

Addis Ababa
University
(Since 1950)



ADDIS ABABA UNIVERSITY
COLLEGE OF DEVELOPMENT STUDIES
CENTER FOR REGIONAL AND LOCAL
DEVELOPMENT STUDIES

**ASSESSMENT OF CUSTOMER SATISFACTION IN URBAN LAND RELATED
SERVICE DELIVERY: THE CASE OF BURAYU TOWN**

(OROMIA NATIONAL REGIONAL STATE)

**A THESIS SUBMITTED TO THE DEPARTMENT OF URBAN LAND
ADMINISTRATION AND MANAGEMENT OF ADDIS ABABA UNIVERSITY IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE MASTERS DEGREE
IN URBAN LAND ADMINISTRATION AND MANAGEMENT**

By

Dereje Negesse

ADVISOR

Filmon Hadaro (PhD)

June, 2018

Addis Ababa University

College Of Development Studies

Center for Regional and Local Development Studies

Assessment of Customer Satisfaction in Urban Land Related Service Delivery:

The Case of Burayu Town.

(Oromia National Regional State)

By: Dereje Negesse

Approved by Board of Examiners

signature

1. _____

Advisor

2. _____

Internal Examiner

3. _____

External Advisor

June, 2018

Addis Ababa, Ethiopia**Acknowledgement**

The researcher would like to express deep gratitude to my advisor Filmon Hadaro (PhD) for his constructive and valuable contribution to my research work and professional support and guidance that made this

The research is also indebted to all respondents that made this study possible in sharing their thoughts and experiences with me.

Deep appreciation and thanks goes to my friend Ashenafi Senbeta (lecturer at Hawasa University) in sharing materials and ideas for this research.

I would like to thank my family and those who helped me in completion of this project. It would have been impossible without the effort of many individuals who assisted me directly or indirectly.

Finally, the researcher's goes to all staff of Oromia Integrated Urban Land Information Coordination Project Office for their Strong Support. Above all, also thank the almighty God for making everything possible.

Table of Contents

Acknowledgement	iii
Table of Contents	ii
List of Table	v
List of Figure.....	vi
ACRONYMS	vii
Abstract.....	viii
CHAPTER ONE:INTRODUCTION.....	1
1.1. Background of the study.....	1
1.2. Statement of the Problems.....	3
1.3. Objective of the study.....	6
1.4. Research Question	6
1.5. Significance of the study	6
1.6. The Scope of the Study	7
1.7. The Limitation of the Study	7
1.8. Organization of the Thesis	8
CHAPTER TWO: REVIEW OF RELATED LITERATURES	9
2.1. Customer Satisfaction.....	9
2.1.1. Concepts and Definition of Customer Satisfaction.....	9
2.1.2. Advantages of measuring customer satisfaction.....	10
2.1.3. Challenges of applying business sector Customer Satisfaction strategy for the Public Sector	11
2.2. Public Sectors Service Delivery	12

2.2.1. Definition and Concepts of Service	12
2.2.2. Characteristics, Concepts & Perspectives Of Quality Service Delivery.....	13
2.2.3. Service Delivery Policy in the Civil Service Reform Program in Ethiopia.....	19
2.3. Decentralization and role of Local Government	21
2.3.1. Decentralization: Concepts and Definition.....	21
2.3.2. Decentralization in Land Administration.....	21
2.4. Land Administration and Management.....	22
2.4.1. Components of Land Administration.....	23
2.4.2. Social and Economic Benefits of Good Land Administration.....	24
2.5. Urban Land Management in Ethiopia	25
2.7. Urban Land Policy in Ethiopia.....	26
2.8. Conceptual Framework of the Study.....	27
CHAPTER THREE: RESEARCH METHODOLOGY	29
3.1. Description of the Study Area.....	29
3.2. Research methods	30
3.3. Population and Sample Size Determination	30
3.4. Sampling Technique	32
3.5. Data Source and Collection Method	33
3.5.1. Sources of Data.....	33
3.5.2. Data Collection Method and Instrument.....	33
3.8. Method of Data Analysis	33
3.9. Ethical Consideration.....	34
CHAPTER FOUR: DATA RESULTS AND DISCUSSION	35
4.1. INTRODUCTION	35

4.2. DATA PRESENTATION AND ANALYSIS	35
4.3. Discussion of the Finding	58
4.3.1. Discussion of data on Socioeconomic Profile and their Attitude	58
4.3.2. Discussion of Institutional Frameworks Variables	58
4.3.3. Discussion of Technical Framework Variables	60
4.3.4. Discussion of Administration Framework Variables.....	60
4.3.5. Discussion of Legal Framework Variables.....	62
4.3.6. Discussion of major challenges of urban land related service delivery	63
4.3.7. Overall level of customer satisfaction with office land related service delivery	Error!
Bookmark not defined.	
CHAPTER FIVE: SUMMERIES, CONCLUSION AND RECOMMENDATION	67
5.1. SUMMERY OF THE FINDING	67
5.2. CONCLUSION.....	69
5.3. RECOMMENDATION	71
References.....	73
APPENDIX.....	77

List of Table

Table 3.2. Summaries of Sample Customers	32
Table 3.1. Customers who got land related service from October to December 2017	31
Table 4.1. Number of step required and standard time to receive the selected service	36
Table 4.2. Socioeconomic Profile and Demographic Characteristics of Customers	37
Table 4.3. Assessment of Institutional Framework Variables in Measuring Service Delivery ..	39
Table 4.4. Customer Opinion on Technical Framework Variables Measure Service Delivery...	42
Table 4.5. Customer opinion on administrative framework of the office in delivering land related service	43
Table 4.6. Customer respondents opinion about formality, procedure and, land related policy..	47
Table 4.7. Extent of customer satisfaction with the service they received from Burayu town urban land development and management office	64
Table 4.8. Employee respondents Back Ground Information	48
Table 4.9. Employee respondents opinion regarding institutional framework variables.....	49
Table 4.10. Employee respondent opinion on awareness of the legislative framework variables	52
Table 4.11. Employee respondent opinion on administrative framework variables	54
Table 4.12. Opinion of employee's respondent on factors affecting in relation to the service they were rendering	65
Table 4.13. Required and existing man power of the office.	56

List of Figure

Figure 1: Hypothetical Model for Successful Service Delivery of Land Administration.	18
Figure 2. Conceptual Model	30
Figure 3: Location of Burayu Town in Oromia National, Regional State of Ethiopia.....	29

ACRONYMS

EUPAN:	European Public Administration Network
SPSS:	Package for Social Science
CSSP:	Center for Social Study Policy
BTULDMO:	Burayu Town Urban Land Development and Management Offices
MUDHCo:	Ministry of Urban Development Housing Construction
CSA:	Central Statistical Agency
SDR:	Service Delivery Reform
UNECA:	United Nation Economic Commission for Africa
CSRP:	Civil Service Reform Program
ICT:	Information Communication Technology

ABSTRACT

This study assessed customer satisfaction in urban land related service delivery in Burayu town, Addis Ababa Surrounding Oromia Special Zone, Oromia National, Regional State Government, basing five determinants of quality service delivery in land administration developed by World Bank which includes Institutional, Technical, Administrative And Legal factors. The study design was a descriptive case study. Data was collected from primary and secondary sources. Primary data were obtained through questionnaires, interviews, and researcher observation. The study also used journals, articles, research findings, policy documents as secondary sources. Data was analyzed through statistical software, percentage and frequency tables. This study found that, absence of information on procedure of getting service, low coordination between work process, long waiting time to receive service, absence of efficient skilled manpower, material and financial resources, low awareness on land policy, complaint is not addressed properly, citizen charter is not fully practiced, rent seeking behavior and practice and absence of decentralized land service delivery as a major challenge. Solving the problems of required manpower, material and financial resources, fully automating the land service delivery, giving continues awareness on land related policy, fully practicing good governance principles, fully functioning complaint handling mechanism, giving awareness on citizen charter and decentralizing land related services at kebele or sub city level are stated as a recommendation.

Keywords: *Customer Satisfaction, Urban Land Service Delivery, Urban Land Development, Urban Land Management, Burayu Town*

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

A population that is urban is one in which vast numbers of people are clustered together in very small areas called towns and cities. The physical growth of urban areas can be explained demographically and functionally. While a demographic definition of urban is restricted to factors such as population size and density, the economic, functional definition refers to the territorial concentration of productive activities (industries and service) rather than population. Migration-led urbanization is rapid. It increases both in the number of towns and proportion of the population located in the urban areas and this increase demand for urban land for shelter, investment and for other social purposes. Population growth rate is faster than the utilities, financial and human resources available for managing its development (Malmberg & Tsegaye Tegeñu, 2010).

It is estimated that 20 percent of the total population of Ethiopia currently lives in urban areas which has rendered it is one of the least urbanized countries in sub-Saharan Africa. Despite this low level of urbanization however the country has one of the highest rates of urbanization even by the standards of developing countries, which is estimated to have 4.1 percent (MUDHCo, 2014, CSA, 2010).

The increase in the economic weight of towns in Ethiopia is also reflected in increased concentration of people in urban areas. However, this does not seem to have been accompanied by a reduction in poverty in urban areas. Available evidence shows that there are limitations in access to services in urban areas, suggesting that the pace of urbanization has been faster than the increase in service delivery. On the basis of cross country evidence it can be supposed that this has been particularly the case in smaller, secondary cities where resources might be more limited, administrative capacity weaker and where migrants arrive directly from rural areas, without many assets and skills which might help them in the urban economy (MUDHCo, 2014).

Managing urban growth and governance of urban services have become challenge over the past decades and has also become a concern for academia and policy making in our time. The determining factors in urban governance have also changed over time. Political movements

such as democratization and pluralism have affected governance of the cities of developing countries. The emphasis of decentralization and the rise of civil society have also involved in the equation. Therefore, numerous legal and institutional reforms have been undertaken in many countries and this has shaped institutional reforms at local and municipal levels. Consequently, solutions to urban problems are increasingly being sought of local at the local rather than the state or national level. These trends underscore the urgent need to build and support the capacity of local governments to manage the environment and social service problems that accompany the rapid urban growth and the need for services (Cohen, 2006).

In decentralization platform, local government is responsible for managing and delivering a range of quality services to their constituents. Urban land managements is seen as a critical factor in improving quality of services and management of urban critical resource for the benefit of the residents. Land is an essential ingredient in all urban growth, yet in most cities there have been virtually no effective measures to control land development. Although many cities have formulated master plans at some time that included guidelines on land development and the future direction of urban growth, rarely, if ever, have these plans been realized in practice. Reasons for this include poor urban governance, poor critical assumptions on urban population economic functional projections. These weaknesses are underpinning the effective implementation of plans as well as the inability of local government in revising plans and refining in the light of changing conditions are critical issues of research and policy decision-making. The invasion and setting of unused public space in urban peripheries is evident of these failures. Devising working land development policies remains one of the key challenges that are facing planners and policy makers in many cities in the developing countries.

Oromia is one of the regional states in Ethiopia that different development activities have been undertaken to tackle poverty and bring sustainable development. Like other towns of other regions, towns of the region are facing many problems both in ensuring good governance and speeding the process of democratization. It is true that ensuring development is not an easy task that can be done without challenges. The problem of regional state is not different from the national and the global scenario. But because of the location of the region, the majority of the town and cities of Oromia are facing critical problems in relation to the urban land administration when we compare with other region's town and cities.

Burayu is one of the towns in Oromia Special Zone surrounding Addis Ababa. Burayu attracts people either for living or for investment purposes for its proximity to Addis Ababa. The town administration is working to satisfy the need of people seeking services from the town through it is difficult to do due to various problems. Compensation payment for expropriated property, preparation of title deeds for land possession, title transfer service, tenure isolation, tenure merging, restriction registration, restriction cancellation, boundary conflict resolution, and provision of information on land possession, clearance letter, and land delivery through bid and allotment are major land related service provided by the town land office. Since Burayu town is very near to Addis Ababa and have better access in infrastructure and facilities, many people want to reside in the town and seek land for both residential and investment purposes. As a result, Burayu town land development and management office has many customers in the queue. Besides the challenges of the town residents, there are more problems for the city to plan and solve. Solutions to such problems require proper assessment and prioritization of interventions-which require scientific evidence.

1.2. Statement of the Problems

Empirical evidence shows that, where land governance is deficient, high levels of corruption often flourish. Weak land governance tends to be characterized by low levels of transparency, accountability and the rule of law. Under such a system, land distribution is un equal, tenure is insecure, and land resources are poorly managed. As a consequence ,social stability ,investment ,broad –based economic growth and sustainable development are undermined (T. International, 2011).

Ethiopian policy documents prioritize land as fundamental resource and capital for the development of the country –in both rural and urban areas. Land has huge social, cultural and economic implications arising from rights-based issues from the side of the individual service –seeker and land-owner. Stemming from poor governance and weak service provision, urban land management has become critical policy and research concern in Ethiopia. Land is a key collateral asset to mobilizing capital in developing countries. In addition to the private concerns land fees and taxes are significant source of government revenue at municipal levels (Burns & Dalrymple, 2008).

In town like Burayu, land rights are undermined by the weak governance practice. There are overlapping laws and regulations, weak institutions, limited accountability, and incomplete property registration systems. These weaknesses create a fertile environment for the lack of transparency of the supply side and unproductive use of land from the demand side. These environments give rise to petty corruption as well as grand mis-use and /or mis-appropriation of public lands and related resources. The weak governance in land administration is becoming an opportunity for political elites and senior government officials to illegally collect lands and offer to investors by bribes. These acts also involve bypassing of development demands and systems of control in the process certain segment of residents and service seekers lack justice-unable to defend their land, unable to demand appropriate compensation and unable to get price of land in the existing system. These groups may thus opt-outside the law or converge at the peripheries of the city. From these points good governance in land administration is central to achieving good governance in service delivery and maintains the satisfaction of the city residents (Burns & Dalrymple, 2008).

In Ethiopia various documents and study related to this topic exist. For instance, Dinka, Girma, & Ermias(2016),assessed challenges and prospects of urban governance practice in land administration system in Shambu town, Oromia region ,the authors found that “corruption and rent-seeking behavior and activities ,negligence by officials and employees of the municipal systems delay in response for service seekers, absence of mechanism to ask municipality about its deeds and officials running for political locality and interest to cling in power were critical factors affecting the effectiveness of urban land administration and service delivery. Also shortage of financial, material and human resource and lack of institutional capacity are major challenges. Similarly, Shimelis Fitru (2016) assessed the quality of service delivery and customer satisfaction in land development and urban renewal interventions in Kality sub city of Addis Ababa city administration. The finding from this study shows that customers of the land development and management office, specifically the land development and urban renewal office customers have noticeable dissatisfaction with most of office’s services due to weak governance practices.

