have good image to the organization and may raise question of good governance because of their bad experience of service; thus, every member of population should have a right to expect excellent service from public sector organizations taking into account the fact that members of population are paying customers of public organizations and they are paying government for their services in forms of taxes and other payments.

Accordingly, the main purpose of this study is to assess the impact of service quality on customers' satisfaction in the case of Lideta sub-city trade office.

1.2 Statement of the problem

Many authors agree that service quality leads to customer satisfaction. Although; the need to satisfy customer is something that goes without saying this is precisely the problem with many organizations, assumptions are made about what customers really want and even if customers have been consulted, it may be such a long time in the past that this information is at best irrelevant and often positively dangerous. Professional services in a particular sector frequently suffer from an attitude of thinking that they know best, because they are the experts. This may be true but this attitude can create blind spots in dealing with customers (Johnson and Clark, 2002). To address this, the public sector must find ways of improving the efficiency and effectiveness of its service delivery. This means providing value for money by improving quality of service (accessibility for all and satisfactory customer experiences and outcomes), and reducing the costs involved in providing those services. Because the need for a customer-oriented focus coincides with tightening government budgets, providing value for money is a core concern today. This is prompting the public sector to explore new sustainable models for service delivery – models that can improve customer experience and outcomes through enhanced and quality service levels at the same or reduced cost. The solution lies in developing customer-centric models that draw brainwave from the relative success with which the private sector has addressed this situation, and that put the customer at the heart of service design and service delivery.

The existing government of Ethiopia adopted the Ethiopian service delivery policy in 2001 with the main objective of ensuring efficiency and effectiveness of service delivery; equity in access to government services; ensuring accountability for failure to provide quality service so as to ensure customer satisfaction. The policy also concerned and enacted the directive on compliant handling on public service delivery having an objective of providing quick responses to customer complaints, collecting feed-back and reducing the burdens of access to justice and legal institutions.

The essence of public sector reform in Ethiopia similar to elsewhere in the world, were the need to improve efficiency and effectiveness in the delivery of service to the public Kiragu and Mutahaba, (2006). The importance for the development and institution of public service reform has assumed greater prominence since a major factor in the successful formulation and implementation of socio-economic and political development policies and programs in any

country is an effective, efficient and responsive public service. The authors further stated that without a fundamental and sustained public service reform, other aspects of reforms have a very lean chance of success and they are not anchored on an efficient, responsive, reliable and cost effective public service.

Currently, citizens expect variety of service from the government that requires seamless and flexible organization that is effective and efficient in delivering services (Tesfaye, 2009). According to Hussein, (2009), though public organizations are supposed to give quality service in a way that is efficient, effective, fair, transparent, reliable, and responsive that meets customer satisfaction, service delivery quality lack these qualities which in turn affected the level of customer satisfaction. According to the existing experiences and reports, this is currently experienced Lideta sub-city Trade office.

As evidence, Lideta sub-city Trade office annual report of 2017 and 2018, majority of its customers reflected their complaints directly and indirectly since the office did not meet service needs of its customers and requirements. In addition, the 2019 first quarter's report of the office shows that customers expressed their dissatisfaction orally and in written form due to the poor quality of the services given.

To avoid some of the bottle necks in commercial registration and licensing services, address maladministration and related challenges as well as improve the services supported by technology FDRE Ministry of Trade (MOT) had undertaken different improvements over the system. The announcement of the revised commercial code 980/2016 and introduction of the first Ethiopian Standard Industrial classification (ESIC) were among the measurements taken by the ministry. But still now the business society raised questions that have not been answered by government.

The researcher preferred the topic of the study because there had not been research undertaken in the study area especially regarding to the service delivery of trade sector on the topic before. The other reason is that the researcher observed and felt that there had been problems regarding business license and commercial registration related services and as well as the researcher observed a number of complaints through the experience and involvement in the office. Thus, the researcher was conducted the study with the objective of assessing the impact of service quality

on customers' satisfaction in Lideta sub-city trade office and to suggest possible solutions for problems (gaps) that identified by the study.

1.3 Research questions

The study answers the following research questions?

1. What is the level of quality of service in the office from customers' expectation and perception?
2. What is the level of customers' satisfaction towards service delivery of the office?
3. What is the impact of service quality on customers' satisfaction?
4. What are the major problems/challenges facing quality service delivery in the office?

1.4 Objective of the study

1.4.1 General objective

The general objective of the study is to assess the impact of service quality on customers' satisfaction in Lideta sub – city trade office.

1.4.2 Specific objective

On the basis of general objective; the specific objectives of this study are the following:

- To measure the quality of service in the office from its customers point of view.
- To assess the level of customers satisfaction towards the service delivery of the office.
- To examine the impact of service quality on customers satisfaction.
- To identify major problems/challenges of quality service delivery in the office.

1.5 Significance of the study

The research is important to the office to identify the level of its customer's satisfaction and to enhance & improve the mechanism of its service delivery.

Specifically, it has the following significances:

- This enables the office to identify the gap between what customer hope to get and what they perceived from actual service delivery of the office.

- It may help the office to apply new strategies to offer efficient services for the community of commerce in the sub-city.
- The management may use it as an opportunity to improve their organizational communication tools.
- The results of the findings in this research may help as a benchmark for further studies of other researchers in the area.

1.6 Scope (delimitation) of the study

This study was conducted to assess the impact of service quality on customers' satisfaction. Due to time and financial constraints the researcher's focus area was Lideta sub-city trade office only; therefore the results of the investigation could not be generalized to other sub-cities.

1.7 Organization of the study

The research thesis has five chapters. The first chapter deals with research introductions including background, statement of the problem, objectives, scope of study, definition of terms, significance of the study, and limitation of the study. In the second chapter, conceptual framework of the study and review of related literature presented in a detailed manner. In the third chapter Methods of the Study are described in detail. In the fourth chapter, facts and figures obtained from both primary and secondary sources are presented, discussed and analyzed. Based on the fourth chapter, conclusions and possible recommendations are made in the fifth chapter. The thesis also consists of other formal sections like References and Appendices.

CHAPTER TWO

2. LITERATURE REVIEW

Introduction

In this chapter theoretical and empirical review of existing literatures about the concepts of service quality and customers' satisfaction, service quality dimensions, customers' expectation and perceptions, customer complaint handling mechanisms and conceptual framework of the study are included that the researcher believes they provide a good back ground to carry out the research work.

2.1 Theoretical Review

2.1.1 Service concept and its unique characteristics

Services are deeds, processes and performance. This can be delivered to the customers through different ways like problem analysis activities, meeting with the customers, follow up calls and reporting and so on.

Services have unique characteristics that distinguish them from the physical goods (Zeithaml and Bitner, 1996).

As argued by Parasurman, Zeithmal and Berry (1985), Services have an intangible nature. They cannot be inventoried, easily patented and easily communicated.

Services are heterogeneous: their performance often varies from producer to producer, from customer to customer, and from day to day. Service delivery and customer satisfaction depend on employee and customer actions. There is no sure knowledge that the service delivered matches what was planned and promoted. In other words what the firms intend to deliver may be entirely different from what the consumer receives.

Services are also characterized by their **simultaneous production** and **consumption**. It's inseparable in nature unlike goods; goods are produced, sold and then consumed separately. Customers usually participate in and affect the transaction.

Services are perishable: they cannot be returned or resold and stored for the future period of time.

2.1.2 Service Quality

There are many researchers who have defined service quality in different ways. For instance, Parasuraman *et al.* (1988) have defined service quality as the ability of the organization to meet or exceed customer expectations. It is the difference between customer expectations of service and perceived service (Zeithaml *et al.*, 1990). It's comparison of expectations with performance (Zeithaml *et al.*, 1990). While other researchers (Taylor and Cronin, 1994) view Service Quality as a form of attitude representing a long-run overall evaluation. According to Zeithaml & Bitner (2003) Service Quality is a measure of how well a delivered service matches the customers' expectations.

The Quality of most services has to be difficult than the quality of physical goods, because of the complexity of their characteristics (Gronroos, 2001). Gronroos grouped the quality of services in to two categories based on technical quality of the outcome (What) and functional quality of the service process (How). From his point of view, the quality of services influenced by the way the customer receives the service and the way technical quality transferred to the customer or service provider is highly responsible in this process. For example , A business man visit the trade office with the purpose of having trade license and commercial registration or he may become to the office to renew his license and if this is the outcome then the customer has received the satisfaction technical quality. However ,it is possible to be satisfied with the outcome but dissatisfied with the process or functional quality received such as ,at the time of annual renewal of business license ,the office could be over crowded and suffocated ,the stuffs may not be fast and queue are so long .

2.1.3 Customer Expectation of Service Quality

The findings of Parasuraman, Berry and Zeithaml, 1991; indicated that Customer service expectations are dual leveled and dynamic. They suggested that customers' service expectations have two levels: desired and adequate. The desired service level is the service the customer hopes to receive while the adequate service level is that which the customer finds acceptable. The gap between desired service level and adequate service level is called Zone of tolerance. A performance that falls below the adequate service level will cause frustration and dissatisfaction, where as one that exceeds the desired service level will both please and surprise customers. Similarly Lovelock and Wirtz, 2004 also argued that; Expectations are reference points against

which the level of expectation can vary widely depending on the reference point the customer hold. They added predicted service level as one of customers' service expectation level .It is the level of service that customers anticipate to receive. If good service is predicated, the adequate level will be higher than if poorer service is predicted.

2.1.4 Customer Perceived Service Quality

Customers' expectations and experience of service can vary of a single organization. Parasuraman et al, (1988) define perceived quality as a form of attitude, related but not equal to satisfaction, and results from a consumption of expectations with perceptions of performance. As services are intangible, customers search for evidence of service in very interaction they have with a service firm. The evidences of service as experienced by the customers are: people, process and physical evidence. (Raghu and Venugopal, 2001:262)

2.1.5 Measuring Service Quality

Measuring service quality is difficult due to its unique characteristics: Intangibility, heterogeneity, inseparability and perishability (Bateson, 1995). Service quality is linked to the concepts of perceptions and expectations (Parasuraman et al., 1985, 1988; Lewis and Mitchell, 1990).

In 1985, A. Parasuraman, Leonard Berry, and Valarie Zeithaml jointly published, "A Conceptual Model of Service Quality and Its Implications for Future Research," which appeared in the fall issue of Journal of Marketing. Three years later (1988), in the Journal of Retailing, they published their approach for defining and measuring service quality, SERVQUAL. It measures the gap between the customer's expectations and the experiences of the delivered service (perception), evaluating both in relation to the 22 items that represent five service quality dimensions known as 'tangibles', 'reliability', 'responsiveness', 'assurance' and 'empathy'. These five dimensions are defined and framed as the following.

1. Tangibility

Tangibility represents physical facilities, equipment and appearance of employees and management team (Iwaarden and et.al. 2003). Further, it is also defined as the ease in visibility of resources necessary for providing the service to customers, well groomed employees and ease

in accessing written materials like pamphlets, brochures, folders, information books etc will have a favorable consequence on the level of customer satisfaction Parasuraman , (1985).