Mohammad,(2008) conducted a study at Bishoftu town concerning land service delivery and customer satisfaction. He has found that lack of motivation and the corresponding employee attitude towards customer’s service, absence of proper information dissemination and

incompatibility of service with the value of customer and lack of customer and stakeholder participation on the way to improve the quality of service delivery.

Tilahun Wolde (2014) conducted study on assessment of land related service delivery a case of Bole sub city. He has found that only 24% of the customers are “quite satisfied” or “fairly satisfied” with the quality of services provided by sub city. This shows that the service delivery of the sub city is un-satisfactory to customers. The key factors rated by the respondents were long waiting time and poor coordination among offices.

Tikue (2016) in his study also conclude that absence of clear service standards ,attitudinal problems connected with corruption, poor documentation are among the major impediments of accountability in ensuring good governance in the land administration.

Most of the findings and the conclusions of the above studies with regard to customer satisfaction in land service delivery were reviewed to identify the knowledge gaps in the sectors. But the studies do not covers factors affect customer satisfaction and satisfaction level of service delivery from customers and employee perspectives. Therefore, this study will assess the level of customer satisfaction in land related service delivery in land Development and Management office of Burayu town, taking the supply (land office) and demand (customers) side issues and expanding the factors in line with the level of satisfaction rated. The researcher selected Burayu town for several reasons. First, the researcher is familiar with the town. Second, the town has visible problems in land service delivery. Third, there is no research that has been conducted on the topic yet in Burayu town urban land office take into account the supply and demand side and explanation of actors in line with diverse levels of customer satisfaction from the services of the city. Fourth, the researcher has an interest in the investigation of factors that affect service delivery and explain customer dissatisfaction focusing on long-run plan implications and diversity of customer categories for the development of the town. In order to limit possible insider biases appropriate triangulation, validation and reflection of methodologies were identified and used.

1.3. Objective of the study

The main objective of the study is to assess customers' satisfaction in land related service delivery in land development and management office. The specific objectives of the study are to:-

- Assess socioeconomic profiles and attitudes of land sector workers towards customer satisfaction in land related service delivery in Burayu town urban land development and management office.
- Identify the major factors that influence customer satisfaction in getting land related service in urban land development and management office of Burayu town.
- Assess the level of satisfaction of customers with land related service delivery In Burayu Town urban land development and management office.

1.4. Research Questions

In order to achieve the objectives above, the following questions were identified. These are:

- What are the socioeconomic profiles and attitudes of land sector workers towards customer service improvement in Burayu town?
- What are the major factors that influence customer satisfaction in getting land related service in land development and management office of Burayu town?
- To what extent are customers satisfied with land development and management office of Burayu town?

1.5. Significance of the study

The level of development of the community can be measured in terms of the level of the community satisfaction by the services they obtain from the public organization. Therefore, this study will have the following importance:-

- The study will help and used as background information and reference for academia and research population who want to carry-out an in-depth study in the future concerning the study subject.
- The study will have importance in identifying the gap that may exist in quality service delivery and suggest solutions to be used by policy makers, administrators and all concerned bodies.

1.6. The Scope of the Study

Burayu town urban land development and management office render urban land related services such as; compensation payment for expropriated property, preparation of title deeds for land possession, title transfer service, tenure isolation, tenure merging, restriction registration, restriction cancellation, boundary conflict resolution, provision of information on land possession, clearance letter, land delivery through bid and allotment. For the purpose of this study only five services (title transfer, boundary conflict resolution, restriction registration, restriction cancellation and rendering clearance letter) are included. These services are selected because of the high number of customers who use the services and interdependency of the service delivery process.

1.7. The Limitation of the Study

Undertaking the study is not an easy task, particularly, obtaining information for the purpose of the study. The researcher has made efforts to gather the necessary information as objective as possible. The analysis of this study also included the opinion of the respondents. The respondents of this study were not cooperative at the beginning to give time and fill the questionnaires. They were reluctant to fill with all necessary responses. However, the researcher has made a meticulous schedule and planning: repeated visits and building rapport to collect the questionnaire items and make the respondents feel at home in filling the right responses.

1.8. Organization of the Thesis

This thesis organized into five chapters. Chapter one covers the background of the study, Statement of the problems, objectives of the study, research question, Significance of the study, Scope of the study, limitation of the study and organization of the thesis.

Chapter Two present Review of related literatures which include; customer satisfaction, service delivery, public sector service delivery, theoretical perspective of quality service, service delivery, policy in Ethiopia, Decentralization in land administration, land administration and management, urban land management in Ethiopia, urban land policy in Ethiopia, and finally conceptual framework.

Chapter three includes Description of the study areas, research methods, population and sample size determination, sampling technique, data source and collection method, method of data analysis and ethical consideration. Chapter four includes Discussion and analysis of respondent personal information and major finding of the study. Finally, the summary of the findings, conclusion and recommendation are presented under chapter five.

CHAPTER TWO: REVIEW OF RELATED LITERATURES

2.1. Customer Satisfaction

2.1.1. Concepts and Definition of Customer Satisfaction

Customer satisfaction over about a century has been studied under private business with the main aim of building and improving customer loyalty. In the public sector the rationale of customer satisfaction can be analyzed from both political and economic perspectives. The government will ensure customer satisfaction in the provision of public services as bargaining tool during political campaigns to ensure it is elected back. From an economic perspective citizens deserve quality services because they have been taxed for the provision of those services. They therefore must be satisfied by the service providers and this can only be achieved if the government has citizens interest at heart. Whereas citizens have a right to receive public services, the government has an obligation towards quality service delivery (Donnelly et al., 1995)

Customer satisfaction can only be achieved if customers can receive services at the public service points without any strain (Drezner et al., 2012). To ensure customer satisfaction there must be quality, responsive and timely public service provision (Moore, 1995). It then follows that customer satisfaction at the public service points can be checked using average waiting time, staff attitude, public relations, response to complaints as well as service environment (Moore, 1995 & Benington, 2011)

In the public sector, institutional characteristics also influence service delivery. These factors include employee skills and competence, level of professionalism, attitude and incentives. If the employees are skilled, well-motivated and competent then effective service delivery can be achieved. The working environment is likely to bring down the morale of the staff and hence affect the quality of service delivered (Jiwan, 2016).

2.1.2. Advantages of measuring customer satisfaction

Customer satisfaction over about a century has been studied under private business with the main aim of building and improving customer locality. In the public sector the rationale of customer satisfaction can be analyzed from both political and economic perspectives. The government will ensure customer satisfaction in the provision of public services as a bargaining tool during political campaigns to ensure it is elected back.

From an economic perspective citizens deserve quality because they have been taxed for the provision of those services. Therefore, they must be satisfied with the service providers and this can only be achieved if the government has citizens' interest at heart. Whereas citizens have a right to receive public services, the government has an obligation towards quality service delivery according to Donnelly et al ,1995 cited in (Jiwan, 2016).

In connection to the above concepts Neumann (1995) expressed that, the reasons for measuring customer satisfaction may vary among organizations, and the success of the measurement depends on if the measurement is incorporated into the firm's corporate culture or not. However, he suggested five reasons / important roles of customer satisfaction measurement:

- ✚ **To get close to the customer:** this will help to understand customers more, their needs, the attributes that are most important, and this process helps to provide enabling communication with customers.
- ✚ **Measure continuous improvement** - internal measurement to evaluate the value-added process in the company.
- ✚ **To achieve customer-driven improvement:** the data collected from customers can be developed into sources of innovations
- ✚ **To measure competitive strengths and weaknesses**
- ✚ **To link customer satisfaction measurement data to internal system:** Customer satisfaction is a measure of attitudes and perceptions of the quality and performance of a service.

2.1.3. Challenges of applying business sector Customer Satisfaction strategy for the Public Sector

According to Center for Social Study Policy (2007), most of the research done on customer service and satisfaction comes from the business sector. But now a day the public sector is under increasing pressure to apply business practices to improve their performance. Elected officials are eager to respond to constituent demands for more efficient, effective and user-friendly public services, and government agencies are under increasing pressure to improve their own public service performance.

At the same time, there are clear challenges to transferring customer satisfaction strategies to the public sector. Few public agencies systematically monitor customer satisfaction or even focus on it as a policy, management or practice goal. High turnover rates and poor morale in the human services workforce signal that the public sector has far to go in treating employees well or in equipping them to provide exemplary customer service. There are other fundamental challenges;

Who are the customers? According to leading experts on the movement to “reinvent government,” thinking in terms of public service customers is a recent development, and there is much confusion about who the customer is.

Lack of market economy: - For the most part, public agencies do not compete for customers and market share. Their survival and growth depends on the appropriation of tax revenues determined by elected officials at the federal, state and local levels, not the satisfaction of the individuals they serve.

Monopoly on services: - Government agencies are generally monopolies. They are not subject to the performance challenges that competitors provide. Public sector customers are captive. With some exceptions, they cannot go elsewhere if they are dissatisfied with the services they receive.

Mission defined by legal rights and mandates: - Rather than shaped by customer- driven demands, the mission and priorities of public organizations are determined by law. Unless customers have legal rights to services and government agencies have legal mandates to provide them, public organizations may have little motivation to please customers and limited flexibility to respond to customer complaints.

Accountability to elected officials: - Private sector businesses are accountable to both the customers and their owners—usually through a board of directors that represents the shareholders. In the public sector, elected officials represent the interests of citizens. Even in the business world, “accountability to owner trumps accountability to customers.

For customers to influence public agencies’ performance, they need the capacity to influence elected officials. To motivate public agencies to change, service consumers (who usually are experiencing personal crises) often must work with public officials and through the political process. For those in need, this may be an unrealistic expectation, especially when service users provide no assistance in making their voices heard.

2.2. Public Sectors Service Delivery

Governments have to be more responsive to society’s needs and demands. The public sector is changing constantly and rapidly in order to cope with a lot of challenges and to respond to the many new needs and demands in society. The place and the role of the citizen/Customer have become of very high importance in these changes and reforms. Managing customer satisfaction is therefore indispensable for public organizations in order to see if they are doing the right things and if they are doing things right. On being a public service this is not always the easiest thing to do, due to the nature of the “client” on the one hand and due to the nature of public services (EUPAN, 2003).

2.2.1. Definition and Concepts of Service

Service can be defined in many ways depending on which area the term is being used. An author defines service as “any intangible act or performance that one party offers to another that does not result in the ownership of anything” (Kotler & Keller, 2009, p. 789). In all, service can also be defined as an intangible offer by one party to another in exchange of money for pleasure.

Parasuraman et al. (1985) define service quality as:

‘The difference between customers’ expectation of services and their perceived service is that, if the expectation is greater than the service performance, perceived quality is less than satisfactory and hence customer dissatisfaction occurs’

A service is any activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything. The advanced economies of the world are now dominated by services and virtually all companies view services as critical to retaining their customers today and in the future (Zeithaml & Bitner, 2003). Different authors give different definitions for service.

Kotler (2003) defines services as follows:

*“A **service** is any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product”.*

2.2.2. Characteristics, Concepts & Perspectives of Quality Service Delivery

Muddle and Pirrie (2006) in their book recognized service characteristics and their implication as follows;-

- **Intangibility:** - service cannot be inventoried, patent and pricing is difficult in the service
- **Heterogeneous:** -service delivery and customer satisfaction depends on employee action and service quality depends on many uncontrollable factors
- **Inseparability** :-customers participate in and affect the transaction, customer affects each other and employee affect the service outcome
- **Perishable:-** It is difficult to synchronize supply and demand with service and service cannot be returned or resold

Service delivery quality is important for satisfaction of clients. Quality is a long –term commitment by the institutions providing services to satisfy the needs and desire of customers continuously; that responsibility falls on both the management of enterprise service and its employees. The idea of the overall quality means excellence, clear standards and high performance .quality as a factor can be measured .it falls in the eyes and minds of customers who have multiple needs and who evaluate them when you use the service as a comparison between the values they get compared to the costs spent.

The perspectives of quality service delivery incorporate various models. Theory narrows the range of facts to be studied. It helps to select a few relevant aspects of phenomena. Any phenomena may be studied from different angles and this helps the researcher to undertake the study within the framework of science (Mahesh & Sara Neena, 2011). Different writers and organizations have identified theories and models help to solve and measure service delivery in public sector organization. Service Quality Model (**SERVQUAL**), hypothetical model for quality service delivery **World Bank (2005)** and South Africa's Bathos Pele (Citizen first) principles are among major parameters.

The first one is service quality model (SERQUAL). The **SERVQUAL** scale which is also known as the gap model by Parasuraman, et al (1988) has been proven to be one of the best ways to measure the quality of services provided to customers. This service evaluation method has been proven consistent and reliable by some authors (Brown et al., 1993). They held that, when perceived or experienced service is less than the expected service; it implies less than satisfactory service quality; and when perceived service is more than expected service, the obvious inference is that service quality is more than satisfactory (Jain et al., 2004, p. 27). From the way this theory is presented, it seems the idea of **SERVQUAL** best fits the evaluation of service quality from the customer perspective. This is because when it is stated "perceived" and "expected" service, it is very clear that this goes to the person, who is going to or is consuming the service; who definitely is the consumer/customer.

The original study by Parasuraman et al. (1988) presented ten dimensions of service quality. This includes;

1. **Access:** -the ease and convenience of accessing the service.
2. **Communication:** -keeping customers informed in a language they understand; listening to customers
3. **Competence:** -having the skills and knowledge to provide the service.
4. **Courtesy:** -politeness, respect, consideration, friendliness of staff at all levels
5. **Credibility:** -trustworthiness, reputation and image

6. **Reliability:** -providing consistent, accurate and dependable service; delivering the service that was promised
7. **Responsiveness:** -being willing and ready to provide service when needed
8. **Security:** -physical safety; financial security; confidentiality
9. **Tangibles:** -the physical aspects of the service such as equipment, facilities, staff appearance
10. **Understanding the customer:** -knowing individual customer needs; recognizing the repeat customer

After extensive research, Zeithaml, Parasuraman and Berry found five dimensions customers use when evaluating service quality. They named their survey instrument SERVQUAL. In other words, if the providers get this dimension right, customers will hand over the key to their loyalty. According to what's important to them.

The five SERVQUAL dimensions are:

- **TANGIBLES**-Appearance of physical facilities, equipment, personnel, and communication materials
- **RELIABILITY**-Ability to perform the promised service dependably and accurately
- **RESPONSIVENESS**-Willingness to help customers and provide prompt service
- **ASSURANCE**-Knowledge and courtesy of employees and their ability to convey trust and confidence
- **EMPATHY**-Caring, individualized attention the firm provides its customer

The second one is the citizen first principle of quality service delivery. This also called South Africa's Bathos Pele. South Africa's Bathos Pele (Citizen first) principles Lovelock C. (2001) pointed out to improve service delivery includes

1. **Consultation:** - consumers of public service should be told what level and quality of service they will receive so that they are aware of what to expect.

2. **Service standard:** - User and consumers of public service should be told what level and quality of service they will receive so that they are aware of what to expect.
3. **Courtesy:** - Users and consumers of public services should be treated with consideration.
4. **Information:** - Users and consumers of public service should expect full, accurate information about the services they are entitled to receive,
5. **Openness and Transparency:** - the public should expect to be told how and provincial administrations are run, how much they cost, and who is in charge.
6. **Responsiveness:** - consumers of public service should expect that, when the promised standard of service is not delivered, they will be offered an apology, and that any complaint will produce a sympathetic, positive response.
7. **Value for Money:** - the public should be expected that public services will be provided as economically and efficiently as possible.
8. **Redress:** - government institutionalizes easy to use customer complaints redress means invariable with the pledges contained in the service provision strategy and rules.

The third one is twelve Ethical principles in the Ethiopian civil service. In the contexts of public service, the following 12 values/principles have been defined for the preparation of code of ethical practices that apply to the public sector (SDR sub-program, 2000).

Principles of Public Service Ethics

- **Integrity** – exhibit the highest standards of professional competence and private conduct
- **Loyalty** – show dedication to uphold the constitution and the laws as well as trust to discharge duties by fellow public officers
- **Transparency** – be as open as possible about decisions and justify action
- **Confidentiality** – refrain from disclosing private or confidential information
- **Honesty** – be sincere and free from deceit, fraud or corruption and promises
- **Accountability** – be responsible for decisions and actions
- **Serving the Interest of the Public** – make decisions and act solely in the interest of the general public

- **Exercise Legitimate Authority** – exercise legitimate power and authority within the office without abuse
- **Impartiality** – make decisions and take actions in a fair and equitable manner
- **Respecting the Law** – obey the law and comply with enactments, proclamations or directives appropriate for duties and as instructed by the relevant authority
- **Responsiveness** – listen and respond to the needs of stakeholders in a timely, respectful manner
- **Leadership** – promote and support these principles by taking the lead and setting examples

The fourth one is a World Bank’s hypothetical model of quality service delivery. In addition to the above service quality determinants, World Bank (2005) identified four main factors determine successful service delivery of land administration sector. This includes;

- **Institutional Frame Work:** -it includes un-overlapped empowerment, clarity of responsibility and number and skill of man power.
- **Technical Framework:** -modernization of technology and computerization
- **Administrative Frame Work:** -this includes affordability, efficiency, and responsibility, courtesy of man power, accountability, data quantity, reliability and transparency.
- **Legal Frame Work:** -it consists clarity of producers, workability of the laws and extent of safeguarding vulnerable groups.

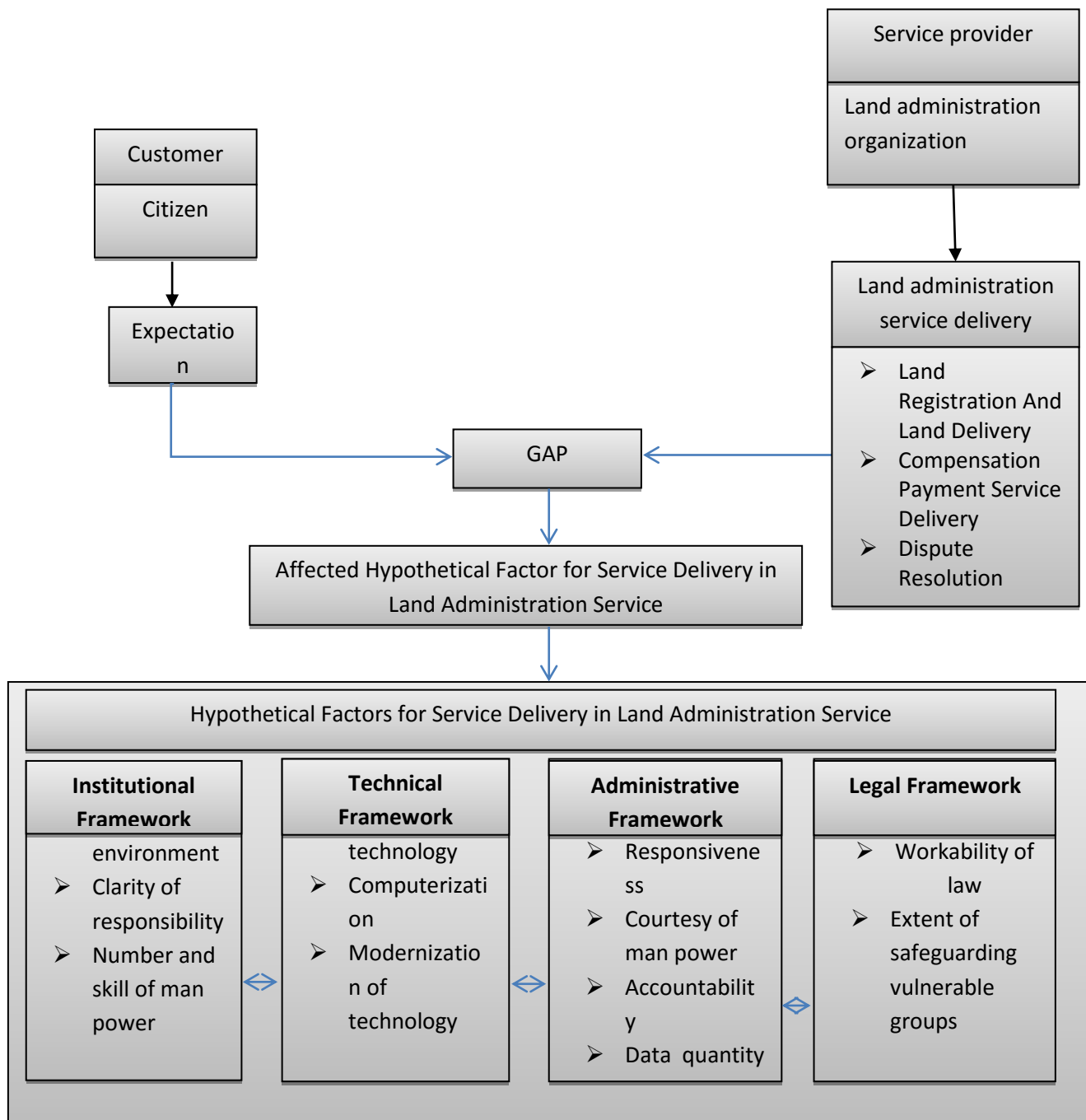


Figure 1: Hypothetical Model for Successful Service Delivery of Land Administration.

Source: World Bank (2005)

2.2.3. Service Delivery Policy in the Civil Service Reform Program in Ethiopia

Service is generally any activity undertaken to meet social needs. Public service, particularly, refers to those activities of government institutions aimed at satisfying the needs and ensuring the wellbeing of society as well as enforcing laws, regulations and directives of the government. The service delivery reform (SDR) in Ethiopia aimed at bringing about efficiency and effects, render better quality services and be accountable for its failure, produce committed citizen, and to bring attitudinal change towards public service delivery (SDR sub-program, 2000).

Modern service delivery, which has been a distinguishing feature of the private sector, has become a typical issue among government as well as non- government institutions to transfer good management practices from the private to the public sector. Service delivery basically refers to the systematic arrangement of activates in service giving institutions with the aim of fulfilling the needs and expectations of service receivers and other stakeholders with the optimum use of resources. In short, improvement of service delivery means increasing the cost effectiveness, coverage and impact of services. Although the Ethiopian civil service has a long tradition and experience of serving various governments, it has so far given little attention to service delivery.

One of the prerequisites for service delivery improvement in the civil service is the existence of clearly defined policy that reflects government intentions and expectations regarding service delivery and quality of services as well as the rights and obligations of service providers and recipients in the process of service delivery. Accordingly, the Federal Government of Ethiopia has issued this policy primarily aimed at improving service delivery in the civil service.

In the frameworks of the models identified above, Ethiopian civil service in the delivery of services has diverse problems. According to Report of Ministry of Public Service and Human Resource Management of Ethiopian there are several problems that contributed to poor service delivery in the Ethiopian civil service. The major problems include:

- Positive attitude towards public service has not developed to the desired extent;
- Insufficient recognition that citizens have rights to perceive services from governments

- Lack of accountability in civil service institutions for failure to meet expected performances;
- Service delivery in many public institutions is based on long and time consuming, excessively hierarchical organizational structure obsolete management practices;
- Services are in most cases provided in a manner that suits the administrative convenience of the providers rather than meet the needs of the recipients;
- Civil service institutions tend to concentrate more on concerns for inputs and routine activities that on achieving tangible outputs by way of implementing government policies and programs as well as improving services;
- The public is seldom given clear and adequate information on the availability of particular services and the conditions required to get these services;
- Most of the institutions do not have any formal constituted complaints handling mechanisms;
- Service delivery improvement does not give sufficient attention in the planning process of many government institutions;
- Shortage of resources constrains improvement of services to the desired level;
- Inconsistency of regulations and guidelines governing institutions that provide related services as well as lack of coordination and cooperation among various departments within an institution and between related institutions often hamper efficiency in service delivery;

As a result of these and other problems, the civil service has so far not been able to effectively carry out government policies and programs as well as to organize and deliver cost effective services. Consequently, its role in promoting economic and social development remains limited. Besides, the fact that the civil service, on several occasions, has not been able to properly address the rights of service users to get public services in a fair, equitable manner has contributed to the prevailing negative perception among the public about the efficiency of government institutions and civil servants. The above identified problems relate to poor service delivery at the national and regional level, Burayu town administration, civil

service specifically land development and management office of the town has no different character.

2.3. Decentralization and role of Local Government

2.3.1. Decentralization: Concepts and Definition

According to Maw hood cited in Negalegne (2010), decentralization is understood as a sharing of part of governmental power by a central ruling group with other groups, each having authority within a specific area of the state. The fundamental areas in the decentralization are power, authority and responsibility.

The most comprehensive definition of centralization is given by Rondinelli (1989:137) who defines decentralization as: the transfer or delegation of legal and political authority to plan, make decisions and manage subordinate units of government, semi-autonomous public corporate, area wide or regional development authorities, functional authorities, autonomous local government or non-governmental organization.

As it is defined by UNDP, and cited in Mahat (2007:14), decentralization is considered as a part of the overall government system of any society. It is a process by which authority, responsibility, power, resources and accountability are transferred from central level of government to sub national level. Improved governance will require not only strengthened central and local governments, but also the involvement of other actors from civil society organization and the private sector in partnership with government at all levels.

Currently, many small cities and towns lack the necessary institutional capacity to be able to manage their rapidly growing populations. As cities grow and evolve, the task of managing them becomes ever more complex. In addition, the nature and tasks of urban management and governance are also undergoing fundamental change. The policy and program environment has been altered in many countries as national governments have decentralized service delivery and revenue-raising to lower tiers of government.

2.3.2. Decentralization in Land Administration

The institutional arrangements for land administration can be decentralized or centralized. A decentralized land administration has recently gotten more attention in developing countries like Ethiopia because it has been used to enhance adequate public services. It either requires

the transfer of land administration, operational functions to the local or delegation to lower levels of governmental structure. A decentralized land administration system creates more opportunities to the local people in the decision making processes, promotes participatory and encouraging sustainability offers more efficient and effective administration and replaces inappropriate centralization management (Sal farina, 2014:2-4).

Ethiopia is one of the several African countries that are currently engaged in implementing decentralized system. Ethiopia engaged in the package of decentralization passed through a transitional period before the adaption of 1995 constitution. Gradually, after the constitution was adopted power has been decentralized to local governments. The federal constitution defines the federal government, the nine states as well as the city governments of Addis Ababa and Dire Dawa. This level of government is relatively well established where by the regions are endowed with substantial resources to finance at least a part of devolved responsibilities. Below the regional level, zonal, special self-administered zone, district and special district are structured within states depending upon the nature of their diversity and geographical location.

For example, Oromia regional, state consists of zonal and district (both urban and rural) local governments. In the Oromia constitution, they are mentioned clearly as structures to be used for administrative convenience. In Oromia urban local governments get local recognition by Oromia regional state proclamation no.65/2003.

In general, decentralizing urban local government has its importance for giving service delivery in each sector. All sectors have its service criteria. Among these sectors, land is the sensitive issues of urban local government administration that challenges their service delivery efficiency. For this reason understanding the concepts of decentralization in relation to the urban land administration is critical.

2.4. Land Administration and Management

In the law of real property the term, land is including the surface of the earth, the land beneath the surface to the center of the earth, and the air above. The term also includes property permanently affixed to the soil, such as water collected in wells, houses, and fences (Daniel W/G & Melkamu B, 2009). The UN Land Administration Guidelines UNECE (2006) describe land administration as the “process of determining, recording and

disseminating information on ownership, value and use of land when implementing land management policies”.

2.4.1. Components of Land Administration

An effective and efficient land administration system is of vital importance for the government to manage land related issues. Dalrymple (2008) illustrates that the typical essence of the land administration system involves public land management, private land recordation and registration, land value assessment, land taxation, land use definition and development application support. Those principles can be concluded as land registration and cadaster, land use planning, land valuation and taxation, land development and dispute resolution and conflict management.

- I. **Land Registration and Cadaster:** -is the core components of land administration systems which is aimed to record and archive land information. The foundation of a successful land administration system is reliable land records. The important land attributes such as ownership, value, and land use has to be carefully recorded and archived. Each of the attributes of land has its own necessity. Land without official record, they are not qualified to involve in any land use planning and development projects. Therefore, establishing a proper land registration and cadaster system is an inevitable activity that must be done by every government.
- II. **Land Use Planning:** -is the systematic evaluation of the potential of land, the social, economic situation and alternate land use for the sake of optimal land use selection. Currently, because of rapid urbanization demands for the land become high. Therefore, the land use planning is aimed at making the best use of limited and scarce land resource.
- III. **Land Development:** - as its name implies, is the process of converting raw land into constructed settlements. It mainly focuses on construction planning, permission, regulation, and implementation. Without the support of land development, any land policy or land use plan is not able to be implemented.
- IV. **Land Valuation and Taxation:**-is an important process for the owners and the state to maintain their benefit that came from the land consequently. Land taxation is an annual tax, commonly based on the capital or rental value of real property. The

potential significance of property tax is considerably higher in developing countries. Property tax remains an important source of revenue for many local governments (FAO land tenure studies, 2007).

- V. **Dispute Resolution and Conflict Management:** -what is more important from the point of view of land governance as well as social justice is to ensure that potential sources of conflict are handled in a consistent manner rather than on an ad hoc basis and that institutions to resolve disputes and manage conflict are accessible, have clearly defined mandates, and work effectively (K. Deininger, Selod, and Burns, 2011). To handle the existed and potential problems, conflict resolution institutions should be legitimate, accessible to most of the population, and legally authorized to resolve conflicts. And also the conflicts should not wait for a long time; they have to resolve at the beginning at locally and timely.