2. Reliability

Parasuraman and et al, (1991) defined reliability as the ability to perform the promised service dependably and accurately. Whatever the problem is done by the service provider, Services being delivered at the promised time and maintaining error-free recording are the paradigm of reliability in terms of service quality which will strongly influence the level of customer satisfaction Parasuraman ,(1988).

3. Responsiveness

It is service providers' willingness to help customers and provide prompt service (Zeithaml,1990).Readiness to provide the service; timeliness and setting up appointments promptly are the symptoms of responsiveness (Melese, 2014).

4. Assurance

The ability of employees with the help of the knowledge possessed to inspire trust and confidence will strongly strike the level of customer satisfaction (Parasuraman, 1988).

5. Empathy

Empathy is defined as the ability to take care of customers' attention individually in providing service to customers Iwaarden, (2003).On the other hand, It is referred as sign of Caring; individualized attention, approachability, easiness of contact; effort in understanding the customers' needs are signs of empathy (Melese,2014).

Thus, the researcher will use the above stated five dimensions to measure the quality of service delivery at lideta sub-city trade office from customers' perspectives.

2.1.6 Customer satisfaction

Various authors interpreted satisfaction on the basis of their own views, some of the commonly used definitions of satisfaction with customers perspectives are the following:

- Satisfaction is a feeling which results from a process of evaluating what has been received against what was expected, including the purchase decision itself and the needs and wants associated with the purchase (Armstrong & Kotler, 1996).

- Zeithaml & Bitner (2003) stated that satisfaction is the customers' evaluation of a product or service in terms of whether that product or service has met their needs and expectations.
- Lovelock, Patterson and Walker (2001) interpreted customer satisfaction as an individual's feeling of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations.
- Cronin and et al, (2000), conceptualized customer satisfaction to be an evaluation of an emotion, reflecting the degree to which the customer believes the service provider evokes positive feelings.
- Customer satisfaction is the customer's fulfillment response. It is judgment that a product or service feature or the product or service itself provides a pleasurable level of consumption related fulfillment (Kotler, 1989).
- Customer satisfaction is defined as "the number of customers or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals" (Zeithaml, Parasuraman & Berry, 1990).

2.1.7 The Importance of Meeting Public Sector Customer Expectations

Public sector services should be responsible and accountable to citizens and communities as well as to its Customers (Wisniewski and Donnelly 1996). Service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs, but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done (Gowan *et al.*, 2001).

As stated by Naidoo (2004), consultation, courtesy, information, openness and transparency, Redress and value for many are the basic principles of public service along which public sectors should frame its service delivery.

Customer service excellence in public sector is important to anyone within country for many reasons main of which are the following:

Firstly, low level of customer service in public sector organizations may result in willingness of customers to complain about the standard of service they had received, and this in turn will result in extra expenses for both, government and customer, in the forms of lost time, all the possible applications, phone calls, travelling, and even court proceedings involved.

Secondly, low level of customer service from public sector organizations and unmet expectations of customers can cause additional stress to customers that can result in expenses for government, as well as customer, associated with treatment of illnesses caused by the stress.

Thirdly, on the global scale, the high level of customer service offered by public sector organizations will result in general population being positive towards the government and supporting the government, and this fact can reduce the chances of people going on strikes for related issues that is detrimental for the country and has a negative effect for economy and consumers as well.

Similarly, population as well as government will benefit in many ways if the expectations of customers of public sector organizations are met or exceeded. Apart from benefiting in above mentioned ways, public sector organization's internal customer satisfaction will also attract more people for public sector positions that will give the opportunity of employing best professionals in those positions.

2.1.8 Customer Complaint Handling System

Complaint is a behavior that customers show their dissatisfaction against their expectations. Customer's complaint is the best indicator to determine whether a service-oriented business operates well. If a company does not handle its customer complaint properly and promptly, further negative customer responses will cause major damage to the image of the organization.

Complaint handling is to terminate the dissatisfaction and to take remedy and /or give compensation to enhance customers' satisfactory levels. The emotional direction includes apology and explanation. The physical direction is to do the economic compensation to the disgruntled customer (Charles et al, 2010).

Therefore, credible and functioning complaint mechanisms constitute a key tool for public institutions like Lideta sub-city trade office and other companies established not for-profit organizations to manage corruption risk and potential reputational damage.

According to transparency international reference guide publication in 2016 on complaint mechanisms for good practice, an effective complaint mechanism has the potential to strengthen the organization's credibility and reputation.

As stated on a reference guide, implementing a proper complaint handling mechanism requires a step-by step process, ensuring that it is undertaken in time and is of good quality. The following are the major complaint handling processes listed in the guide.

1. **Channels to report complaints:** These should allow all potential complainants to report their grievances. They include email addresses, online and offline reporting tools, helplines, personal conversations, SMS reporting and mobile applications.
2. **Publicizing complaint handling procedures:** In line with the principles of transparency and accountability and in order to build trust in the mechanism, the complaint handling procedure should be publicized.
3. **Handling incoming complaints:** Incoming complaints handling should be done with care, in line with processes established, in time and should be well recorded in order for the responsible staff to be able to follow up appropriately.
4. **Processing complaints:** analysis and fact-finding Complaints; that are in-scope with the complaint mechanism require a detailed review and analysis, including fact-finding, to have a sound basis for the decision on how to proceed with the complaint. This review should be independent, objective and impartial.
5. **Developing a resolution:** Complaints either handled by the organization itself or referred to the other body. When possible and appropriate, the complaint should be handled directly by the receiving organization which has the duty to find the best possible approach towards solving the complaint. This process requires flexibility as there is no “one size fits all” solution and relevant knowledge of legal framework. On the other hand, when the conclusion of the review and analysis is that a complaint cannot be handled by the organization or is considered to be optimally handled by another organization, the complaint should be referred to the appropriate entity or person.

2.2 Empirical reviews

2.2.1. Empirical evidences on the Quality of Service delivery practice in Ethiopian Public Sectors

According to Thomas, 2018 interpretation public service is a service provided by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the service.

In April 2001, the Government of the Federal Democratic Republic of Ethiopia published a service delivery policy of the Ethiopian civil service realizing that the existing system requires reforms or adjustment to improve public service delivery. Which referred service delivery as a systematic arrangement of activities in service giving institutions with the aim of fulfilling needs and expectations of service users and other stakeholders with the optimum use of resources.

The policy came up with the assumption that effective implementation of the policy requires that all civil servants, service users and other concerned bodies have sufficient understanding of the objectives, contents, concepts and principles that enables civil service initiations to carry out what is expected of them and makes service users (customers) aware of their rights to receive services and benefit thereafter.

The fact that civil service in many cases has not been able to properly address the rights of service users to get public service in equitable manner have contributed to the prevailing negative perception among the public about the efficiency of government institutions and civil servants (Thomas,2018). Eventually, he concluded that the improvement of service delivery means increasing the cost effectiveness, coverage and impact of services. But the Ethiopian civil service has had a long tradition and experience of serving various governments; it has been until recently given little attention to improving public service delivery.

Customers (services users) are the main stakeholder in public institutions and is due to them that institutions are framed and existing. The Ethiopian civil service was burdened with problems that hindered the realization of expected outcomes. Empirical Studies conducted in various Ethiopian public sectors directly or indirectly indicated that majority of the institutions did not invite service users or customers to evaluate their managements. Many of the customer said that, institutions have shortcomings in giving Solutions for their questions, suggestions and

complaints. According to Tewodros (2015) the reason behind this is mainly because of strong bureaucratic delays Such as; the organizations unresponsiveness to their customers' requests, clear procedures and predetermined service standards were not in place and not posted officially; absence of communication to customers, no consultation process and feedback collection; no training for developing skills of service delivery and absence of strict controlling mechanisms to control the service delivery of the institutions. All these and other supporting reasons may incur customers for additional costs.

Aman (2008) in his research conducted at EEPCo investigated there were problems with provision of service delivery process and quality service indicating it was below the average customer expectations. Similarly, Zeritu (2010) conducted a research with a topic of “service delivery and satisfaction” in the same organization. Her research findings revealed that similar problems identified by the former researcher were still ongoing because of poor quality service and performance of the organization, the needs and expectations of customers were not met at the level that it had to be. Finally she recommended that public services often require high levels of training and education and as well as they can attract people with a public service ethos who wishes to give something to the wider public or community through their work.

2.2.2 Relationship between customer satisfaction and service quality

According to Endalkachew (2013) quality of service is one of the major contributing factors needed in enhancing customer satisfaction. The findings of his study indicated that unlike tangibility and responsiveness the three service quality dimensions including reliability, assurance and empathy have positive and significant impact on customer satisfaction and also assurance is the most important factor to have a positive and significant impact on customer satisfaction. In addition to this, the correlation result shows that, all service quality dimensions (tangibility, assurance, empathy, responsiveness and reliability) are positively and significantly related with customer satisfaction.

There is a significant relationship between service quality and customer satisfaction, this could mean that, relationship between customer satisfaction and service quality might be depending on service quality dimensions (Jenet,2011).

Swan and Bowers (1998) survey evidences assure that there is a positive linear relationship between the service quality and customer satisfaction.

Sriyam (2010) has conducted research customer satisfaction about the quality of front office staff services. The results show the quality of service affects the customer satisfaction. Assurance may raise expectations to the highest level, while the tangibility meets the perception. This study also reveals the customer assessment toward the officer in front office in term of service quality. Overall, the average scores of perception is higher the expectation of all, resulting in a positive ServQual gap. Therefore, the customers feel satisfied with all the service quality scopes. The findings also identify tangibility as the most important in finding out customer satisfaction.

Ahmed et.al, 2010 has conducted a research on the association between service quality and customer satisfaction. They found that all dimensions of service quality have a significant correlation with customer satisfaction. In particular, tangibles and assurance cause much higher impact than the other does, with empathy showed the lowest effect. Research also shows that except for empathy, the four dimensions have positive association related to customer satisfaction.

Croner and Gungor (2002), finds out the higher quality of services will lead to more loyal customers. Liu, chang –yung(2000), also found there is a positive correlation among service qualities scopes such as tangibles , empathy and assurance in one side to customer satisfaction . It further sets up a positive connection between customer satisfaction and the aim of the use or retention among the satisfied customers.

In the public sector, the definition of customer satisfaction is often linked to both the personal interaction with the service provider and the outcomes experienced by service users.

Thus, this study used those variables indicated in the above literature and other variables that were relevant to measure the overall customer satisfaction level in the Lideta sub-city trade office.

2.3 Conceptual frame work

A conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2001). Interestingly, it shows the series of action the researcher intends carrying out in a research study (Dixon, Gulliver

& Gibbon, 2001). The framework makes it easier for the researcher to easily specify and define the concepts within the problem of the study (Luse, Menneck and Townsend, 2012).

Thus, the researcher used the following conceptual frame work, which is briefly shows the overall idea and variables of the research. In this conceptual model the five Service quality dimensions have been selected from the study conducted by Parasuraman et al., (1988).