2.4.2. Social and Economic Benefits of Good Land Administration

There are a number of benefits of good land administration, according to UNECA (2007). The UNICEF presents land as source of wealth and economic success. United Nation Economic Commission for Africa concluded that, no country can sustain stability within its boundaries or economic development within the wider world. Unless it has a land right policy that promotes internal confidence among its people, it's commercial enterprises and its governments.

In order to better manage land, facilitating private land ownership and security of tenure is recommended in empirical literatures and best practices. The societies which have internal stability and a functioning market economy recognize the need for an effective system for registering private land rights. Land ownership, registered in a guaranteed system, facilitates greater mobility, for those who need to move to alternative employment in a new region, or for those family circumstances have changed with the passage of time. It makes possible access to secured credit.

The major wealth of families and people is their home, not only as a shelter, but also as a realizable financial asset. Their provides the owner with choices to sell and buy, to borrow against to collateral that the property represents in order to invest or develop to make provision for future inheritance by his or his family (UNECE 2007:2).

Also recording public rights in land for the wider benefit of the society is recommended. Governments will maintain public rights which can affect privately owned land. Appropriate recording and publication of public restrictions on the use of land and buildings are important for the implementation and sustainability of land use plans.

In studies of land and its value, providing a basis for land taxation is considered important. One of the essential features of maintaining national land records is to enable national governments to establish an efficient and equitable basis for raising taxes from those who owns or occupy land and property.

These issues above together justify the basis for land management in general and urban land management in particular. Appropriate land information is vital for land management, whether that be for developing sustainable agriculture, managing the rapid growth of cities or protecting the environment to mention only a few examples (UNECE 2007:4).

Urban land management is the regulatory framework, institutional arrangement, system and process that encompass the determination, allocation and information concerning land. It includes the determination and condition of approved uses of land, the adjudication of rights and their registration via titling, the recording of land transaction and the estimate of value and taxes based on land and property (Solomon and Rinfied, 2003:2-3).

2.5. Urban Land Management in Ethiopia

In the era of the imperial regime Ethiopia's land management was in the hand of feudal lords. Formers were merely tenants on their own farms. The most important and biggest negative effect of the feudal land ownership in the city of Addis Ababa was the evolution of the city as a garrison of feudal' lords dividing the land of the city among themselves by way of grants by the king. This led to the formulation of village type camp style substandard housing built by the tenants and renters of the feudal lords with no title deed. Later the landlords themselves built sub-standard rental houses extensively, which were, nationalized as extra houses later referred as kebele houses-most of them forming a gig part of the slum areas in the city, (Daniel, 2009).

In the Derg era, when the military took over from Emperor Haile Selassie in the early 1970's, land becomes freely available. The Derg regime showed favoritism, however, handing out the

best and biggest parcels of land to its own cadres or political friends. The land would then be sold to an intermediary who would then sell it again for a profit (Cited by Dawit, 2008).

In the post 1991 period, one of the priorities of the new government since 1991 was, to get rid of all the intermediate and return land ownership to the people. The relationship would be between the land providers the government and the land user. Land cannot be bought and sold in Ethiopia, article 40(3) of the constitution states clearly “land is a common property of the nations, nationalities and peoples of Ethiopia and shall not be subject to sale or other means of transfer”. The 1993 proclamation gave regional governments the power to regulate the transfer and acquisition of land.

2.7. Urban Land Policy in Ethiopia

The Urban land policy is one of the most important tools of managing urban land. The rapid urbanization process and political changes which are taking place in both developed and developing countries have created enormous problems of land scarcity and land use inefficiency in their cities and towns, while the character and the urgency of the problems depend on the socio- economic, political structure and development level of the country.

The important dimensions of Ethiopia’s urban development policy as they relate to the land policy are;

- Allocating land in a sustainable way through tender, negotiation and permit
- Stabilizing the price of the land and marketing of real property.
- Ensuring the equitable distribution of land to both the rich and the poor
- Facilitating mechanisms by which low income groups are allocated adequate land at reasonable cost.
- Facilitating efficient and sustainable delivery of land to investors engaged in the construction of residential and commercial buildings for sale or rent.
- Creating a system for registration and marketing of real property as well as issuance of title deeds.

- Ensuring that land is delivered for construction of residential houses and commercial uses that have adequate provision of infrastructures.
- Bringing economical uses of land intended for development works.

The urban land policy gives priority to land allocated (in order of priority) to saving houses, social services, industry, micro and small business institutions, residential houses, commercial organizations and recreational centers.

2.8. Conceptual Framework of the Study

In line with the objectives mentioned above and also the methodology, the researcher will use conceptual framework which is adopted from theoretical framework of land administration developed by world bank (2005) to analyze the impacts of institutional, technical, administrative and legal factors on the land service delivery and customers satisfaction. In the institution of land sector where there is; clear responsibility among the stakeholders vertically and horizontally, efficient resource and skilled experts'; service delivery will be improved and the customers will be satisfied by receiving quality service. Brown (2012) also by supporting this idea he stated that, the situation within government, institutional set ups strongly affect the effectiveness of land administration systems and service delivery.

Computerizing service in land administration has direct impact in providing timely service to customers which result in customer satisfaction in a public sector organization. Efficiency of service, responsibility, courtesy of man power, accountability, reliability and transparency are major administrative factors which affect customer satisfaction in urban land related service delivery. Where there is clear procedure of work flow and if rules, proclamation, regulation, and manuals in land sector are workable/ unambiguous and safe guard the vulnerable groups it will have positive impact on service delivery.

In general, if the above discussed four quality service determinants are fully implemented in land administration office, effective urban land service delivery will be achieved which in turn result in customer /citizen satisfaction.

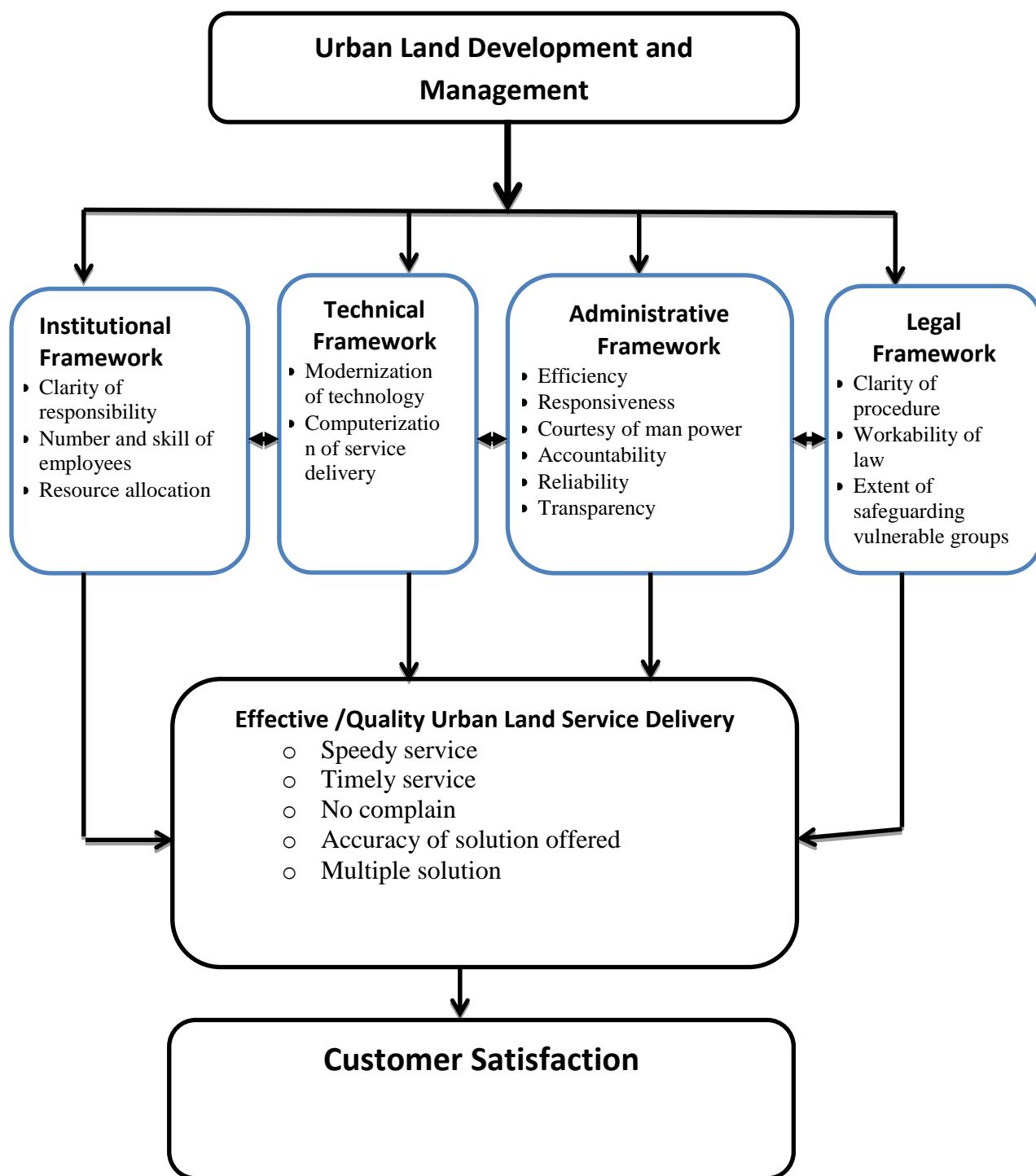


Figure 2:-Conceptual Framework

Source: - Own, Adopted from Hypothetical Model for Successful Service Delivery of Land Administration World Bank (2005)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Description of the Study Area

Burayu is located in Oromia national regional state, Oromia special zone surrounding Finfine at a distance of 15 km from Addis Ababa. Its astronomical location extends from $9^{\circ}02'$ to $9^{\circ}02'30''$ North Latitudes and $38^{\circ}03'30''$ to $38^{\circ}41'30''$ East Longitudes. It is bounded by Addis Ababa city in the east, the Sululta district in the north, a Welmera district in the West and Sebata Hawas district in the South and North West.

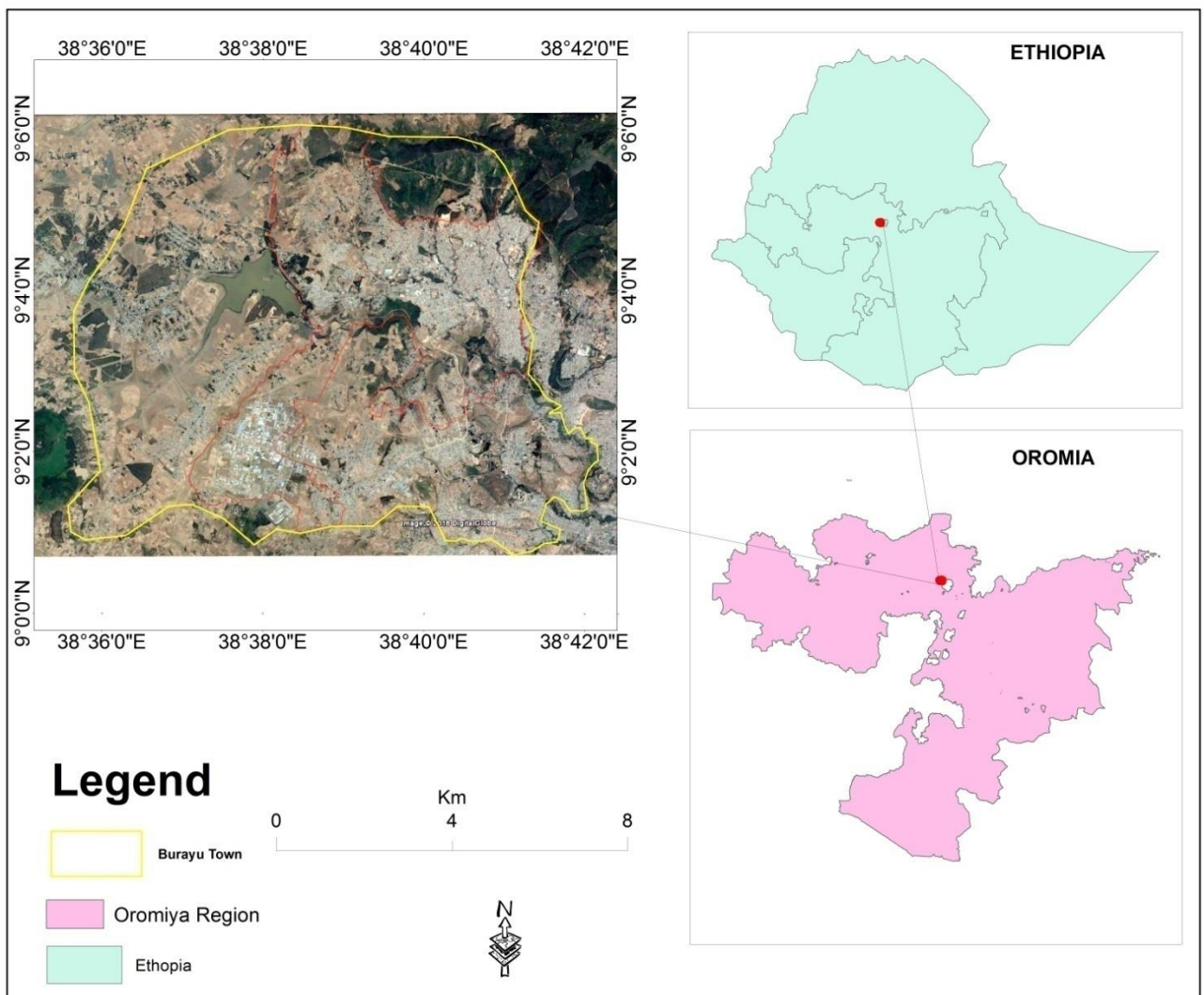


Figure 3: Location of Burayu Town in Oromia National, Regional State of Ethiopia

The town was founded in 1953. Burayu is one of the reform towns in the region and has a city administration, municipality and six kebeles (Gefersa Burayu, Burayu Keta, Leku Keta, Gefersa Nono, Gefersa Guje and Melka Gefersa). According to the 2007 census, projected population of the town in the year 2013 was estimated to be 81,740. whereas as it was counted in the year 2011 by Burayu town municipality, the population size of the town was around 114,426.

3.2. Research methods

This study was employed descriptive research design method. Descriptive survey research portrays an accurate profile of persons, events, or account of the characteristics, for example behavior, opinions, abilities, beliefs, and knowledge of particular individual, situation or group (Cooper and Schindler, 2008). It is descriptive because the researcher provided information about expectation and perception of customers about land related service delivery of Burayu town urban land development and management office. The survey was employed to gather and analyze the data through questionnaires from customers and employees. The researcher applied this method to investigate the current situation on customers' satisfaction with urban land related service delivery of Burayu town and this method allows the collection of large amounts of data from the target area. On the other hand the qualitative technique was applied to obtain and interpret information from department heads and general manager through interview because it is useful to discuss the issues of land related service delivery of the town more thoroughly and exhaustively with them.

3.3. Population and Sample Size Determination

It would be physically and economically infeasible to measure each individual's view of the population, even in small, highly organized community (Dias, 2003 cited in Swagegne 2007:14). In line of carrying out a sampling program on a large scale in terms of practicality and economic feasibility, it is better to set up a modest program in which a special sampling area is selected and defined. In line with this explanation, the researcher has tried to set up samples that represent most of customers of Burayu town LDMO who can be contacted and whose interest to get service related to title transfer, boundary conflict resolution, restriction registration, restriction cancellation and clearance letter.

Table 3.1. Customers who got land related services from October to December 2017.

S/no	Types service	Total number of customers who got service from October to December,2017			Monthly average customers
		October	November	December	
1	Title transfer	90	127	139	119
2	Boundary conflict resolution	32	37	35	35
3	Restriction registration	80	50	78	69
	Restriction cancellation	48	38	38	41
4	Clearance letter	124	97	121	114
	Total	374	349	411	378

SOURCE: Burayu Town Urban Land Development and Management Office Report (2017).

According to information collected from the office currently total number of customers who have land related files/document and their file entered into office land information system software are 44,800. Total number of customers who got land related service in the year last **2016/2017** were 2675.

Therefore, Monthly average customers visiting land development and management office of Burayu town were the study population for this research. According to table 3.2 below the monthly customers who visit the town LDMO to get different service related to land including; title transfer service 119, boundary conflict resolution service 35, restriction registration service 69, restriction cancellation service 41 and clearance letter related service 114 respectively. As a result, 25% of (119, 35, 69, 41 and 114) are **30, 9, 17, 11** and **29** respectively. The 25% that was applied to get the size of samples is so enough that it is far greater than the minimum percentage (10%) that is required in social science studies. Therefore the total number of sample as to the customer was **96**.

Table 3.2. Summaries of Sample Customers

S/no	Types of service	Monthly average customers (study population)	Percentage (25%)	Sample size
1	Title transfer	119	25%	30
2	Boundary conflict resolution	35	25%	9
3	Restriction registration	66	25%	17
4	Restriction cancellation	45	25%	11
5	Clearance letter	114	25%	29
	Total	379		96

Source; Own survey, 2018

With regard to employees, Burayu town LDMO has a total of 75 employees who are working in land office both at the town and kebele level (45-at town and 30 at kebele level). Since all urban land related service is centralized at the town level and only employees at town level have direct contact with customers. Kebele level employees are doing supportive activities such as controlling illegal settlement and others which are not related to major service given in land development and management office. Therefore **45** employees at the town level are relevant for this study and were considered as a study subject.

3.4. Sampling Technique

The sample size was determined to be 96 as to customers. These samples were selected using accidental availability sampling method from customers who were coming to the town LDMO for one month (from April 30 – May 31, 2018) in relation to the service they want and given with a questionnaire to be filled in and returned back for analysis. And also from the total 45 of the employees working in three departments of land office 12 employees (25% of 45) were taken purposefully in respect of service they render and given with questionnaires to be filled in and returned back. Two (2) core process owners/department heads/ and one (1) general manager was interviewed.

3.5. Data Source and Collection Method

3.5.1. Sources of Data

Both primary and secondary sources of data were used to collect relevant information about the study. The primary source of data was obtained from customers, employees and officials of Burayu town land development and management offices through survey questionnaires and interview. The reason behind selecting these as a source of data is to get firsthand information about the research problem since the respondents have a direct relation and experience about the issues of urban land related service challenges in Burayu town. The secondary data was collected from different published and unpublished documents such as journals, books, magazine, articles, websites, research findings, policy documents, different work manuals and other relevant documents in the research.

3.5.2. Data Collection Method and Instrument

The data were collected from primary and secondary sources. Questionnaires were used to collect data from customers and employees. As to customers 96 questionnaires were distributed and 89 were collected back for analysis. This made the response rate 92.7 percent. With regard to employees 12 were distributed all questionnaires collected back for analysis, which made 100 percent response rate. Primary data also collected with the help of interviews made with two department heads/core process owner and office vice general manager. Researchers' observation was also used and some data were obtained. Data was also collected from secondary sources.

3.8. Method of Data Analysis

Data which was collected from customers and employees through questionnaire were converted into suitable form for analysis and interpretation. This was achieved through a sequence of activities including editing; coding, entry and tabulation check the completeness, internal consistency and appropriateness of answers to each of the questions. Finally, quantitative data were analyzed using Statistically Package for Social Science (SPSS) Version 20. Qualitative method of analysis also used for the data collected through interview and open ended question. And Descriptive statistics were used to analyze and find out the results.

3.9. Ethical Consideration

The research addresses all relevant ethical considerations such as the issues of privacy and transparency. Consent was obtained from the general office manager after explaining the relevance of the study. Confidentiality of the information obtained from the participant was maintained strictly.

CHAPTER FOUR: DATA RESULTS AND DISCUSSION

4.1. INTRODUCTION

Under this chapter data collected through different method from different source was presented and analyzed.

4.2. DATA PRESENTATION AND ANALYSIS

This part of the study presents the major results gathered from 99 respondents' (84 customers, 12- employees and interview result of 2-department head and 1- general manger) opinion and their expectation of Burayu town land related service delivery. The first part of this part concerned with descriptions of selected land related service delivery process and time required and step followed to receive the service. The second part presents the analysis of collected data from customers and employees opinion and interview with official to evaluate the service delivery process depending on the following perspectives.

- Socio-economic profile and demographic characteristics of study respondent
- Institutional Framework aspect of service delivery
- Technical Framework of the office to deliver effective services
- Administrative Framework of the office to deliver urban land related services
- Legal Framework aspects of office service delivery
- Overall level of customer satisfaction with office land related service delivery and major challenges of urban land related service delivery.

4.2.1. Types of Urban Land Related Services

Like any other town of the region Burayu town urban land development office mandated to delivery land related services such as; preparation of title deeds for land possession /ownership certificate, paying compensation for evicted people, title transfer/transfer of ownership, restriction registration / register of mortgage, boundary conflict resolution, tenure isolation service, providing information on land possession, providing clearance letter and restriction cancelation service. For the purpose of this study only five types of services selected. This includes;

- Title Transfer /Ownership Transfer service
- Boundary Conflict Resolution service
- Restriction Registration Service

- Restriction Cancellation Service
- Providing Clearance Letter

Table 4.1. Number of step required and standard time to receive the selected service

S/No	Types of Service	Number of step	Service Standard Time
1	Title Transfer /Ownership Transfer service	6	3 hour
2	Boundary Conflict Resolution service	6	3 days
3	Restriction Registration Service	7	4 hours
4	Restriction Cancellation Service	7	4 hours
5	Providing Clearance Letter	4	4 hours

Source: -Burayu Town Urban Land Development and Management Office Citizen Charter

Table 4.1 above shows number of steps required and standard time required to provide land related services. Six steps and 3 hours required to get title transfer service. To provide boundary conflict resolution services six steps and 3 days duration required. And also both Restriction registration and restriction cancelation service require seven steps and four hours duration while four steps and hours required for clearance letter service.

4.2.2. Values of Burayu Town Urban Land Development and Management Office

- Accountability
- Responsibility
- Transparency
- Reliability
- Participatory
- Responsiveness
- Honesty
- Coordination

I. Socioeconomic Profile of Sampled Customer Respondents

Table 4.2. Shows that the majority 58 (69%) of respondents are male, while the remaining 26 (31%) were female, 45 (53.6%) were within 26-35 years age category. Most 55(65.4%) of respondents have degree and above educational qualification. Additionally 12 (14.3%), 11 (13.1%) and 5 (6%) were secondary level, diploma and primary level respectively. Regarding their regular job 58 (69%) of the respondents were private worker and 18 (21.4%) of them were government employees while 3(3.6%) and 5(6%) of them were farmers and unemployed respectively. When we see monthly income of the respondents among sampled customers only 34 (40.5%) of them responded to their income level while 50 (59.5%) were not have willing to respond to their income level. From 34 (40.5%) of respondents responded to their income level 3 (8.8%) have less than 0-1000 per monthly income and 31 (91. %) of them have monthly income greater than 1000 Birr.

Questionnaires were distributed to the customer who received service related to title transfer, boulder conflict resolution, restriction registration, and restriction cancellation and clearance letter. Therefore, from the respondent most of them 28 (33.3%), 23 (27.4%) were title transfer and clearance letter service user respectively, while the rest restriction registration, boundary conflict resolution, and restriction cancellation service users were followed by 15 (17.9%), 9 (10.7%) and 9 (10.7%) respectively.

From the above data, we understand that most of customers need service related to title transfer and getting clearance letter. Customers who need service related with registering of mortgage were also significant in a number followed by customers who need boulder conflict resolution and restriction cancellation. Therefore, most of customers' opinions regarding land related service delivery and their satisfaction level may relate to these listed service types accordingly.

Table 4.2. Socioeconomic Profile and Demographic Characteristics of Customers

S/N	Variables	Response choice	Frequency	Percent
1	Sex	Male	58	69
		Female	26	31
		Total	84	100
2	Age in years	Below 25	6	7.1
		26-35	45	53.6
		36-45	20	23.8
		46-55	8	9.5
		Above 55	5	6
		Total	84	100
3	Educational background	Cannot read and write	1	1.2
		Primary	5	6
		Secondary	12	14.3
		Vocational and Diploma complete	11	13.1
		Degree and above	55	65.4
		Total	84	100
4	Regular job	Gov't employee	18	21.4
		Farmer	3	3.6
		Private	58	69
		Unemployed	5	6
		Total	84	100
5	Monthly income	0-1000	3	8.8
		1001-2500	4	11.8
		2501-3500	6	17.6
		3501-5000	5	14.7
		5001-8000	6	17.6
		8001-12000	4	11.8
		12001-20000	2	5.9
		Above 20000	4	11.8
		Total	34	100
		Not filled **	50	59.5
		Total	84	100
6	Types of service received	Title transfer	28	33.3
		Boundary conflict resolution	9	10.7
		Restriction registration	15	17.9
		Restriction cancellation	9	10.7
		Clearance letter	23	27.4
		Total	84	100

Source: Own survey, 2018

** Majority of customer respondents did not have willing to fill their income level

II. Assessment of Institutional Framework of service delivery

Under institutional framework customer respondent's opinion is discussed in relation to institutional readiness in making service simple, number of departments visited to get service and coordination among them, the availability of information, availability of staff and skill they have to deliver land related service delivery.

Table4.3.Assessment of Institutional Readiness and capability in Measuring Service Delivery

S/NO	Variables	Response choice	Frequency	Percentage
1	Institutional readiness & service delivery simplicity	Designed efficient and effective	17	20.2
		Simplify customer service delivery	28	33.3
		Complexity in service delivery	39	46.4
		Total	84	100
2	Number of sectors visited for the same service at a time	One-Two	9	10.7
		Three	14	16.7
		More than three	61	72.6
		Total	84	100
3	Coordination between department and different work process	Very high	7	8.3
		High	11	13.1
		Neutral	37	44
		Low	19	22.6
		Very low	10	11.9
		Total	84	100
4	Opinion of customer on service delivery time	Less than week	12	14.3
		Two weeks	17	20.2
		More than 2 weeks	55	65.5
		Total	84	100
5	Existence of information on procedures and its completeness	Yes	38	45.2
		No	46	54.8
		Total	84	100
6	Availability of the staff	Very high	3	3.6
		High	14	16.7
		Neutral	51	60.7
		Low	13	15.5
		Very low	3	3.6
		Total	84	100
7	Knowledge and skill of service provider	Very high	2	2.4
		High	14	16.7
		Neutral	52	61.9
		Low	11	13.1
		Very low	5	6
		Total	84	100

Source: Own Survey, 2018

According to table 4.3 above; respondents were asked their opinion about the institutional readiness in terms of making process of service delivery simple, 17 (20.2) of respondents expressed institution were designed in a way services can be rendered more efficiently and effectively while the rest higher number of respondents 39 (46.4%) and 28 (33.3%) were replied that land institution did not consider customer service delivery in a simple way and it considers partially respectively.

Respondents also express their opinion about the number of the sector / department they visited to receive the same service they want from the office. According to their opinion, most of respondents 61 (72.6%) have visited more than three department /sector to receive they needed. A significant number of respondents 14(16.7%) and 9(10.7%) also replied that they have gone to two and three department/sectors respectively to receive the service they need.

Regarding this, since the majority of customer respondents visited more than one department/sector to receive the service they want there should be strong coordination between the work processes in order to provide effective service which in turn satisfy customer. Regarding coordination, 7 (8.3%) and 11 (13.1%) of respondents rated that there is very high and high coordination among responsible department respectively. Whereas, most of customer respondents 37 (44%) indicated that there is average coordination or rated as Neutral. The remaining 19 (22.6%) and 10 (11.9%) respondents replied there is low and very low coordination among them.

Customer respondents were also asked their opinion on the number of weeks they wait to receive the service they want. According to their response majority of respondents 55(65.5%) indicated that they waited for more than two weeks in order to receive service they need from the office. Also 12 (14.3%) of respondents replied that they received the service they need within a week. The remaining 17 (20.2%) of respondents indicated that they received service within two weeks.

Regarding to the availability of information on the procedures of getting land service 38 (45.2%) respondents replied that information on the procedure of getting land service is available. While the majority of customer respondents 46 (54.8%) responded that information on the procedure of getting land related service were not available in the office.

From table 4. 3 above, customer respondents were asked their opinion on the availability of efficient staff in land office in relation to service delivery. In relation to this 3 (3.6%) and 14 (16.7%) respondents rated that very high and high staff availability for the service delivery whereas the majority of the respondents 51 (61.9%) replied neutral on the availability of staff. The remaining 13 (15.5%) and 3 (3.6%) customer respondents indicated low and very low availability of the staff. Regarding knowledge and skill of employees, majority of respondents 52 (61.9%) replied as neutral. Majority of customer respondents replied neutral regarding availability and skill and knowledge of employees. This implies that majority of employees did not want reflect their feeling on this question because they fear this may have negative consequence on the processes of service they want from the office. While 14 (16.7%) respondent rated as high.