Independent variables

Dependent variable

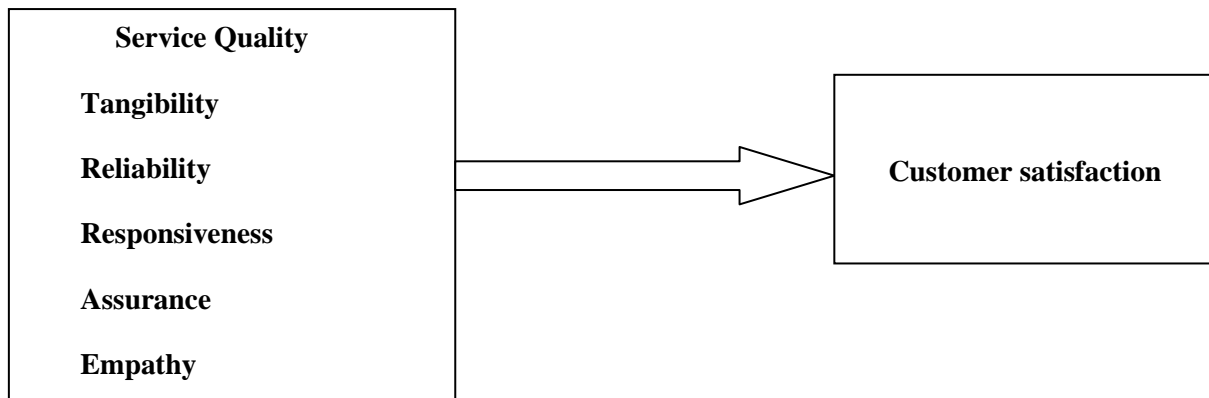


Figure 2.1 .Conceptual frame work of the study

Source: Adopted from literature (Parasuraman et al.,1988)

As it has been discussed in the literature part of the study customer satisfaction is customer’s evaluation of service provider’s provision of service. Dissatisfaction of customers for service provision comes, when performance does not meet an acceptable level of expectation. To show the relationship of variables, the study will be grounded on the above explanations and concept diagrams in its progress. Accordingly the two most important variables of this study are service quality variables (Independent variables) and customer satisfaction (dependent variable). The independent variable (service quality) has an effect on customer satisfaction while the independent variable could be conditioned based on the status of the independent variables are tested in correlation and regression in the analysis part of the study.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

Introduction

This chapter deals with research design and methodology, tools and sources of data collection, data collection instruments, target population, sample size and sampling techniques and methods of data processing and analyzing.

3.1 Description of the Study Area

The study was conducted at the Lideta sub-city trade office, which was re-established in 2007 under proclamation No 43/2007 issued to provide for the definition of the powers and duties of the administrative agencies of the City government of Addis Ababa.

The sub-city trade office shall have the powers and duties to: a) Promote the expansion of domestic trade and maintain lawful trade practices; b) Establish a system that enable to ascertain that export or import goods are sold or bought at the appropriate price; make follow ups in collaboration with the concerned executive bodies, and take measures in accordance with the law against those who export or import by under invoicing; c) Provide commercial registration and business licensing services, and control the use of business licenses for unauthorized purposes; d) Control the compliance of goods and services with the requirements of mandatory Ethiopian standards, and take measure against those found to be below the standards set for them; e) Organize the trade data of the sub- city, and disseminate same to the concerned bodies; f) Encourage the establishment of cooperative societies, including those of consumers, and chambers of commerce and sectorial associations, and strengthen those already established, g) Implement, the powers and duties given to the office and other provisions of laws, currently in force Strategic Directions .

The main objectives for the sector are; to ensure modern and fair trading practices, to improve the transparency and fairness of the institutional and organizational framework for trade operations. Their Vision is secure globally competitive trade sector that would be well founded on the basis of consistent development by 2017.

The office set some values for the organization such as; Understand, respect & accept the constitution, Being democratic & development outlook, Avoid rent seeking tendencies and practices, Being committed for trade sector development, Serving transparency and accountability, Learning through practice, Serving the customer in a likewise manner, Scale through the only result of the activity.

3.2 Research Design

Research design is the conceptual structure with in which research is conducted it constitutes the blue print for the data ,for the collection, measurement and analysis of the data .The nature of this study is explanatory research type; in order to assess the impact of Service Quality on customers' satisfaction in the office. This is because; explanatory research design helps the researcher to identify any causal relationships between the factors or variables that pertain to the research problem. In other words, the nature of this study leads towards correlation research, examining the relationship between service quality and customer satisfaction within the office.

Explanatory research design is not limited to one specific paradigm, but may use either qualitative or quantitative approaches. The other main feature of explanatory research; it is building on both exploratory and descriptive research and explains why things happen? Therefore, all these reasons were leading the researcher to choose explanatory research design.

3.3 Sources of Data Collection

The study used both primary and secondary data sources to collect relevant information for the study.

3.3.1 Primary data source

The primary data was gathered by using structured questionnaires and semi- structured interviews.

The questionnaire was designed separately for customers and employees to enable the researcher collect relevant data from their respective view point.

The questionnaire that distributed for customers had three sections; the first section of the questionnaire was focused on the respondents' personal profile. The second section focused on customers' expectation and perception to the quality of the service delivery of the office. These

questions were developed by Parasurman's modified SERVQUAL dimensions of tangibility, reliability, responsiveness, assurance and empathy. Finally, the third section was about customer satisfaction measurement questionnaires. All these questionnaires of Service Quality and Customer Satisfaction were measured by 5-point Likert type scale ranging from strongly disagree (1) to strongly agree (5).

There were also semi-structured interviews with the head of the office and team leaders, focusing on related variables such as standards, processes, time, challenges of service provision, customers' compliant handling mechanism and employee's related attributes were considered and asked.

3.3.2 Secondary data source

The secondary data were gathered from reports, books, Articles, research journals, published and unpublished materials of FDRE MOT and web addresses.

3.4 Target population

Target population consists of all trade office customers within the territory of Ledeta sub-city and the key informants such as the head of the office, team leaders and front line employees of the office who have direct contact with customers.

According to the sub-city's system administration data of 2018/19 in the sub-city there are about 2640 individual business persons'; who are commercial business owners in different business types registered & got a license certificate at this office selected as target study population.

In addition, front line employees & team leaders who were expected to provide better information about the service rendering & customer feedback were taken as the populations from which the sample of the study was drawn.

Accordingly, the sub city human resource management & development profile, (2018) indicated that from the total of 42 employees in the office, purposely 8 front line employees were selected as a sample because of their daily contact with customers than the others. Thus, the total population of the study was 11 employees including the officials, 2640 customers totally 2651 on an individual basis.

3.5 Sampling technique and Sample Size

The list of names of all elements of front office staffs, officials and customers (individual business persons) were the sample frame of the study from which the researcher drawn the samples of the study.

3.5.1 Sampling technique

Both probability and non- probability sampling techniques were employed by the researcher in order to be economical with the available resources. Purposive sampling and simple random sampling techniques were used to select samples from employees and customers respectively.

3.5.2 Sample size

To determine the required sample size, a simplified formula (Yamane, 1967) would be applied .That is,

$$n = \frac{N}{1 + N(e)^2} \text{ where, } n = \text{sample size}$$

$$N = \text{Total population}$$

$$e = \text{Sampling error (0.05\%)} \text{ at 95\% of level of confidence.}$$

The samples of the study were selected through calculating the sample size by substituting the numbers into the Yamane’s formula, therefore, the total sample size of the study was **358** After all, considering such constraints financial, material and time, as it has been stated earlier, the total sample size will be summarized as follows

Table 3.1:- Summaries of samples

No	Category	Population	Sample size	Sampling technique
1	Front line employees , team leaders of the office (including head of the office)	8 frontline employees & 3 officials	11	<ul style="list-style-type: none"> • Purposive sampling
2	Individual business owners	2640 individual business persons registered at the office.	347	<ul style="list-style-type: none"> • Simple random sampling
Total		2651	358	

3.6 Methods of Data Processing and Analysis

The data gathered through different techniques would be analyzed and interpreted qualitatively and quantitatively and also entered into Statistical Package for Social Science (SPSS) version 21.0. The quantitative data were analyzed and presented in frequency and percentage distribution tables. In this process, descriptive statistics such as mean, percentage and frequencies were employed. The researcher was chosen descriptive analysis because of its simplicity and clarity to draw inferences. The data was analyzed by using correlation analysis to explore the existing relationship between the variables. The researcher used the customer satisfaction as the dependent variable and service quality dimensions (i.e. reliability, responsiveness, assurance, empathy, and tangibles) as independent variables. Similarly, to identify the gap between the perceptions and expectations of consumers', gap score analysis was applied. Besides, data gathered through interviews and observations were analyzed qualitatively.

3.7 Validity and reliability of data

3.7.1 Validity test

A research instrument is said to be valid if it measures what is supposed to measure (Mugenda & Mugenda, 2003). The research instrument (the questionnaire) were pre-tested before the actual data collected by using a sample of 6 % as per Mugenda and Mugenda (2003) which says that a successful pilot study would use 1% to 10% of the actual sample size. The suitability of the questionnaire for this study was tested on 20 respondents. The test results were good, which enabled the researcher to continue the actual data collection.

3.7.2 Reliability Test

The reliability of an instrument refers to its ability to produce consistent measurements each time. When we administer an instrument under the same or similar conditions to the same or similar population and obtain similar results, we say that the instrument is 'reliable' the more similar the results, the greater the reliability (Kumar, 2011). Therefore, the researcher used Cronbach's alpha since it is a coefficient of internal consistency commonly to estimate the reliability. According to Nunnally, 1978 a reliability coefficient of 0.7 or over will be assume to reflect the internal reliability of the instrument. As a result Cronbach's alpha of this study is 0.768, therefore it fulfilled the minimum acceptable level of reliability.

3.8 Ethical Consideration of the Study

In conducting the study, the researcher was considering the next ethical approaches:

- The researcher ensured that there is no exploitation for personal gain of research population.
- The researcher didn't influence over respondents and others to enforce them to participate in the research.
- The researcher considered cultural, religious, gender and other significant differences in to account within the research population.
- The researcher used the data only for the intended purpose that was for the academic purpose.

To sum up, this chapter deals with the overall research design of the study that gives clear path about what kind of data were required and from whom, how those data were gathered, analyzed and presented orderly.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

In this chapter, the collected data has been analyzed and interpreted. The researcher attempts to present the practical observed facts about the service delivery and customer satisfaction with data collected from customers, employees and management by using tools mentioned in the methodology part of chapter three.

4.1 Demographical Information of respondents'

The researcher used pilot testing (pre-testing) strategy before going to the distribution of all questionnaires to customers in order to test their understanding level to the questions. At the time of pre-testing researcher observed that all questions will be easily understandable by any other respondent then continued to distribute the remaining questionnaires. The total of three Hundred forty seven questionnaires were distributed to clients including 20 questionnaires distributed at the time of pilot testing, out of these 347 questionnaires 299 of them were returned and only twelve responses were invalid because of their incomplete answer or poor data quality. However, 287 responses were valid with a response rate of 82.7 percent. In addition, the data were also collected from key informants such as front line employees and other officials of the office by using structured questionnaires and semi-structured interviews respectively. In contrary to data collected from customers, all the questionnaires (100 percent) that of distributed for eight(8) frontline employees were filled correctly and returned to researcher ,on the other hand all the interviewees (i.e the two team leaders and the head) being interviewed and answered the questions that they were asked by interviewer . Therefore, the total response rate of this study is 83.24 percent. As per Babbie's (1990) suggestion a response rate of 70% and above is will be considered as very good so this will be done for this study.