We can conclude institutional framework from the above data that government institutions should designed in a way services can be rendered more efficiently and effectively to satisfy their customers. But in case of the above data, the office do not designed in a way making the process of service delivery simple. This implies there is a hard way to get land related services. Firstly, the above data tells us, 61 (72.6%) customers visited more than three departments to receive the service they need. Secondly, according to (Payne, 2005) efficient coordination of related services in different institutions or department within and institutions are coordinated to reduce inconvenience to service users and to avoid unnecessary cost to the government. With connection to this coordination among them needs improvement which is supported by a significant number of respondents. Thirdly, most of customers wait for more than two weeks to receive the service they needed and also information on the procedure of getting land related service were not available in the office. Fourthly, availability of skilled staff in relation to the service they render has direct impact on service delivery. Regarding availability of staff and their knowledge and skill in relation to service they render most respondents replied as moderate and significant number of respondents replied it as low.

III. Technical Framework of the office to deliver effective services

As indicated in the Table 4.4. Below, asked their source of information and most of customers respondents 38 (45.2%) indicated that they gained information regarding to their matter from employees while 30 (35.7%) of respondents' replied that their source of information were office information desk. The remaining 9 (10.7%) and 7 (8.3%) of customer

respondents replied that they were gained from office publication and other source like ‘**Guday Asfestami**’ and other customer of the office respectively.

Customers respondents were also asked their opinion on waiting time before getting specific service from the staff and most of them 46 (57.7%) replied that they wait 5 to 30 minutes while 36(42.8%) of respondent replied their waiting time as more than 30 minutes.

The data described above regarding customer opinion on Technical Framework variables clearly indicate that customer respondents gained information on what they need regard to their matter directly from office information desk were 35.7% of the total customer respondents, while the majority of surveyed customers gained indirectly from employees, office publication and ‘**Guday Asfestami Or Delala**’ which is confirmed by 64.2% of customer respondents. This implies that information desk of the office did not function properly. In addition to this most of customers’46(57.7%) respondents wait 5 to 30 minutes before getting specific service from the office and significant number customers’ respondent wait more than 30 minutes. From this we understand that if customer were not properly informed their case and information desk of the office did not work properly and customer’s respondents were gained information indirectly from broker and employees. This intern result in long waiting time before getting service they want from the office which has negative customer satisfaction in service delivery of the office.

Table 4.4. Customer Opinion on getting guiding information and waiting time of service delivery

S/NO	Variables	Response choice	Frequency	Percentage
1	Source of information Regarding the service	Information desk	30	35.7
		From employees	38	45.2
		Office publication	7	8.3
		Others	9	10.7
		Total	84	100
2	waiting time before getting specific service	Below 5 minutes	2	2.4
		5-15 minutes	18	21.4
		20-30 minutes	28	33.3
		30minutes- 1 hour	18	21.4
		>1 hour	18	21.4
		Total	84	100

Source: Own survey, 2018

IV. Administrative Framework of the Office to Deliver Urban Land Related Service

Under the administrative framework variables determine the existence of effective service delivery includes efficiency of service delivery, transparency of service delivery, accountability of officials and employees, courtesy of staff, accuracy and reliability of data, and employee responsiveness.

Table 4.5. Customer Opinion on Administrative Capability and Rule of Law in Delivering Land Related Service

R.No.	Variables	Labels	Frequency	Percentage (%)
1	Awareness about the standard time set by the office.	Yes	12	14.3
		No	72	85.7
		Total	84	100
2	Got the service done as per the standard set by the office	Very High	3	3.6
		High	11	13.1
		Neutral	41	48.8
		Low	15	17.9
		Very Low	14	16.7
		Total	84	100
3	Asked extra payment /bribe for the service	Yes		
		No	58	69
		Total	84	100
4	Appointment was given for the service	Yes	70	83.3
		No	14	16.7
		Total	84	100
6	Provided service as per the appointment	Yes	25	29.8
		No	45	53.6
		Total	70	83.3
		**	14	16.7
		Total	84	100
7	Complaint handling mechanism	Complain to land office Compliant Desk	34	40.5
		Complain To Town Administration	10	11.9
		Complain in public Local Meeting	9	10.7
		Take Other Action	19	22.6

R.No.	Variables	Labels	Frequency	Percentage (%)
		Do Nothing	12	14.3
		Total	84	100
8	Accountability of the employees and officials	Very High	5	6
		High	10	11.9
		Neutral	38	45.2
		Low	15	17.9
		Very Low	16	19
		Total	84	100
9	Accuracy and reliability of data	Very High	6	7.1
		High	19	22.6
		Neutral	40	47.6
		Low	11	13.1
		Very Low	8	9.5
		Total	84	100
11	Responsiveness of employees	Very High	6	7.1
		High	11	13.1
		Neutral	33	39.3
		Low	21	25
		Very Low	13	15.5
		Total	84	100

Source: Own survey, 2018

*** -respondent who replied 'NO' for previous question were not expected to answer*

From the table 4.6 above, majority 72 (85.7%) of customers respondents did not know the standard time set by the office to receive the service they want. While 12(14.3%) of them replied that they have awareness on the existence of standard time. Among 12 (14.3%) of customer respondents who the standard time, only 6(7.1%) of them replied that, they received the service as per the standard time and the remaining 6(7.1%) did not. From the sampled customers 58(69%) of respondents replied 'No' to the question '**did you have to pay something extra for the staff to attain the service –like bribe?**' while significant number 26(31%) of respondents replied yes to the question. Most of respondents have no interest to give real answer for this question because this factor may relate with corruption case that

people may not need to communicate it in public. Even though majority replied 'No' to this question, most of customer placed this factor in the second order in the list of major problems for their dissatisfaction with the service delivery of the land office with the score of 18%.

Regarding the appointment given to receive the service they wanted 70(83.3%) of respondents reacted that they were given an appointment to get service done and the remaining 14 (16.7) were not given an appointment. Out of 70 (83.3%) customer respondent who have been given appointment 45 (53.6%) of them did not receive service within the appointment time while 25 (29.8%) of them received the service as per the agreement made. In relation to office complaint handling mechanism most 34 (40.5%) of customers respondent forwarded their complaint to the land office complaint desk whereas, 10 (11.9%) and 9(10.7%) of respondent sent their complaint to town administration and complain by attending public meeting respectively. Significant number 19(22.6%) of customers responded that they take other action (**paying bribes and talking with 'Guday Asfestami' or 'Delala'**).The remaining 12(14.3%) of respondents replied that they "**Do Nothing**". Out of 12(14.3%) respondents replied 'Do Nothing' 4(4.8%) of them replied that they did not know where to go to appeal their complaint. Whereas 5(5.7%) of customer respondents replied that they did not know what to do and who to speak.

Customer respondents were also asked their opinion whether they were satisfied with the accountability of employee and officials in the way they were received land related services. Most 38 (45.2%) of respondent rated as neutral while 15 (17.9%) of them assessed as high and very high. The remaining 31 (36.9%) of respondent rated as low and very low. As to the accuracy and reliability of land related data, majority 40 (47.6%) of respondent rated as neutral while 25 (29.7%) of them rated as high and very high. The remaining 11 (13.1%) and 8 (9.5%) of customer respondents rated as low and very low respectively. Respondents of employees while serving their customers were rated as low and very low by majority 34 (40.5%) of customer respondents, while 33 (29.3%) and 11 (13.1%) of respondent rated as neutral and high. Insignificant number 6(7.1%) of respondent rated as very high.

In general, Out of the total customer respondents, 85.7 % of them did not know the standard time to receive the service they want. From the respondent who replied that they know the standard time, only half of them received the service as per the standard. This implies that citizen charter set by the office did not known by customers of the office .This implies that there is feasible problem in relation to providing transparent service delivery out of the total

customer respondent 26(31%) of them confirmed that they paid extra payments like bribe, to receive service they want while majority of them did not agree with this. From 70(83.3%) of respondents given an appointment to get service, most 45(53.6%) of them did not receive service within the appointment time.

In relation to office complaint mechanism most 40.5% of respondent forwarded their complaint to the office complaint desk while 22.6% of them complaint to town administration and complain by attending public meeting. The remaining 19(22.6%) of respondents replied that they take other action like paying bribe and talking with ‘**Guday Asfestami**’ or ‘**Delala**’ to solve their complaint. Significant number 12(14.3%) of respondents replied that they did not know where to go, not know what to do and who to speak. Regarding accountability of employee and official’s, customers respondents 45.2% rated as neutral which implies most of customer respondents lack confidence to negatively react to this question fearing this may have negative impact on service delivery process. And 18% of them rated as high and very high which implies employees and officials of land office were accountable to their job. The remaining 34.6% of respondents rated as low and very low which inform us there is the problem of accountability with employees and officials while they received their service. There is no as such problem related to accuracy and reliability of land related data which is rated by most of the respondents. Responsiveness of employees while serving their customers were rated as low and very low by majority 34(40.5%) of respondents which implies that respondents were not satisfied with employee responsiveness.

V. Legal Framework Aspects of Office Service Delivery

As we observed from the table 5.1 below majority 47 (56%) of respondents replied ‘No’ to the question ‘Do you think that there are clearly stated formalities and procedures to get the service you are looking for from the office?’ while 37(44%) of respondent replied ‘Yes’ to the question. Regarding higher number of 64(76.2%) of customer respondents have no full information about urban land laws, rules and regulation. Absence of access and low attention given by the office to give awareness is the main reasons. whereas 20(23.8%) of respondents replied ‘yes’ which implies they have full information. Out of 20(23.8%) respondents replied ‘yes’ 5(6%) of them confirmed that urban land policy, laws, rules and regulation accommodate the needs of the society while 6(7.2%) of respondent did not agree with this idea. And the remaining 9(10.7%) of respondent rated as average . The data obtained from the respondents in relation to legislative framework variables clearly shows that, majority

56% of customer respondent confirmed that there is no clearly stated formalities and procedures for service they received from the office while 44% of them replied that they received service through clearly stated formalities and procedure. This implies that majority of respondents were not satisfied with the existing procedures and formalities of service delivery of the office. Out of total surveyed customer respondent 76% of them have no full information about urban land laws, rules and regulation. From this we understand that low attention was given on developing the awareness of the society on urban land related laws, rules and regulation. Out of 23.8% of respondents who have full information about land policy, 7.2% of respondent responded that the land policy, laws, rules and regulation are not accommodating the needs of the society.

Table 4.6. Customer respondents opinion about formality, procedure and, land related policy

S/NO	Variables	Response choice	Frequency	Percentage
1	Existence of clearly stated formalities and procedures to get the service	Yes	37	44
		No	47	56
		Total	84	100
2	Having knowledge and awareness on urban land related policy, rules and regulation	Yes	20	23.8
		No	64	76.2
		Total	84	100
3	Level of urban land related the laws, rules and regulations in accommodating the need of citizens	Very high	1	1.2
		High	4	4.8
		Neutral	9	10.7
		Low	4	4.8
		Very low	2	2.4
		Total	20	23.8
		Missing **	64	76.2
Total	84	100		

Source: Own survey, 2018

**respondent who replied no in the previous question were not expected to answer.

VI. Employees View on their Customer Service Delivery

Table 4.9 Employee respondents Back Ground Information

S/N	Variables	Response choice	Frequency	Percent
1	Sex	Male	10	83.3
		Female	2	16.7
		Total	12	100.00
2	Age in years	26-35	7	83
		36-45	5	16.7
		Total	12	100.00
3	Educational background	Degree	9	75
		Masters and above	3	25
		Total	12	100
4	Monthly income	3000-4000	4	33.3
		4001-5000	1	8.3
		5001-6000	2	16.7
		6001-7000	2	16.7
		7001-8000	1	8.3
		8001-9000	2	16.7
		Total	12	100.00
5	Types of service deliver	Title transfer	5	41.7
		Boundary conflict resolution	2	16.7
		Restriction registration	2	16.7
		Restriction cancellation	1	8.3
		Clearance letter	2	16.7
		Total	12	100.00
	Duration stay in this position	Less than one year	6	50
		More than one year	6	50
		Total	12	100.00

Source: Own survey, 2018

Table 4.9 Indicate that 10(83.3%) of employee respondents are male, while the remaining 2(16.7%) of them are females. With regard to age out of the total 12 employee respondents 7(83%) of them are between the age of 26 -35 years where 5(16.7%) of them are between 36-45 years. Most of employee respondents 9(75%) are a degree holder while rest 3 (25%) master's degree holders. As to employees level of income out of the total surveyed employees 4 (33.3%) of them get 3000-4000 per month income. The high number of employees 8 (66.7%) of them gets monthly income between 4001-9000 Birr. Out of the total 12 employees 5 (41.7%) of them deliver the title transfer service. Boundary conflict resolution, restriction registration and clearance letter service have 2 employees each. The remaining employees 1(8.3%) deliver restriction cancellation service from the sampled respondents. Regarding their duration in current position half of respondents 6(50%) responded that they are staying for more than one year, while the remaining 6 (50%) stay 1 month to one year in respect to their service delivery.

From the above data, we conclude that most of employee respondents are male and almost all are in the productive age group. From their educational qualification most of them are degree and master's degree holders. All employee respondents get their monthly salary not less than 3000 and maximum of 9000 Birr in relation to the service they are rendering. Title transfer service is delivered by 5 (41.7%) of employees while restriction cancellation delivered by 1 (8.3%) employee of employee respondent. Experience of employees in relation to the service they are providing have direct impact on the quality of service delivery and customer satisfaction. In the case of the above data employee who stay in their position from 1 month to one year and who stay for more than one year is equal percentage which implies that there is employee turnover in the office.

VII. Institutional Framework Aspect of Service Delivery

Table 4.10. below show that, 5(41.7%) and 5(41.7%) of employees rated high and neutral that there is a short work process to in the office to deliver efficient service respectively. Regarding interdepartmental coordination while delivering service, from the total employee respondents, half 6(50%) of them rated high which implies that there is coordination among department and work process while delivering service. Significant number 3(25%) and 2(16.7) rated average and low respectively .Out of the total employee respondent who rated low reason out that lack of information technology and different short term priority among work process are the main reason for low coordination. Majority respondent 8(66.7%) of

them replied yes to the question asked whether they participated in training programs which update their skill in relation to the service they render. Significant number 4(33.3%) of them replied 'No' which implies that they did not participate in a training program. Lack of knowledge about its importance and problem related to selection is identified by 3(25%) and 1(8.3%) respondent respectively. Most of the respondent 9(75%) claimed that they do have access to resources necessary to carry out their job but it is not enough. 2(16.7%) of them responded they do have full access to resources. Insignificant number 1(8.3%) of respondent expressed that there is a high constraint of resources.

From the above data related with institutional framework variables, we understand that, even though 41.7% of employee respondents rated shortness of the work process in service delivery as high, the same percentage rated average. This implies there is a problem regarding this issue. If there is strong coordination among related work process in delivering service, there will be a positive impact on quality of service and customer satisfaction. In relation to this, 50% of employee respondent rated coordination as high while 25% and 16.7% rated as medium and low. Lack of information technology and different short term priority among work process is the main reason for low coordination. Even though, 66.7% of employee respondent participated in training programs which update their skill in relation to service they render significant number 33.3% of respondents did not participated in training program. Not participating employees in training program regarding services they provide will have negative impact on delivering quality service and customer satisfaction. Higher number, 75% of sampled respondents confirmed that even though they have access to resources necessary to carry out their job there is shortage.

Table 4.10. Employee opinion regarding institutional framework variables.

S/N	Variables	Response Choice	Frequency	Percent
1	Shortness of the work process	Very high	1	8.3
		High	5	41.7
		Neutral	5	41.7
		Low	1	8.3
		Total	12	100
2	Coordination among different work process or department	Very high	1	8.3
		High	6	50
		Neutral	3	25
		Low	2	16.7
		Total	12	100
3	Reasons for low quality service delivery	Different Short Term Priority among department or work process	1	8.3
		Lack of Information Technology	1	8.3
		Total	2	16.7
		Missing **1	10	83.3
		Total	12	100
4	Participated in training which update skill	Yes	8	66.7
		No	4	33.3
		Total	12	100
5	Reason for participation in the training	Lack of Knowledge about its significance by leaders	3	25
		There is a Problem of Selection for Training	1	8.3
		Total	4	33.3
		Missing **2	8	66.7
		Total	12	100
6	Availability of necessary resource	Yes, but not enough	9	75
		Yes, full	2	16.7
		High constraint	1	8.3
		Total	12	100

Source: Own survey, 2018

**1 respondent who rated other than low and very low were not expected to answer.

**2 respondent who replied yes to previous question were not expected to answer

VIII. Assessment of urban land related rule of law

From the table 4.11 below almost all employees respondents 10(83.3%) replied yes, which indicate they have the rules, regulation, guidelines and manuals in relation to the service they are providing while 2(16.7%) replied that they did not have rules, regulation, guidelines and manuals related to the service they are providing .Out of employees respondents replied ‘Yes’ they also confirmed that rules, regulation, guidelines and manuals are easy to understand and can easily be operational. This indicates that most of respondent have no problem regarding having and operationalize rules, regulation and manuals in relation to the service they provide. This in turn increases customer satisfaction by providing quality service

Table 4.11. Employee opinion on awareness of the legislative variables

S/N	Variables	Response choice	Frequency	Percent
	Availability of rules, regulation, guidelines and manuals related to the service delivery	Yes	10	83.3
		No	2	16.7
		Total	12	100
	Easily understandable and operational Rules, regulation, guidelines and manuals	Yes	10	83.3
		**	2	16.7
		Total	12	100

**employee respondent who replied ‘No’ on previous were not expected to answer.

IX. Assessment of automation of urban land related services

As indicated in the table 4.12 below, majority 7(58.4%) of employee respondents rated automation of service delivery as high and very high while 5(41.7%) rated as average. Depending up on employee respondent’s opinion automating service delivery will increase customer satisfaction by delivering efficient, accurate and timely service delivery. From the above data, we conclude that automation of service delivery is good which is confirmed by most of employee respondents. Significant number of employees’ respondent rated neutral, which implies that land service delivery is not fully automated. Computerizing service will increase efficiency of service and reliability and accuracy land related data.

Table 4.12. Opinion of Employees computerization of service delivery

S/N	Variables	Response choice	Frequency	Percent
	Level of atomization of service delivery	Very high	2	16.7
		High	5	41.7
		Neutral	5	41.7
		Low	0	0
		Very low	0	0
		Total		12

Source: Own survey, 2018

X. Administrative aspects of the office to Deliver Urban Land Related Services

According to Table 4.14 below, majority 8(66.7%) of employee respondents rated the efficiency of service delivery in their work process as high while 3(25%) of them rated as neutral/average. Higher number of employees 9(75%) replied yes to question '**Do you think that services are easily accessible to the customer?**' while significant number 3(25%) of employees indicated that the service are not easily accessible to the customer. Regarding the way they receive feedback from customers, majority 9(75%) of employee respondents replied that they receive customer feedback through the feedback form. The remaining 2(16.7%) of employee respondents replied that they received feedback using office information desk and by asking other customers.

Out of the total 12(100%) of Employee respondent asked that whether they know or not the step required standard time for the service they providing. Majority 9(75%) of respondent replied that they are aware of the standard time and step required while significant number 3(25%) of employee respondent did not know the step required and standard time. Majority 7(58.3%) of employee respondents replied that they are silent to the question '**When you performed your job well, what do managers usually do?**' which implies that there is a problem with managers on the way they treat their employees. And also 2(16.7%) and 2(16.7%) of employee respondent said that 'they take credit for themselves' and 'they reward the staff' accordingly. For the question, '**what do the management culture looks like?**' employee respondent 7(58.3%) and 5(41.7%) replied that encourage learning from mistakes and give advice respectively.

The data obtained in the above section with respect to administrative framework variables clearly shows that most of employee respondents 8(66.7%) high and 3(25%) of employee rated as neutral in relation to efficiency of service delivery in their work process. This implies that there is average efficiency of land related service delivery. According to majority 9(75%) of employee respondent's land related services are accessible to customers, whereas as significant number 3(25%) of employee respondents have not agreed with this idea. Most of Employee received feedback from the customer for the service they rendered through customer feedback form and this is supported by 75% of respondents.75% of employee respondents are aware of standard time and step required for the service they are providing. All employees should know the standard time and step required for delivery service, but still significant number of employees 25% of respondents have no awareness about it.

Government institution who motivates and quality service give due attention to their employees can deliver quality service which in turn creates satisfied customer. Most Employee respondents 9(75%) also indicated that their head and managers of the office are silent and did not give them credit when they performed their job well. In contrast to this idea, all 12(100%) of employee respondent reacted to their office management culture of the office as encourage learning from mistakes and give advice. This have a positive impact on customer satisfaction in relation to quality service they received.

Table 4.13. **Employee respondent opinion on administrative aspects of quality service delivery**

S/N	Variables	Response choice	Frequency	Percent
1	Quality/efficiency of service delivery in work process	High	8	66.7
		Neutral	3	25
		Low	1	8.3
		Total	12	100
2	Services are easily accessible to the customer	Yes	9	75
		No	3	25
		Total	12	100
3	Ways of receiving feedback from customers	Public consultation	1	8.3
		Feedback form	9	75
		Other	2	16.7
		Total	12	100

S/N	Variables	Response choice	Frequency	Percent
4	Availability of land service standard	Yes	9	75
		No	3	25
		Total	12	100
6	Performed your job well, what do managers usually do	Silent	7	58.3
		Take credit for themselves	2	16.7
		Reward staff	2	16.7
		Others	1	8.3
		Total	12	100
7	Management culture looks like	Encourage learning from mistakes	5	41.7
		Gives advice	7	58.3
		Total	12	100

Source: Own Survey, 2018

XI. Data Obtained from Interview General Manager and Department Head/Core Process Owner and its Interpretation

Under this section in relation to general manager of the land office interview question, including required and existing man power, complaint handling mechanism and access to necessary resources.

1. Required and Existing Man Power of the Office.

According to an interview made with the general manager of the office, Burayu Town Urban Land Development and Management, Office has a total of 75 employees, both at kebele and town level (45 at town level and 30 at kebele). All urban land related services are centralized at the town level and kebele level employees are only responsible for supportive activity such as controlling illegal settlement. The interview made with the officials, including core process owners delimited only to the town level man power. According general manager response; man power of the office is not efficient to provide the service required from the office. As indicated in the following table there are three core process in the land office, the total

number of required man power under the three departments are 70 but the existing manpower is 43(61%) and 27 position is vacant .

Table 4.15. Required and existing man power of the office.

S/no	Department/core process	Required	Existing	Gap
1.	Land development and transfer	25	11	14
2.	Land tenure /ownership management	19	15	4
3	Land reform and urban land law implementation and follow up	26	17	9
Total		70	43	27

Source: Office Report, 2018

From the table 4.16 above data, we can conclude that since all urban land related service discussed above were centralized and provided at town level, it is difficult to provide service with 61% of existing man power and it has direct impact on customer satisfaction. The first two core process owners also confirmed that it is difficult to delivery timely service and satisfy customers with the existing manpower.

2. Complaint Handling Mechanism of the Office.

In relation to complaints handling mechanism, general manger confirmed that office has complaint handling mechanism. There is complain handling committee, which has three members and accountable for management of the office. These committees receive and analyze customers complain through two methods. First, directly from customer through customer complaint form prepared by the office and through written form. Secondly, the committee collects customers complain from office complain desk or suggestion box. The complaint handling committee of the office, after collecting customers complains through the above form, they come together, analyze and report to the management of the office for the solution. Customers of the office did not complain directly to the committee or manager of the office corruption related complaints according to an interview made. Rather they choose to write on office complaint desk/suggestion box.

The interview made with officials regarding complaints handling mechanism of the office indicates the existence of complaints handling mechanism is good to give solution to

customer complaints regarding services they want. According to interviewed officials, customers of the office did not have interest to appeal directly to the committee and to the officials complaint related to corruption. This tells us there is complain related to corruption does not mean that the office is free of corruption practice.

3. Availability of Necessary Resource to Deliver Quality Service

According to interview response from general manager and department head office, office have necessary resource used to deliver land related service but it is not enough in supply. For Example Urban land development and management office have no efficient financial resource/budget to fulfill all necessary equipment in all department such as; surveying equipment handled GPS, differential GPS and computer(desk top and laptop).lack of vehicle is the major problems of the land office which affect service delivery because the town has six kebele and most of them are far from the center and since all land related services are centralized at town level, it is difficult to deliver service which need field visit especially services such as title transfer and boundary conflict resolution.

From the above responses of officials, even though they have resources, in core process in which surveying equipment used, they lack Handled GPS and differential GPS. In order to computerizing service delivery of land office, the two core process owners' response indicate that, still they lack computer to provide effective service delivery. The major resource problem of the office repeatedly reminded by the three officials is problem of vehicles. And also land office has no efficient budget to fulfill all required resources by its self-according to their response.

4.3. Discussion of the Finding

Under this part interpreted data from customers, employees, and interview of officials and researchers' observation was discussed and triangulated using literature review as a benchmark.

4.3.1. Discussion of data on Socioeconomic Profile and their Attitude

The study shows that the majority of customer and employee respondents are male and both are categorized under productive age group. Both customer and employee respondents have more than degree educational qualification which is confirmed by 65% of respondent. Most of Burayu town land development and management office was the customers who need service related to transfer of ownership /title transfer and clearance letter. Out of the total employees, 41.7% of them were rendering the title transfer and clearance letter. From this we can conclude that Burayu town urban land development and management office were busy with those customers. Majority 46.4% of customer respondents are private worker followed by government employee. Regarding to their income level, out of the total customer respondents 59.5% of them were not have willing to respond to their level of income. Out of 40.5% of respondents who respond to their level of income, 91% of them have greater than 1000(one thousand) monthly income. Even though they were not interested to respond to their income level, majority of customer respondents were private worker trader and government employees. From this we conclude that, they have their own income. In relation to employees, their monthly income range from 3000-9000. Most 9(75%) of employee respondents also indicated that their head and managers of the office are silent and did not give them credit when they performed their job well. this implies that In contrast to this idea, all 12(100%) of employee respondent reacted to their office management culture of the office as encourage learning from mistakes and give advice. This implies that there is a problem in the way employees are treated which has negative impact on delivering quality service to satisfy their customers.

4.3.2. Discussion of Interpreted Data on Institutional Frameworks Variables

Service giving organization should design in a way service can be rendered more efficiently and effectively to satisfy their customers. According to World Bank, (2005) hypothetical framework developed for land administration Institutional Frame Work: is measured by existence of variables such as un-overlapped empowerment, clarity of responsibility and

number and skill of man power. By considering these concepts the study discussed data as follows.

According to customer respondents the land office did not fully consider customer service delivery in a simple way which is confirmed by 77.3% respondents. Even though 41.7% of employee respondents rated shortness of the work process in service delivery as high, the same percentage rated as average. Most, 65.5% of customer's respondents waited 2-4 weeks and more than four weeks to receive the service they needed. Information on the procedure of getting land related service was also not available in the office. Out of the total customer 72.6% of them visited more than three departments to receive the same service they want at a time. From this we can clearly understand that there is a problem regarding this issue.

The main reasons for the lack of strong cooperation and coordination are common to almost every country. They include the existence of different short term priorities in each organization culture issues and traditional attitude of mind, and concerns for financial matters (Payne, 2004). Out of 34.5% of Customer respondents rated as low and very low which indicated there is no strong coordination among related work process while 50% of the employee replied as there is strong coordination. Lack of information technology and different short term priority among work process is the main reason for low coordination.

According to Payne,(2004) if the land administration services are to be improved then the place to start is by improving the training of those responsible for managing and operating the organization. Taking this into consideration regarding the availability of the staff with knowledge and skill in relation to the service they deliver, most respondents rated as neutral and significant number rated as low. Even though 66.7% of employee respondent participated in training programs which update their skill in relation to service they render, a significant number of respondents did not participate in training program. Interview made with officials regarding this issue indicated that, man power of the office is not efficient to provide the required service. In relation to this, the total required man power of the office under the three departments is 70 but the existing manpower is 43(61%) and 27 positions is vacant. Therefore the study disclosed that the unavailability of an efficient and skilled staff have a negative impact on delivering quality service and customer satisfaction.

Regarding access to the necessary resource majority 75% of sampled respondents confirmed they have access to resources necessary to carry out their job but not enough. According to interview finding, there is absence of efficient budget, lack surveying equipment (handled and differential GPS), computers (both laptop and desktop) and above all absences of vehicle to provide service which needed site work such as title transfer service and boundary conflict resolution.

4.3.3. Discussion of Interpreted Data on Technical Framework Variables

Using computers and other digital tools will speed up the process of land administration services, prevent unnecessary duplication, and facilitate access to land related data. The finding from customer respondents indicate 35.7% of them gained information regarding to their matter from office information desk while majority 64.2% of respondent gained indirectly from employees, office publication and ‘**Guday Asfestami or Delala**’. Majority 42.8% of customer respondent also rated waiting time before getting specific service as long and very long time. From this finding we understand that customer respondent were not properly informed their case by the information desk in the office and service delivery process is not fully automated. This is confirmed by a significant number of employee respondents.