The table below shows the details of background information of the respondents (clients).

Table 4.1 Demographic Data

Characteristics		Frequency	Percent	Valid percent	Cumulative percent
Sex	Male	182	63.4	63.4	63.4
	Female	105	36.6	36.6	100
	Total	287	100	100	
Age Group	Below 25 years	10	3.5	3.5	3.5
	Between 25-35 years	90	31.4	31.4	34.8
	Between 36-45 years	61	21.3	21.3	56.1
	Between 46-50 years	54	18.8	18.8	74.9
	Above 50	72	25.1	25.1	100
	Total	287	100	100	
Academic Qualification	Primary school	62	21.6	21.6	21.6
	High school complete	74	25.8	25.8	47.4
	Diploma	71	24.7	24.7	72.1
	Bachelor's	48	16.7	16.7	88.9
	Post graduate/Masters	22	7.7	7.7	96.5
	Doctorate degree	10	3.5	3.5	100.0
	Total	287	100.0	100.0	
The purpose of coming to office	To renew business license	80	27.9	27.9	27.9
	To get commercial registration certificate	22	7.7	7.7	35.5

	To get new business license	72	25.1	25.1	60.6
	To return business license	28	9.8	9.8	70.4
	Administrative purpose	74	25.8	25.8	96.2
	Others	11	3.8	3.8	100.0
	Total	287	100.0	100.0	
Frequency of visiting the office	On the first time	83	28.9	28.9	28.9
	2- 3 times	120	41.8	41.8	70.7
	4-6 times	71	24.7	24.7	95.5
	7 to 10 times	13	4.5	4.5	100.0
	Total	287	100.0	100.0	
The time taken to get service starting from first arrival	Ten to thirty minutes	7	2.4	2.4	2.4
	Thirty one minutes to one Hour	133	46.3	46.3	48.8
	More than one hour	147	51.2	51.2	100.0
	Total	287	100.0	100.0	

Source : own survey (2019)

As shown in Table 4.1 above, the majority 182 (63.4 percent) of the respondents are males, and 105(36.6 percent) are females. With regard to age of the respondents, 10 (3.5 percent), of the respondents are in the age category of below 25 years, 90 (31.4 percent) of them are in the age category of 25 to 35 years, 61 (21.3 percent) are in the age category of 36-45 years, 54(18.8 percent) are in the age category of 46 to 50 years, the 72 (25.1 percent) respondents are in the age category of above 50 years. Therefore, the result shows that majority of the service users were within the range of 25-35 age groups.

With regard to the educational level, the majority 74 (25.8 percent) of respondents were secondary school completers, followed by those respondents who have diploma which accounts to 71 (24.7 percent) ,62(21.6 percent) of respondents were primary school completers, 48(16.7 percent) of respondents were degree holders , the respondents who have master's degree were account to 22 (7.7 percent) and the least proportion of respondents who accounts 10 (3.5 percent) were PHD holders. Therefore, the compositions of the respondents revealed that majority of them were high school completers'. This can be considered as one challenge for the office in order to create smooth communication with its customers.

Concerning about purpose of coming to the office, the majority 80(27.9 percent) of respondents were came to the office to renew their business license, 22(7.7 percent) were for the purpose of getting commercial certificate, 72(25.1 percent) were to get new license, 28(9.8 percent) were to return their business license,74(25.8 percent) were coming for administrative purpose and the rest 11(3.8 percent) of respondents were came to the office for other purposes.

Customers were asked how frequently they visited the office to get service. Accordingly, their response shows that, 83(28.9 percent) of them got the service at their first visit of the office, the majority 120(41.8 percent) of respondents got the service that they required was after two to three times visiting to the office, 71 (24.7 percent) of respondents frequently four to six times visiting the office and the least 13(4.5 percent) of respondents got the service after seven to ten times visits to the office .This shows that the majority of customers cannot get the service at their first time visiting of the office.

Concerning time taken to get the service , only 7(2.4 percent) of respondents took ten to thirty minutes, the majority 147(51.2 percent) of the them spent more than one hour and the rest 133 (46.3 percent) of them spent ten to thirty one minutes to get service starting from their arrival at office. These indicate that about 97.5% of the customers spent more than thirty minutes in order to get service after arrival at the office.

4.2 Customer’s Response on SERVQUAL Dimensions

According to Parasuraman et al., (1985) the higher (more positive) the perception (P) minus expectation (E) score, the higher the perceived service quality and thereby leading to a higher level of customer satisfaction. In this regard, the gap scores are calculated based on the difference between the consumers’ perceptions and expectations of services offered by Lideta sub-city trade office. For each dimension, the SERVQUAL scale provides a score for customer expectations (E) and a score for customer perceptions (P) of service quality. The differences between the two scores on each dimension are called gap scores. The key to optimizing service quality is to maximize these gap scores and the associated gap equation ($Q = P - E$).

4.2.1 Tangibility Dimension of Service Quality

Table 4.2: Service Tangible Dimension

Dimension	Statement	Perception score	Expectation score	Service quality Gap score
Tangibility	The office has modern looking equipment.	4.29	2.55	-1.73
	The office's physical features are visually appealing.	4.43	3.12	-1.31
	The office's customer service officers are neat appearing.	4.42	3.16	-1.26
	Materials associated with the service (such as pamphlets, magazines or broshers) are visually appealing at the office.	4.49	2.95	-1.54
	Average gap score of tangibles dimension			-1.46

Source: Survey data (2019)

The above table 4.2 shows that Lideta sub-city trade office has tangibility gap score of -1.46. Among the attributes the “The office has modern looking equipment ” has comparatively high gap score of -1.73 followed by materials associated with the service (such as pamphlets or

statements) are visually appealing at the office with the gap score of -1.54. Which indicates that the majority of the customers perceive less attracted with the equipment's of the office.

4.2.2 Reliability Dimension of Service Quality

Table 4.3: Service Reliability Dimension

Dimen sion	Statement	Perception score	Expectation score	Service quality Gap score
Reliability	When the office promises to do something by a certain time, it does so.	4.19	2.72	-1.47
	When you have a problem, the office shows a sincere interest in solving it.	4.55	3.10	-1.45
	The office performs the service right the first time.	4.64	3.10	-1.55
	The office provides its service at the time it promises to do so.	4.60	3.22	-1.38
	The office insists on error free records.	4.56	3.28	-1.28
Average gap score of reliability dimension				-1.42

Source: Survey data (2019)

Customers measure the reliability of the office by considering consistency of performance, uniformity of service encounter, honoring promises, keeping accurate customer records and performing the service correctly at the first encounter. As stated on the above table the reliability dimension has a gap score of **-1.42**, which indicates that the office fails to meet customer's expectation on this dimension. The office ideally should perform the service right the first time.

But the office score for this attribute is -1.55 which indicating that customers do not have full confidence in the correctness of services performed by the office at the first service encounter. However the attribute “The office promises to do something by a certain time, it does so” has a very low score gap of -1.28. This shows the positive side of the office, it keeps its customers records accurately.

4.2.3 Responsiveness Dimension of Service Quality

Table 4.4: Service Responsiveness Dimension

Dimension	Statement	Perception score	Expectation score	Service quality Gap score
Responsiveness	Employees in the office tell you exactly when the services will be performed.	4.25	3.03	-1.22
	Employees in the office give you prompt service.	4.44	3.10	-1.34
	Employees in the office are always willing to help you.	4.53	3.18	-1.35
	Employees in the office are never too busy to respond to your request.	4.49	3.63	-0.86
	Average gap score of responsiveness dimension			

Source: Survey data (2019)

As stated in the literature, responsiveness dimension is concerned with the willingness, readiness of employees and the preparedness of the firm to provide a service to satisfy the needs and desires of customers. As per the result obtained from the customers in the above table responsiveness has a gap score of -1.19. With regard to this dimension “Employees in the office are always willing to help you” has a gap score of -1.35 demonstrating that the office staffs are not able to provide prompt service to customers and are willing to help customers at their request.

4.2.4 Assurance Dimension of Service Quality

Table 4.5 Service Assurance Dimension

Dimension	Statement	Perception score	Expectation score	Service quality Gap score
Assurance	The behavior of employees in the office instills confidence in you.	4.41	3.02	-1.39
	Employees in the office are consistently courteous with you.	4.47	3.09	-1.39
	Employees in the office have the knowledge to answer your questions.	4.52	2.80	-1.71
	Average gap score of assurance dimension			-1.50

Source: Survey data (2019)

Politeness of employees, personal behavior of employees and adequate knowledge of employees are satisfying assurance dimension of service quality. The details of the information obtained from respondents are summarized in the table 4.5. As per the result assurance dimension has a gap score of -1.50. The “Employees in office have the knowledge to answer your questions”

attribute has a gap score of -1.71 which shows that the knowledge of the employees is not that much to satisfy as per the customer expectation.

4.2.5 Empathy Dimension of Service Quality

Table 4.6: SERVQUAL Empathy Dimension

Dimension	Statement	Perception score	Expectation score	Service quality Gap score
Empathy	The office gives you individual attention.	4.31	2.73	-1.57
	The office has operating hours convenient to all its customers.	4.50	3.07	-1.44
	The office has employees who give you personal attention.	4.41	2.93	-1.49
	The office has your best interests at heart.	4.44	2.78	-1.66
	The employees of the office understand your specific needs.	4.35	2.93	-1.42
	Average gap score of Empathy dimension			

Source: Survey data (2019)

As mentioned in the table above the empathy dimension has average gap score of -1.51 indicating the office's deficiency at this dimension. Specifically, "the office has your best interest at heart" has a gap score of -1.66, which indicates that the office does not take in to account the customers interest and need. The attribute "the employees of the office understand your specific needs" has a gap score of -1.42 shows that the majority of the customer's expectation nearer to their perception and customers are relatively satisfied.

The Larger mean gap score are identified for the dimensions of empathy which is (-1.51) followed by assurance (-1.50), tangibility (-1.46), reliability (-1.42) and the least gap score is shown in the responsiveness dimension which is (-1.19). This reflects that Lideta sub-city trade office performs more on responsiveness dimensions than other dimensions. Generally, the result indicated that there is no service quality gap which shows positive result (difference between perception and expectation). This implies that there is no dimension on which customers' perception is equal to or greater than what they expect from it.

In summary, from results obtained, customers perceive service quality as poor in all dimensions meaning their expectations fall short of they actually experience in Lideta sub-city trade office. In this regard, customers are not content with any dimensions of service quality.

4.3 Level of Customers satisfaction

Table 4.7 level of customer satisfaction

Satisfaction measurement criteria's	Scale	Frequency	Percent	Valid percent	Cumulative percent
Service quickness	Strongly disagree	6	2.1	2.1	2.1
	Disagree	76	26.4	26.5	28.6
	Neutral	52	18.1	18.1	46.7
	Agree	95	33.0	33.1	79.8
	Strongly Agree	58	20.1	20.2	100.0
	Total	287	99.7	100	
Information accessibility	Strongly disagree	35	12.2	12.2	12.2
	Disagree	77	26.7	26.8	39.0
	Neutral	44	15.3	15.3	54.4
	Agree	94	32.6	32.8	87.1
	Strongly Agree	37	12.8	12.9	100.0
	Total	287	99.7	100.0	
Employees	Strongly disagree	50	17.4	17.4	17.4

professional competence	Disagree	76	26.4	26.5	43.9
	Neutral	30	10.4	10.5	54.4
	Agree	100	34.7	34.8	89.2
	Strongly Agree	31	10.8	10.8	100.0
	Total	287	99.7	100.0	
Employees personal behavior	Strongly disagree	48	16.7	16.7	16.7
	Disagree	128	44.4	44.6	61.3
	Neutral	59	20.5	20.6	81.9
	Agree	39	13.5	13.6	95.5
	Strongly Agree	13	4.5	4.5	100.0
	Total	287	99.7	100.0	
Employees performance	Strongly disagree	45	15.6	15.7	15.7
	Disagree	55	19.1	19.2	34.8
	Neutral	49	17.0	17.1	51.9
	Agree	103	35.8	35.9	87.8
	Strongly Agree	35	12.2	12.2	100.0
	Total	287	99.7	100.0	

Source: Survey data (2019)

The above table 4.7 shows that the overall satisfaction level of customers, with regarding to service quickness the least (2.1 percent) of the respondents are strongly dissatisfied, 26.4 percent are dissatisfied, 18.1 percent are neither satisfied nor dissatisfied, the majority (33.0 percent) of the respondents are satisfied and 20.1 percent of the respondents are Strongly satisfied with the quick service of the office. With this aspect, the office should also improve speed of the services to address those who are not satisfied.

Regarding to the office's information accessibility, the least (12.2 percent) of the respondents are strongly dissatisfied, 26.7percent of the respondents are dissatisfied,15.3 percent of the respondents are neutral the majority ,32.6 percent of the respondents are satisfied and 12.8 percent of the respondents are strongly satisfied with the office accessibility of information .

Concerning about employees professional competency, 17.4 percent of the respondents are strongly dissatisfied, 26.4 percent of the respondents are dissatisfied, the least (10.4) percent of the respondents are neither satisfied nor dissatisfied, the majority (34.7 percent)of the respondents are satisfied and (10.8 percent) of the respondents are strongly satisfied with the office employees' professional competence.

With regarding to employees behavior or politeness of employees, 16.7 percent of the respondents are strongly dissatisfied, the majority (44.4 percent) of respondents are dissatisfied, 20.5 percent are neither satisfied nor dissatisfied, 13.5 percent of the respondents are satisfied and the least (4.5 percent) are strongly satisfied with the respectful behavior of Employees. This indicates the employees have some gaps in customer handling.

Finally, customers were asked to rate their level of satisfaction about employees performance ;as the results indicated that 15.6 percent of the respondents are strongly dissatisfied, 19.1 percent of the respondents are dissatisfied, 17 percent of the respondents are neither satisfied nor dissatisfied, the majority (35.8 percent) of the respondents are satisfied and the least (12.2 percent) of the respondents are strongly satisfied with performance of employees. Even though most of the office customers are highly satisfied with the quick service of the office, regarding with other perspectives of the office like; its accessibility of information, professional competency, personal behavior and performance of employees, the average satisfaction level of customers in each attribute is below 50 percent. Which means from the total of the respondents, those who are satisfied and strongly satisfied . This indicates that the office should further assess its service delivery and employees performance in order to better satisfy customers especially those who dissatisfied.

This is also strengthening by the results of data collected from employees and officials within the office.

Frontline employees asked different questions related with the service delivery of their office. Among the questions forwarded to them is about the existence of clearly predetermined standard

in their office and the level of their knowledge regarding to the standards of the service delivery. The majority of respondents do not agree with the existence of the predetermined service standards for each service. Insignificant numbers of the respondents agree to the existence of it. These show that there is a knowledge gap between the employees and the service standards of the office. To see the gap employees were asked to rate their knowledge based on the standards of the service delivery. The substantial numbers of them reply, as their knowledge is poor. A few of employees reply as they have moderate knowledge about the standard of the service that they provided. Related to this employees asked to explain their opinion about the existence of gap on service delivery, the majority of them believe that there is service gap between predetermined goals and actual performances.

All the asked employees agree that their customers have high expectation of service delivery from them.

The majority of employees responded that, the office does not give an opportunity for them to participate in decision making on issue related with service delivery and they do not have good relationship with their bosses, this is meaning that they are not satisfied with them. Employees stated that the reasons why the office does not give a chance to participate in decision-making mainly because of lack of information flow and always decisions made at the top-level officials of the sub-city and employee forced to do whatever it might be.

It is obvious that to improve the service delivery practice in the office training of employees plays a vital role, specifically for those who have contact with customers. To see the reality employees were asked to tell any training they have taken and the reason why for those do not take any training with regard to service delivery. The majority of the employees were not provided with any training on customer service delivery. The reason there is problem of selection for training beyond financial problems why they did not get training is that, Thus, the customers' satisfaction is questionable. These facts were also confirmed by the officials' interview responses.

As the same time the data obtained from officials' interview assured that even if their office is striving to improve the quality of service delivery, there are many draw back factors, both from internally and externally which unable the office to provide its service effectively. Inconvenience of office location , poor resource allocation compared with other sectors in the sub-city, scarcity

of resource to serve customers effectively, absence of clear manuals and procedures for employees and officials, repeated electric power and system failure and overlapping of power among public organizations regarding to certificate of competency are among the challenges mentioned by the officials. Thus, they believed that there might be dissatisfied customers on service delivery.

Regarding with employees training the officials agreed with the employee's response, they said that the office has training plan for its employees, but there is budget deficiency for training and it used pool budget with other sectors. Therefore, the office has no power to approve the budget. Even if trainings prepared by the Human Resource (HR) office of the sub-city, there are problems of selection. Only employees get technical trainings from the Addis Ababa Trade bureau and MOT. Otherwise, there is no chance to give technical trainings for employees. This indicates that the sub-city HR and administration gives less priority for employee training, but it has its own influence on employee motivation and their professional competency.

4.4. Classical Linear Regression Model Assumptions Tests

The CLRM diagnostic test results with five assumptions of linearity, normality, autocorrelation, Multicollinearity, and homoscedasticity were discussed below and refer **Appendix IV** for analysis results of each assumptions.

4.4.1 Linearity test

Linear regression needs the relationship between the independent and dependent variables to be linear. Linearity means that the predictor (independent) variables in the regression have a straight-line relationship with the outcome (dependent) variable. If the residuals are normally distributed and homoscedastic, Linearity may not be challenge to the study .As per the results indicated that there is a Straight-line relationship between customer satisfaction and service quality dimensions.

4.4.2 Normality test

Multiple regressions assume that the residuals are normally distributed. This assumption can best be checked with a frequency distribution (histogram), P-P plot (probability-probability plot) and Q-Q-Plot (quantile-quantile plot). The frequency distribution that plots the observed values against their frequency, provides both a visual judgment about whether the distribution is bell

shaped and insights about gaps in the data and outliers outlying values. Thus, the assumption was tested by using frequency distribution (histogram). The results show that the test has a p-value greater than 0.05, which indicates normal distribution of data.

4.4.3 Autocorrelation test

Linear regression analysis requires that there is little or no autocorrelation in the data. Autocorrelation occurs when the residual errors are dependent on each other. The presence of correlation in error terms drastically reduces model's accuracy. Autocorrelation can be tested with the help of Durbin-Watson test.

If the test statistic is approximately equal to 2, there is no serial correlation. This statistic will always be between 0 and 4. The closer to 0 the statistic, the more evidence for positive serial correlation. The closer to 4, the more evidence for negative serial correlation.

From the result, the value of Durbin-Watson test was 2.072. It is approximately equal to 2 as said before when the value of Durbin-Watson is equal to 2, the residuals are not correlated.

4.4.4 Multicollinearity test

Linear regression assumes that there is little or no multicollinearity in the data. Multicollinearity occurs when the independent variables are too highly correlated with each other. Most of the time, multicollinearity is tested by using Variance Inflation Factors (VIF). It measures the impact of collinearity among the variables in regression model. VIF is $1/\text{Tolerance}$, it is always greater than or equal to 1. Values of VIF that exceed 10 are often regarded as indicating multicollinearity.

From the assumption test the VIF values for all variables were less than 10, which indicates that there is no multicollinearity in this model.

4.4.5 Homoscedasticity test

Homoscedasticity (assumption of equal variance) means the errors (disturbances) have constant variance. The scatter plot is a good way to check whether the data are homoscedastic or not. The result of assumption test indicates that the plot with random data shows homoscedasticity.

Generally, the above discussions revealed that the diagnostic test results of all the five assumptions were not violated.

4.5 Correlation analysis

To determine the relationship between service quality dimensions (tangibility, reliability, responsiveness, assurance, and empathy) and customer satisfaction. Pearson correlation was computed. The following table summarizes the results of Pearson correlation on the relationship between service quality dimensions and customer satisfaction. A correlation value without positive sign lies between 0.50 to 1.0 referred as a large (strong) relationship, a positive correlation value between 0.30 to 0.049 is referred as medium(average) relationship and a positive value between 0.10 to 0.29 referred as weak(small) relationship. It is also done for correlation coefficients with negative value (Cohn, 1988).

Table 4.8 The relationship between service quality dimensions and customer satisfaction

	Customer satisfaction	Tangibility	Reliability	Responsiveness	Assurance	Empathy
Customer satisfaction	1					
Tangibility	.412**	1				
Reliability	.862**	.372**	1			
Responsiveness	.639**	.303**	.673**	1		
Assurance	.200**	.216**	.271**	.332**	1	
Empathy	.664**	.298**	.610**	.654**	.235**	1

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

Source: own survey, 2019

The results in table 4.12 indicate that there is positive and significant relationship between all service quality dimensions and customer satisfaction.

On the basis of Cohn's classification of strength of relationship among all other SERVQUAL dimensions Reliability has large correlation strength with customer satisfaction ($r = 0.862$).

4.6 Regression Analysis

Regression model was applied to test how far the service quality had impact on customer satisfaction. Coefficient of determination R² is the measure of proportion of the variance of dependent variable about its mean that is explained by the independent or predictor variables (Hair et.al, 1998). Higher value of R² represents greater explanatory power of the regression equation.

4.6.1 Variables Analysis

Table 4.9 Regression model summary of service quality

Model	R	R square	Adjusted R square	Std Error of the Estimates
1	.886;2	0.784	0.781	0.38115

a. Predictors: (constant), Tangibility, Reliability, Responsiveness, Assurance and Empathy.

Source: Survey data (2019)

The above table shows R is equal to 0.886, which inferred that that the presence of strong correlation between the independent variables and dependent variable and R Square is 0.784 which indicated that independent variables of service quality explain 78.1% of the variations on customer satisfaction of the dependent variable with unexplained factors of 21.9%.

Table 4.10: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	148.577	5	29.715	204.542	.000 ^b
Residual	40.823	281	0.145		
Total	189.400	286			

a. Dependent Variable: CUSTOMER SATISFACTION

b. Predictors: (Constant), EMPATHY, ASSURANCE, TANGEBLITY, RELIABILITY, RESPONSIVENESS

Source : own survey,2019

The results of Analysis Of Variance indicated that the variance of the variables, the researcher established, the F ratio ($F(5, 281) = 204.542$, $p=0.000$) was statistically significant at $p<0.05$ level of significance. This showed that service quality dimensions of tangibility, reliability, responsiveness, assurance and empathy statistically significantly impact on customer satisfaction of Lideta sub-city Trade office.

4.6.2 Impact of service quality on customer satisfaction

Table 4.11: Regression Coefficients of the Variables

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B;2	Std. Error	Beta		
(Constant)	-0.613	0.271		-2.260	0.025
TANGEBLITY	0.096	0.030	0.096	3.164	0.002
RELIABILITY	0.744	0.043	0.702	17.452	0.000
RESPONSIVENESS	0.035	0.061	0.024	0.574	0.567
ASSURANCE	0.138	0.060	0.068	2.279	0.023
EMPATHY	0.177	0.033	0.208	5.386	0.000

a. Dependent Variable: customer satisfaction

Source: own survey, 2019

As presented in table 4.15 above, except responsiveness all the other independent variables (tangibility, reliability, assurance and empathy) have statistically positive and significant impact on dependent variable (customer satisfaction) with a beta value of (0.096, 0.744, 0.138 and 0.177) respectively and their p value is < 0.05 .On the other side responsiveness has statistically positive relationship but insignificant impact on the dependent variable (customer satisfaction). Since the p-value of this independent variable is > 0.05 .

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the study. The chapter gives the study summary, the study conclusions that have been derived from the study findings. The chapter also proposes recommendations for improvement and for additional studies.

5.1. Summary

The demographic profile of total respondents shows the majority 182 (63.4 percent) of the respondents are males, and 105(36.6 percent) are females. The majority of the service users were within the range of 25-35 age groups. Customers cannot get the service at their first time visiting of the office and they spent more than an hour to get service.

This study found out Customers perceive poor service quality in all dimensions, this indicates that customers perceive below their expectations. The overall level of their satisfaction is below the average, which means customers those who respond agree and strongly disagree are below 50 percent of the total respondent.

There is no clear and predetermined service standard for each activity and there is a knowledge gap between employees and the service standard. The results of the study indicated that employees have poor knowledge about the standards of service delivery.

The office doesn't give a chance for its employees to participate in decision making and to have professional training; in addition to this there is no good the relationship between employees and their bosses.

Inadequacy of front line employees, inconvenience of office location, poor resource allocation, absence of clear manuals and procedures for employees and officials, overlapping of power among public organizations are among the challenges of the office for the service delivery.

As the finding indicated that, there is positive and significant relationship with all service quality dimensions and customer satisfaction. On the basis of Cohn's classification of strength of relationship among all other SERVQUAL dimensions Reliability has large correlation strength with customer satisfaction ($r = 0.862$).

All the independent variables (tangibility, reliability, assurance and empathy) excluding responsiveness have statistically positive and significant impact on dependent variable (customer satisfaction). Responsiveness has positive relationship but insignificant impact on customer satisfaction.

5.2 Conclusion

The study examined the impact of service quality on customers' satisfaction. The results of the study show that the working environment in the office is not comfortable for employees' .Because of the absence of good relationship between employees and their bosses , the office gives less priority for its employees empowerment and its not facilitate professional training opportunities for them. In addition to these deficient budget and scarcity of materials are among the reasons for the uncomfortable working environment. Continuation of this type of work environment can result in the organization, high employees turnover rate and customer complaints.

Based on the findings of the study the researcher conclude that all the above mentioned and other problems have their own contribution for the office's poor service quality .The good example for this is the results found in the SERVQUAL analysis which shows all the dimensions have negative gap score results .

5.3 Recommendations

Concerning the results of the study findings, the following recommendations are forwarded.

- All employees at Lideta sub-city trade office have to be committed and involved in service quality improvement that is visible to all customers in order to meet or exceed their expectation.
- All employees have to know that service quality in its true sense for improved customer service. Create an environment for each and every employee to consider Customers service as part of his/her job .This is done by giving continuous training and capacity building programs on how to solve the problems raised from customers, how to address complaints sincerely, maintain accurate customers' record and improve communication among them.

- The office has to get experience sharing with best customer service performing institutions. Getting experience sharing and adopt the suitable ones towards service excellence will help to enhance the service level.
- Predetermined service standard is vital to control service quality and performance of employees. Based on the findings, there is no clear procedures and predetermined service standards for some activities. Thus, the office has to establish a clear and precise service standards and working procedures to measure each service standards, working procedures to measure each service encounter quality and its performance to take corrective action in its weak performance, and to satisfy its customers as well as to reward its employees based on predetermined standards.
- There has to be continuous professional training and motivation for all employees ;better to serve customers Staff training is one of the most important factors for delivering better customer service. Therefore, the officials of the office have to solve the budget and training selection problems with the sub-city.
- Promote employee involvement in decision making is one of the management strategies to improve their motivation. Involved employees are more likely to generate new ideas and achieve a higher quality of work life in addition to this, employee involvement have benefits to reduce the workload of managers. Therefore, the office should empower and give a chance for its employees to participate in decision-making.
- If there is lateral or horizontal information flow among colleagues in the office, it helps to save time and to create smooth relationship between staffs and officials. Both of them have to use supportive communications, not defensive communication through which they can understand and appreciate each other's views.
- Any customer who have complaint must be come to the office for applying it. Thus, the office has to work on designing modern online complaint receiving system .This enables customers easily to apply their complaints wherever they are.
- Trade sector by its nature have many challenges both internally and externally .In the case of Lideta sub-city trade office many of the challenges came from the sub-city's internal working system .These can be solved by the office itself through continuous

struggling with the administration of the sub-city. By considering the working nature of the sector ,the office should have its own budget in separate with other pool sectors .This enables the office to fulfill its human resource, office materials ,to give technical trainings for its employees ,to have its own office and so on service delivery challenges may be solved. This is not only done by the head's effort all the team leaders in the office should play their own role.

- The office has to give significant consideration for all service quality dimensions that positively impact on customer satisfaction.

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Appendix I

Addis Ababa University School of Graduate Studies

Department of Management (Quality management and organizational excellence)

Questionnaires to be filled by Customers

Dear respondents, the purpose of this questionnaire is to gather data regarding to the impact of Service delivery on Customers satisfaction in the case of Lideta Sub-city Trade office. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank and timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question item carefully and oblige. The Questionnaire have three parts, the first section is focus on your personal profile, the second section is focus on your **expectation and perception** of the service quality of the office and the third part of the questionnaire is about your satisfaction towards the service delivery of the office.

Note:

1. No need of writing your name.
2. Put tick “√” mark for your answer
3. Please return the completed questionnaire in time.

Thank you, in advance for your cooperation and timely response.

Yours sincerely

Mekdes.

Section I

Respondent's profile: Make “√” mark to appropriate box.

1. Sex: Male Female

2. Age: Below 25 25-35 36-45
46-50 above 50

3. Select your highest academic qualification: Primary school High school complete
Diploma Bachelor's Post graduate/Masters Doctorate degree

4. For what purpose have you come to office today?

To renew business license To get commercial certificate To get new
business license To return business license Administrative purpose
others (specify)-----

5. How frequently did you go to the office to get the above service for the first round?

On the first time 4- 6 times 1-3 times 7 to 10 times More than 10 times

6. How long it took to get the above mentioned service starting from your first arrival at the office?

Less than ten minutes Thirty one minutes to one Hour Ten to thirty minutes More
than one hour

Section II

EXPECTATION: *it means what you require, what you hope to get or what you should get.*

PERCEPTION: *it means observation, view, or opinion.*

I am interested in knowing your expectations and perception from the service quality of Lideta Sub-city trade office. You should rank each statement as follows;

NB: Please Put “√” only to the number that best fits your opinion and feelings for the below tabulated questions.

**Key: 5= Strongly agree 4= Agree 3= Neither agree nor disagree 2= Disagree
1= Strongly Disagree**

Dimensions	Statement	EXPECTATION					PERCEPTION				
		Scores					Scores				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
		5	4	3	2	1	5	4	3	2	1
Tangibles	The office has modern looking equipment.										

Dimensions	Statement	EXPECTATION					PERCEPTION				
		Scores					Scores				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
		5	4	3	2	1	5	4	3	2	1
	The office's physical features are visually appealing.										
	The office's reception desk employees are neat appearing.										
	Materials associated with the service (such as pamphlets, magazines or broshers) are visually appealing at the office.										
Reliability	When the office promises to do something by a certain time, it does so.										
	When you have a problem, the office shows a sincere interest in solving it.										

Dimensions	Statement	EXPECTATION					PERCEPTION				
		Scores					Scores				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
		5	4	3	2	1	5	4	3	2	1
	The office performs the service right the first time.										
	The office provides its service at the time it promises to do so.										
	The office insists on error free records.										
Responsiveness	Employees in the office tell you exactly when the services will be performed.										
	Employees in the office give you prompt service.										

Dimensions	Statement	EXPECTATION					PERCEPTION				
		Scores					Scores				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
		5	4	3	2	1	5	4	3	2	1
	Employees in the office are always willing to help you.										
	Employees in the office are never too busy to respond to your request.										
Assurance	The behavior of employees in the office instills confidence in you.										
	Employees in the office are consistently courteous with you.										
	Employees in the office have the knowledge to answer your questions.										
Emp	The office gives you individual attention.										

Dimensions	Statement	EXPECTATION					PERCEPTION				
		Scores					Scores				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
		5	4	3	2	1	5	4	3	2	1
	The office has operating hours convenient to all its customers.										
	The office has employees who give your personal attention.										
	The office has your best interests at heart.										
	The employees of the office understand your specific needs.										

Section III

CUSTOMER SATISFACTION QUESTIONNAIRE (CSQ)

NB: Please Put “√” only to the number that best fits your opinion and feelings for the below tabulated questions.

**Key: 5= Strongly Agree 4= Agree 3=Neutral 2= Disagree
1= Strongly Disagree**

Que.No	Statements	Satisfaction levels				
		5	4	3	2	1
1	I am satisfied with the quick service of the office					
2	I am satisfied with the office accessibility of information for its customers.					
3	I am satisfied with the office employees' professional Competence					
4	I am satisfied with the respectful behavior of Employees.					

5	I am satisfied with the performance of the employees of the office.					
6	Overall, how do you rate your level of satisfaction with the service quality of the office					

በአዲስ አበባ ዩኒቨርሲቲ

የድህረ ምረቃ ፕሮግራም

የስራ አመራር ትምህርት ክፍል

በደንበኞች የሚሞላ መጠይቅ፤

ውድ ይህንን መጠይቅ ለመሙላት ፈቅዳችሁን የለፃችሁልኝ ሁሉ፡-

የዚህ መጠይቅ ዋና አላማ የአገልግሎት አሰጣጥ ጥራት በደንበኞች እርካታ ላይ ያለው ተጽዕኖ በልደታ ክፍለ ከተማ ንግድ ጽ/ቤት በሚል ርዕስ መረጃ ለመሰብሰብ ነው። ጥናቱ የሚደረገው ሙሉ በሙሉ ለትምህርት አላማ ስለሆነ በየትኛውም መልኩ እርስዎን የማይነካና የማይጎዳ ነው። እርስዎም የሚሰጡት መረጃ የላቀ፣ እውነተኛ፣ ተአማኝነት ያለውና ትክክለኛ ምላሽ ለጥናቱ መሳካት እጅግ ጠቃሚ ነው። በመሆኑም እያንዳንዱን ጥያቄ በጥንቃቄና በትክክል እንዲመልሱ በአክብሮት እጠይቅታለሁ። ይህ መጠይቅ ሶስት ክፍሎች ያሉት ሲሆን የመጀመሪያው ክፍል የእርስዎ የግል መረጃ ላይ ያተኩራል፤ ሁለተኛው ክፍል በጽ/ቤቱ አገልግሎት አሰጣጥ ጥራት ላይ ወደ ጽ/ቤቱ ሲመጡ ምን ጠብቀው ነበር አገልግሎቱን ካገኙ በኋላ ምን ታዘቡ ያለዎት አስተያየት ምን ይመስላል የሚለውን የሚዳስስ ሲሆን ሶስተኛውና የመጨረሻው ክፍል ፅ/ቤቱ በሚሰጥዎት አገልግሎት የእርስዎ እርካታ ምን ደረጃ ላይ ነው የሚሉ ጥያቄዎችን የያዘ ነው

ማስታወሻ:

- ስም መጥቀስ አያስፈልገም
- መልሱን ይህን "√" ምልክት በማድረግ ይመልሱ
- እባክዎን የተሟላ መጠይቅ በሰዓቱ ይመልሱ

ስለሚያደርጉልኝ መልካም ትብብር በቅድሚያ አመሰግናለሁ።

መቅደስ

ክፍል 1: የተሳታፊዎች የግል መረጃ፤

1.ጾታ : ወንድ ሴት

2. እድሜ : ከ25 ዓመት በታች ከ26-35 ዓመት ከ46 - 50 ዓመት ከ50 ዓመት በላይ

3. ከፍተኛ የትምህርት ደረጃዎን ይምረጡ

1ኛ ደረጃ ሁለተኛ ደረጃ ያጠናቀቀ ዲፕሎማ

የመጀመሪያ ዲግሪ ድህረ-ምረቃ/ማስተርስ የዶክትሬት ዲግሪ (ፒኤችዲ)

4. ዛሬ ወደ ጽ/ቤቱ የመጡበት ጉዳይ ምን ነበር?

የንግድ ፍቃድ ለማሳደስ የንግድ ምዝገባ ሰርቲፊኬት ለማግኘት አዲስ ንግድ ፍቃድ ለማውጣት የንግድ ፍቃድ ለመመለስ ለአስተዳደራዊ ጉዳይ

ሌላ (ይግለጹ)-----

5. ከላይ በጥያቄ ቁጥር 4 የጠቀሱትን አገልግሎት ለማግኘት ምን ያህል ጊዜ ይመጣሉ?

አንድ ጊዜ ከ 4 እስከ 6 ጊዜ ከ10 ጊዜ በላይ

ከ 1 እስከ 3 ጊዜ ከ7 እስከ 10 ጊዜ

6. ከላይ የጠቀሱትን አገልግሎት ለማግኘት ጽ/ቤቱ ከደረሱ በኋላ በአማካኝ ምን ያህል ጊዜ ይፈጅቦታል?

ከአስር ደቂቃ በታች ከ10 እስከ 30 ደቂቃ

ከ31 እስከ አንድ ሰዓት ከአንድ ሰዓት በላይ

ክፍል ሁለት

የሚጠብቁት፡- ይህ ማለት እርስዎ የሚፈልጉት፣ ለማግኘት ተስፋ የሚያደርጉት ወይም ማግኘት ያለብዎት ማለት ነው።

እሳቤ፡- ይህ ማለት የእርስዎ ትዝብት፣ አስተያየት፣ አመለካከት ወይም ሀሳብ ማለት ነው።

ማስታወሻ፡- 1. በሠንጠረዥ ውስጥ ከ5-1 የተዘረዘሩትን ምንነት በተመለከተ፡-

5 ማለት = በጣም እስማማለሁ፣ 4 = እስማማለሁ፣ 3 = በሁለቱም ማለትም በጣም እስማማለሁ እና እስማማለሁ የሚውን አልቀበልም ማለት ሲሆን፣ 2 = አልስማማም፣ እና በስተመጨረሻ 1 ደግሞ በጣም አልስማማም ማለት ነው።

9. እባክዎን ትክክለኛ ምላሽዎትን ይገልጻል ያሉትን ቁጥር በሳፕኑ ውስጥ “ √ ” ምልክት ያስቀምጡ

መለኪያዎች	የግምገማ መግለጫ	የሚጠብቁት					እሳቤ				
		ደረጃ መስጫ(መለኪያ)					ደረጃ መስጫ(መለኪያ)				
		በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም	በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
		5	4	3	2	1	5	4	3	2	1
ተጨማሪነት	ጽ/ቤቱ ዘመናዊ የሆኑ መሳሪያዎች አሉት										
	የጽ/ቤቱ ቁሳዊ										

	አገልግሎት መስጫዎች መስፀብነት አላቸው										
	በጽ/ቤቱ አገገግ መቀበያ ደብዳቤ የሚሰሩ ሰራተኞች ጽዳ ናቸው										
	በጽ/ቤቱ ከአገልግሎት ጋር ተያያዥ የሆኑ የጽሁፍ ውጤቶች (እንደ በራሪ ወረቀቶች ወይም መግለጫዎች የመሳሰሉት) ለአይን መስፀብነት አላቸው										
ሊተማሙ ነበት መቻል	ጽ/ቤቱ በተወሰነ ጊዜ አንድ ነገርን አደርጋለሁ ብሎ ቃል ከገባ ይህንኑ ያደርጋል										
	ችግር በሚያጋጥም ጊዜ ችግሩን ለመፍታት እውነተኛ የሆነ ፍላጎት ያሳያል										

	ጽ/ቤቱ ለመጀመሪያ ጊዜ የሚያቀርበውን አገልግሎት በትክክል ያከናውናል										
	ጽ/ቤቱ አደርጋለሁ ብሎ ቃል በገባበት ጊዜ አገልግሎቱን ያቀርባል										
	ጽ/ቤቱ ከስህተት ነጻ የሆነ የመዝገብ አያያዝ በጥብቅ ይከተላል										
ምላሽጪነት	በጽ/ቤቱ የሚገኙ ሰራተኞች አገልግሎቶቹ በትክክል መቼ እንደሚሰጡ ለደንበኞች ይናገራሉ										
	በጽ/ቤቱ የሚገኙ ሰራተኞች ቀልጣፋ አገልግሎት ይሰጣሉ										
	በጽ/ቤቱ የሚገኙ										

	<p>ሰራተኞች ዘወትር እርስዎን ለመርዳት ፍቃደኛ ናቸው</p>										
	<p>በጽ/ቤቱ የሚገኙ ሰራተኞች የእርስዎን ጥያቄ ለመመለስ በፍጹም ስራ በዛብን አይሉም</p>										
ዋስትና	<p>በጽ/ቤቱ የሚገኙ ሰራተኞች ባህሪ በእርስዎ ላይ የመተማመን ስሜትን ይፈጥርብዎታል</p>										
	<p>በጽ/ቤቱ የሚገኙ ሰራተኞች በመደበኛነት ለእርስዎ ትሁት የሆነ ባህሪ ያሳያሉ</p>										

	የጽ/ቤቱ ሰራተኞች ጥያቄዎን እንዴት መመለስ እንዳለባቸው ያውቃሉ										
የሰውን ንግር መረዳት	ጽ/ቤቱ በግል ትኩረት ይሰጥዎታል										
	የጽ/ቤቱ የስራ ሰዓታት ለሁሉም ደንበኞች አመቺ ነው										
	ጽ/ቤቱ ለእርስዎ በግል ትኩረት የሚሰጡ ሰራተኞች አሉት										
	ጽ/ቤቱ የእርስዎን ፍላጎት ከልብ ያጤናል										
	የጽ/ቤቱ ሰራተኞች የእርስዎን የተለዩ ፍላጎቶች ይረዳሉ										

ክፍል ሶስት የደንበኛ እርካታ መጠይቆች

ማስታወሻ:- 1. በሠንጠረዥ ውስጥ ክ5-1 የተዘረዘሩትን ምንነት በተመለከተ:-

5 ማለት = በጣም እስማማለሁ፣ 4 = እስማማለሁ፣ 3 = በሁለቱም ማለትም በጣም እስማማለሁ እና እስማማለሁ የሚውን አልቀበልም ማለት ሲሆን፣ 2 = አልስማማም፣ እና በስተመጨረሻ 1 ደግሞ በጣም አልስማማም ማለት ነው።

10. እባክዎን ትክክለኛ ምላሽዎትን ይገልጻል ያሉትን ቁጥር በሳጥኑ ውስጥ “ √ ” ምልክት ያስቀምጡ

መጠይቆች	የእርካታ ደረጃ መስጫ				
	በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
	5	4	3	2	1
በጽ/ቤቱ ፈጣን አገልግሎት እረክቻለሁ					
ጽ/ቤቱ ለደንበኞቹ ባለው የመረጃ ተደራሽነት					

እረክቻለሁ					
በጽ/ቤቱ ሰራተኞች ሙያዊ ክህሎት እረክቻለሁ					
በሰራተኞች የተገልጋይ አክብሮት እረክቻለሁ					

Appendix II

Addis Ababa University School of Graduate Studies

Department of Management (Quality management and organizational excellence)

Questionnaires to be filled by Employees

Dear employees of the office,

The purpose of this questionnaire is to gather data regarding to the impact of Service delivery on Customers satisfaction in the case of Lideta Sub-city Trade office. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank and timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question item carefully and oblige.

Note:

1. No need of writing your name.
2. Put tick “√” mark for your answer
3. Please return the completed questionnaire in time.

Thank you, in advance for your cooperation and timely response.

Yours sincerely

Mekdes.

Part I. The respondents Profile: Put “√” mark in relevant box below.

1. Sex: Male Female
2. Age: Below 25 years 26-35 years 36-45 years 46-50 years above 50 years
3. Work Experiences
2-4 5-10 11-15 16-20 Above 20

4. Educational status: Certificate Diploma Bachelor's Post graduate/Masters
Doctorate degree

5. Job title : Junior Officer Senior

6. Do you agree that there are clearly predetermined service standards for each service types?

Strongly disagree Agree Disagree Strongly Agree Averagely agree

7. Your knowledge regarding the standard of your service delivery is?

Very Good Good Moderate Poor Very Poor

8. Do you agree that the customers have high expectation of service delivery from you?

Strongly disagree Agree Disagree Strongly Agree Averagely agree

9. Do you think that there is a gap between your predetermined goals and objectives and the actual performance of your service delivery?

Yes No May be

10. Have you ever taken any training in relation to customer service delivery?

Yes No

11. If your answer for question number 10 is "No" what do you think is the reason for that?

Financial constrain Lack of knowledge about its important

There is a problem of selection for training It is not important to train employees as such

12. Does your office give a chance to employees to participate in decision making with regard to service delivery?

Yes No

13. If your answer is "No" what do you think the reasons to be?

14. Are you given chance to actively participate in meetings without your request?

Yes No

15. If you reply "No" for the above question "14" what is the reason?

16. Do you have any comments or suggestions to make with regard to the service provision?

**በአዲስ አበባ ዩኒቨርሲቲ
የድህረ ምረቃ ፕሮግራም
የስራ አመራር ትምህርት ክፍል**

ለጽ/ቤቱ የደንበኞች አገልግሎት (የምዝገባና ፍቃድ አሰጣጥ ባለሙያዎች) የተዘጋጀ መጠይቅ

የተከበራችሁ የዕ/ቤቱ ሠራተኞች፤

የዚህ መጠይቅ ዋና አላማ የአገልግሎት አሰጣጥ ጥራት በደንበኞች እርካታ ላይ ያለው ተጽዕኖ በልደታ ክፍለ ከተማ ንግድ ጽ/ቤት በሚል ርዕስ መረጃ ለመሰብሰብ ነው። ጥናቱ የሚደረገው ሙሉ በሙሉ ለትምህርት አላማ ስለሆነ በየትኛውም መልኩ እርስዎን የማይነካና የማይጎዳ ነው። እርስዎም የሚሰጡት መረጃ የላቀ፣ እውነተኛ፣ ተአማኝነት ያለውና ትክክለኛ ምላሽ ለጥናቱ መሳካት እጅግ ጠቃሚ ነው። በመሆኑም እያንዳንዱን ጥያቄ በጥንቃቄና በትክክል እንዲመልሱ በአክብሮት እጠይቆታለሁ።

ማስታወሻ:

- ስም መጥቀስ አያስፈልገውም
- መልሱን ይህን "√" ምልክት በማድረግ ይመልሱ
- እባክዎን የተሟላ መጠይቅ በሰዓቱ ይመልሱ

ስለሚያደርጉልኝ መልካም ትብብር በቅድሚያ አመሰግናለሁ።

መቅደስ

ክፍል 1: የተሳታፊዎች መረጃ፤

- 1.ጾታ : ወንድ ሴት
- 2. እድሜ : ከ25 ዓመት በታች ከ26-35 ዓመት ከ46 - 50 ዓመት ከ50 ዓመት በላይ
- 3.የሥራ ልምድ : 2-4 5-10 16-20 ከ20 ዓመት በላይ
- 4. የትምህርት ደረጃ : ስርተፊኬት ዲፕሎማ መጀመሪያ ዲግሪ ማስተርስ ዶክትሬት (ፒ ኤች ዲ)

5. የስራ ደረጃ : ጀምሮ ኦፊሰር ኦፊሰር ሲኒየር ኦፊሰር

6. በጽ/ቤቱ ለእያንዳንዱ አገልግሎት ዓይነት የአገልግሎት ጥራት መመዘኛ በግልጽ ተቀምጧል በሚለው ይስማማሉ?

በጣም አልስማማም መካከለኛ ነው በጣም እስማማለሁ

አልስማማም እስማማለሁ

7. በአገልግሎት አሰጣጥ ረገድ የእርስዎ እውቀት

በጣም ጥሩ ነው ደካማ ነው

ጥሩ ነው በጣም ደካማ ነው

ደህና ነው

8. ደንበኞች ከእርስዎ ከፍተኛ የደንበኞች አገልግሎት አሰጣጥ እንደሚጠብቁ ይስማማሉ-

በጣም አልስማማም መካከለኛ ነው በጣም እስማማለሁ

አልስማማም እስማማለሁ

9. እርስዎ እየሰጡ ያለው የደንበኞች አገልግሎት ጽ/ቤቱ ካስቀመጠው ግብና አላማ ልዩነት አለው ብለው ያስባሉ?

አዎ አይደለም ምናልባት

10. እርስዎ በደንበኞች አገልግሎት አሰጣጥ ዙሪያ ስልጠና ወስደው ያውቃሉ?

አዎ አልወሰድኩም

11. ለጥያቄ ቁጥር 6 መልስዎ "አልወሰድኩም" ከሆነ ምክንያቱ ምን ይመስሎታል?

የገንዘብ እጥረት ስለ ስልጠና የግንዛቤ እጥረት

ለስልጠናው የሚያስፈልገውን ሠራተኛ የመምረጥ ችግር

ሌላ ካለ ይጥቀሱ _____

12. ጽ/ቤቱ ከአገልግሎት አሰጣጥ ጋር በተያያዘ ለሠራተኛው ወሳኔ የመስጠት ዕድል ይሰጣል ወይ?

አዎ አይሰጥም

13. ምላሽዎ "አይሰጥም" ከሆነ ምክንያቱ ምን ይመስሎታል?

14. ጽ/ቤቱ በሚኖረው ስብሰባ ውስጥ በብቃት እንዲሳተፉ ዕድል ይሰጥዎታል?

አዎ አይ

15. ለጥያቄ 14 ምላሽዎ አይ ከሆነ ምክንያቱ ምንድነው?

16. በሚሠጧቸው አገልግሎቶች ላይ የሚሰጡት አስተያየት ካለ

Appendix III

Interview Questions for team leaders and head of the office

1. As a leader and as a responsible person how can you suggest about your organization's service delivery Practice?
2. What are the major challenges /problems in service provision in your office?
3. Has your organization training plan for employees of your office? Is it for relevant employees?
4. What mechanism is usually used by your office to improve performance and delivery of service? And how do you think about its effectiveness? Any other issues you can raise regarding the quality of service and customer satisfaction of your office?

በአዲስ አበባ ዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ጥናት

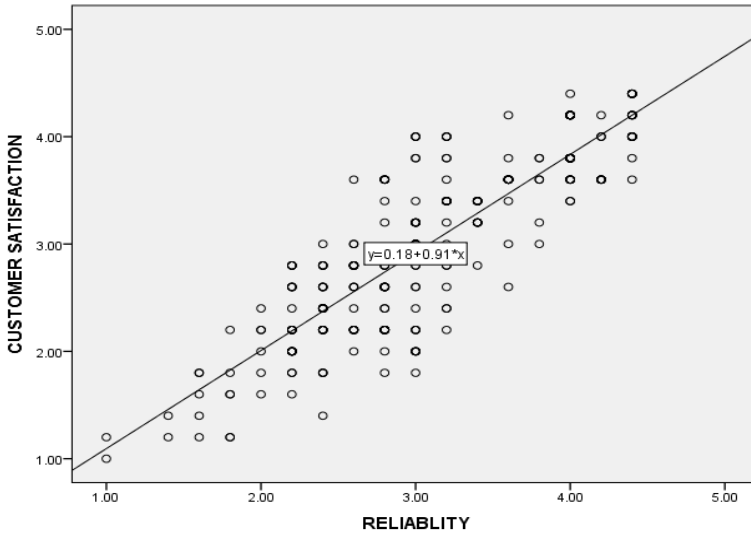
ለልደታ ክ/ከተማ ንግድ ጽ/ቤት የስራ ኃላፊዎች የተዘጋጀ የቃለ መጠይቅ ጥያቄ

1. እንደ ስራ መሪና ካለዎት ኃላፊነት አንጻር ለደንበኞች የሚደረገውን የአገልግሎት አሰጣጥ እንዴት ይመለከቱታል?
2. በጽ/ቤቱ ውስጥ በአገልግሎት አሰጣጥ ዙሪያ ዋነኞቹ ተግዳሮቶች/ችግሮች ምን ምን ናቸው?
3. ጽ/ቤቱ ለሠራተኞች ሥልጠና የሚሰጥበት ዕቅድ አለው? የሚሰጠው ሥልጠናስ ተገቢ ለሆነ ባለሙያ ነውን?
4. ጽ/ቤቱ የሚሰጠውን የአገልግሎት አሰጣጥ ደረጃ ለማሻሻል የሚጠቀማቸው ዘዴዎች ምን ምን ናቸው? ውጤታማነቱስ እንዴት ይገለጻል? ሌሎች የተቋሙ አገልግሎት አሰጣጥ ጥራትና ከደንበኛ እርካታ ጋር በተገናኘ የሚያነሱት ጉዳዮች ካሉ መጨመር ይችላሉ፡

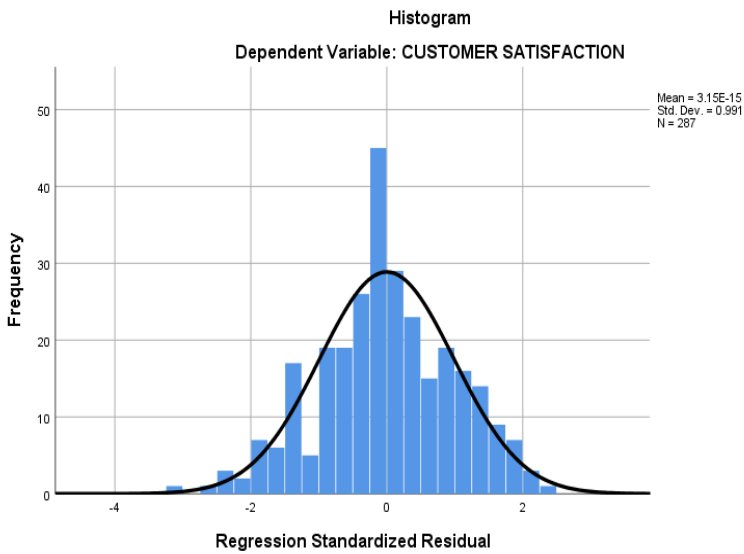
Appendix IV

CLRM Assumptions Test

Linearity Test



Normality Test



Autocorrelation test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.886 ^a	0.784	0.781	0.38115	2.072

a. Predictors: (Constant), EMPATHY, ASSURANCE, TANGEBLITY, RELIABILITY, RESPONSIVENESS

b. Dependent Variable: CUSTOMER SATISFACTION

Multicollinearity test

Model		Collinearity Statistics	
		Tolerance	Tolerance
1	(Constant)		
	Tangeblity	0.840	1.190
	Reliability	0.474	2.110
	Responsiveness	0.436	2.294
	Assurance	0.874	1.144
	Empathy	0.517	1.936

a. Dependent Variable: CUSTOMER SATISFACTION

Heteroscedasticity