4.3.4. Discussion of Interpreted Data on Administration Framework Variables

Findings of this research under administrative framework identified as follows: - **First**, out of the total surveyed 85.7% of customer respondents replied that they did not know the standard time of service they received. From customer respondents who replied that they know the standard time, only half of them received the service as per the standard time. In respect to employee respondents, 75 % of them know the standard time and step required for the service they were providing. Significant number, 25% of employee respondent replied that they do not have awareness about the standard time and step required for the service they were providing. We have already seen that the research finding which indicated that 65.5% of customer’s respondents waited 2-4 weeks and more than four weeks to receive service they needed. In Citizen Charter of the office standard time and number of steps required indicated. For example, standard time to deliver service; title transfer, boundary conflict, restriction registration, restriction cancellation and clearance letter are 3hour, 3days, 4hours, 4 hours and 4hours respectively. Number of steps required; 6-for title transfer and boundary conflict

resolution, 7-restriction registration and restriction cancellation and the last clearance letter require only 4 steps. The finding of this study shows citizen charter is not known by the customer of the office, but also by a significant number of employees themselves. The standard time and the actual time customer respondent received service contradict each other because the minimum standard time 3 hours for title transfer and the maximum is 3 days for boundary conflict resolution. But 65.5% of customer respondents waited 2-4 weeks and more than four weeks to receive the service they needed. And most, 83.3% of customer respondents given an appointment to get the service done. But 53.6% of them did not receive service within the appointed time.

Second;-According to Studler, (2003) land administration organization usually manifest high transaction and the number of stages to get the service done. Complexity of the process which breeds uncertainty, increases cost and encourages fraud. So as to curb these institutions should make the process of getting the service delivered transparent as possible and get the customer participant in the service delivery will help to eradicate some problems like fraud. The finding of this research indicates that transparency of land service delivery of the office was rated as average and high by 61.9% of customer respondents, whereas significant number 34.6% of them rated as low and very low. 31% of the total customer confirmed that they were paid extra payment like a bribe, in order to get the service they want from the office while majority of them not agreed with this. The findings of interview indicate that complaint related to corruption did not appealed to the office complaint desk of the office yet. He added that absence of complaint does not mean there is no corruption.

Third; the interview made with officials shows that there is complaint handling mechanism designed by the office, which has three committee members responsible of management of the office. Out of the total 40.5% of customer respondents indicated that they were forwarded their complaint to office complaint desk. But 45.2% of customer respondents were not forwarded their complaint to office complaint desk rather they forwarded to town administration and appeal by attending public meetings. Whereas there were respondents who replied that they take other action like paying bribes and talking with 'Guday Asfestami' or 'Delala' to solve their complaint.

The finding of the study in relation to complaint indicates that land related service delivery of the town included complaint handling mechanism which is important in order to identify and give a solution to customer complaints. But still there are customer who did not have awareness about the existence of such mechanism in office and take action like paying extra payment and searching for ‘Delala’ to solve their problem.

Fourth, regarding responsiveness of employees 40.5% respondent indicated that employees were not responsive while rendering service. In connection to this, most 66.7% of employee respondents rated efficiency of service delivery as high. If employees were not responsive to their customers it is difficult to say that efficient service delivery was delivered. By supporting this idea World Bank, (2005) indicates that responsiveness is manifested to the extent to which the service, particularly contact staff, either by providing help to the customer to give the impression of being interested in the customer and show a willingness to serve. Regarding accountability of employee and official’s, customers’ respondents, 45.2% rated as average, which implies they were accountable, but not enough, whereas 17.9% of them responded that employees and officials of land office were accountable to their job while 45.2 rated as neutral which implies that even though there is a problem it was good. The findings of this study conclude that there was a problem of accountability of employees while delivering service which was confirmed by 34.6% of customer respondents.

4.3.5. Discussion of Interpreted Data on Legal Framework Variables

To improve the service of land administration there should be good work in the area of legislation in that the laws and the regulation should be integrated, consolidated and updated (World Bank, 2005). Regarding legal framework variable the finding of the study indicated that most of customer respondents have no full information about urban land policy, laws, rules and regulation because of absence of access and low attention given by the office to give awareness which was confirmed by 76% of customer respondents. Majority 83.3% of Employee respondents also indicated that they have easily understandable and operational; rules, regulation, guidelines and manuals in relation to the service they were provided. While significant numbers of still do not have rules, regulation, guidelines and manuals in relation to the service they are providing. In addition to this customer respondents confirmed that there are no clearly stated formalities and procedures for service they received from the office which is confirmed by 56% of them.

In relation to legal framework variables the finding of this study concluded that low attention was given to developing the awareness of the society urban land related laws, rules and regulation. Regarding the employee respondents majority of them have rules, regulation, guidelines and manuals in relation to the service they provide which is good. Still, there were employees who do not have rules, regulation and manuals in relation to the service they provide which have direct impact on delivering quality service and affect customer satisfaction.

4.3.6. Discussion of Interpreted Data on major challenges of urban land related service delivery

According to officials interviewed efficient availability of resources; includes budget constraints, required manpower to deliver quality service, access to a technical instrument such as; handled GPS, laptop and desktop computer and vehicle are major challenges affect land related service delivery of the office. Additionally, of absence of decentralized land service delivery at low levels of administration create difficulty in delivering timely service to the customers at the town level according to interviewed officials.

Employed respondents were asked to prioritize factor affecting in relation to the service they were provided. Absence of efficient resource allocation, absence of employee motivation, low attention given for employee training which fulfill their skill, Gap is regarding land related laws, low coordination between work process and low teamwork among the staff accordingly.

Customer respondents also prioritized factors for low land related service delivery of the office. These includes; complaint is not properly addressed, extra payment is requested to get service they want, long service waiting time, absence of skilled and an ethical staff, lack of clear legal procedure, discrimination in terms of gender, status and office did not provide consistency service.

The above finding indicates that there is a problem of resource such as Budget, surveying equipment and computer and have direct impact on solving problems identified by customer respondents which result in customer dissatisfaction with office service delivery. There is also a finding which indicates a problem of employee motivation. These include; 83.3% of employee respondents were not satisfied with their salary and 75% of them replied that their

head and managers of the office are silent and did not give them credit when they performed their job well. This implies that it is difficult to expect quality service delivery from dissatisfied employees.

4.4. Major Challenges of Urban Land Service Delivery Identified by Respondent Categories and the Level of Customer Satisfaction

4.4.1. Customer Satisfaction Level and Challenges Related to Service Delivery

From table 4.7 below, most of respondents 47(55.9%) rated urban land related service delivery of Burayu town land development and management office as low and very low and 36 (42.8%) of respondents were rated as neutral. Only an insignificant number of customer respondents 10 (11.9%) of them were rated as high and very high.

In general, the data in the table shows majority of respondent customers were not satisfied with urban land related service they were received from Burayu town urban land development and management office. Customers respondents of 47 (55.9%) who rated overall quality of service as low and very low identified the major reason why they were dissatisfied with the service they received.

Table 4.7. Extent of customer satisfaction with land related service they received from Burayu town

S/NO	Variables	Response choice	Frequency	Percentage
1	Overall quality of urban land related service delivery of Burayu town	Very high	3	3.6
		High	7	8.3
		Neutral	27	32.1
		Low	38	45.2
		Very low	9	10.7
		Total	84	100

Source: Own survey, 2018

As mentioned earlier, majority of respondent replied that the level of customer satisfaction in Burayu land office is low and very low. According to table 4.8 below, customers have provided the reason for their low rating to their satisfaction level. Most of them have put 'customers' complaint is not addressed properly' in the first order with the score of 20%. The second reason given for the low rate of satisfaction is that they are requested extra payments

by the officers for the service they received. It is mentioned by 18% of the respondents. The third factor for the dissatisfaction of customer is that there is long waiting time to receive service they want with the score of 18%. It is also reasonable to assume that having skilled and qualified employees in the land office who are empowered to address the demands of their customer which will have a substantive impact on customer satisfaction followed by absence of clear legal procedure and discrimination in terms of gender, wealth and status.

Table 4.8. Major problems for the dissatisfaction with service delivery

S/n o	Reason for their dissatisfaction	Percentage share
1	The customer's complaint is not addressed properly	20
2	Extra payments are requested	18
3	Long service waiting time	17
4	Absence of skilled and ethical staff	13
5	Lack of clear legal procedure	12
6	Discrimination in terms of gender, wealth and status and etc.	11
7	The office did not provide consistence service	9
Total		100

Source: Own survey, 2018

4.4.2. Major Factor Affecting Employee to Deliver Quality Service

According to table 4.14 below, employee respondents were asked to prioritize factor affecting in relation to service they were providing. According to their response, majority of employee respondents put factors as 'absence of efficient resource allocation and absence of employee motivation' in the first and second order which is mentioned by 25% and 19% employees respectively. The third factor affect service delivery is low attention given for employee training which have direct impact on quality service delivery. Gap regarding land related laws and low coordination among work process are factors mentioned by 15% while low teamwork among the staff is mentioned by 15% of employees.

Table 4.14. Opinion of employee's on major challenges affect service delivery

S/no	Factors	Percentage share
1	Absence of efficient resource allocation to delivery service	25
2	Absence of employee motivation in land office	19
3	Low attention given for employee training fulfilling skill gap	16
4	Unclear /gap regarding land related laws, rules and regulation	15
5	Low coordination among department within the office	15
6	Low teamwork among the staff	10
Total		100

Source: Own survey, 2018

4.4.3 Major Challenges identified by officials through interview

According interview made with general manager and the two core process owner there two major challenges that need immediate solution. Firstly, in efficient availability of resource; includes budget constraints, gap between required and existing man power to deliver quality service, access to technical instrument (handled GPS, laptop and desktop computer) and vehicle are major challenges for delivery of service. Secondly, because of absence of decentralized land service delivery and all service type are provided only at town level, customers did not get service they want from the office as per the standard time.

In general, depending up on the data obtained from customer, employee respondents, interview with officials, secondary sources shown us the real picture of the satisfaction level of Burayu town urban land development and management office urban land related service delivery. The finding of the study identified problems related to the institution, administrative, legislative and technical. Depending on the above measurement the data analysis disclosed that, customers were not satisfied with the services provided by the office.

CHAPTER FIVE: SUMMERIES, CONCLUSION AND RECOMMENDATION

5.1. SUMMERY OF THE FINDING

The study found that land office did not fully consider customer service delivery in a simple way. Information on the procedure of getting the service they want was not available in the office and most of them waited for more than two weeks to receive service they want. In addition to this, there is low coordination among different department/work process.

The study revealed that it is difficult to provide land related service delivery with the existing number of the staff. This is confirmed by interview with officials and customer respondents. The good thing is most of customer have got training which update their skill in relation to the service they render.

The study found that the office does not have efficient resources such as; finance (budget), surveying equipment (GPS both handled and differential), information technology equipment (desk top and laptop computer) and vehicles to provide quality service to the customers.

Even though, a majority of customer have got an information regard to their mater from information desk of the office, still significant number of customers gained information indirectly from employees, '**Guday Asfestami or Delala**' and from customer themselves. In addition to this, there is a long waiting time before getting specific service.

The study found that 85.7% of customer respondents do not know the standard time and step required to receive service they wanted. Those respondents who know the standard time also do not get service as per the standard. While the majority of employees know the standard time and step required for the service they were providing, a significant number of employees do not now standard time and step required for the service they were delivering.

Regarding transparency, efficiency of service delivery process, responsiveness of employee and accountability of officials the study found that, most of customer rated as neutral. But 31% of customer replied that they were paid extra payments like bribes to get the service they want from the office.

There is a complaint handling mechanism in the office which is important, but there are significant numbers of customers who do not have awareness about the existence of complaint handling mechanism in the office and customers who do not have trust with the office complaint handling mechanism. And these customers prefer to take action like paying

extra payments (bribes) and search ‘Delala’ as a last solution to solve their complaints. This implies a customer believed that, people who acted as a ‘**Delala or Guday Asfestami**’ have an indirect connection with employees and officials.

Regarding legislative framework of the office the study found that most of customer respondents do not have full information about land policy, laws, rules and regulations. What is a good majority of employees have rules, regulation, manuals in relation to the service they were provided. But still there are employees who do not have such document in relation to the service they are providing.

From interview of officials the study also found that absence of decentralized land service delivery create difficult on land office to give timely and consistent service to customers at the town level.

5.2. Conclusion

The office did not designed in the way service delivered to customers easily. Customers have no clear information on the procedure of getting the service they want from the office. There is low coordination between department/work processes in the office.

There is a gap between required and existing skilled staff of the office to provide effective service delivery. Majority of employees have got training which update their skill in relation to the service they were rendering. Regarding access to resources, the study concluded that the office lack resource such as, finance (budget), surveying equipment, information technology equipment and vehicles.

The study concluded that the office lack employee motivation, officials/managers were not giving them recognition and they were silent or take credit for themselves while they perform their job well. In contrast to this, all employee respondents described their office management culture as encouraging learning from mistakes and that which gives advice.

Information desk of the office is not working properly on giving information regarding to customers matter. Still a significant number of customers gained information regarding to their issues from third person like **'Delala and Guday Asfestami'** and employees. And also there is long waiting time before delivering specific services.

Citizen charter of the office is not in a function. The Majority of the customers have no idea about standard time and step required to receive service they want. Not only customers but also a significant number of employees of the office do not know standard time of service they were providing.

The office does not properly applied good governance principles like transparency, efficiency of service delivery process, responsiveness and accountability of employee and officials. And as the result, customers exposed to pay the extra cost to receive the service they want from the office.

There is a complaint handling mechanism which is important. But, most of customers do not know the existence of customer handling mechanism. People who locally known as **"Guday Asfestami or Delala'** exposed customers for extra cost. Since office did not solve their complaint properly, customers prefer to talk with them. This implies customers believed that,

people who acted as a **'Delala or Guday Asfestami'** have an indirect connection with employees and officials.

Awareness created on urban land policy, laws, rules and regulation for customers very low. Most of employees have rules, regulation, manuals in relation to the service they deliver.

Centralizing all urban land related service delivery at town level create difficult on land office to give timely and consistency service to customers at the town level.

5.3. Recommendation

Based on the results of the analysis, the following recommendations are given which are helpful in the Burayu town urban land development and management office in solving problem related to urban land related service delivery in order to increase customer satisfaction.

The study recommends that the office should work to solve problems related to all resources they lack which includes; skilled manpower (customer employee ratio), financial constraints (budget), technical instrument, ICT equipment and vehicles. To do this the office has to convince the government and non-government organization to get the necessary support when things go beyond its capacity instead of simply complaining about resource shortages in order to deliver quality service and satisfy customers.

As observed from personal visit and data collected from customers significant number of customers received service they wanted from the office through '**Delala or Guday Asfestami**' not directly by themselves because, the customer believed that employees were not treated us equally and they have indirect relation with them. This shows that, employees were left uncontrolled. Therefore, the office should work on converting the value mentioned in code of ethics and posted on the office wall into behaviors and practice.

The service standard of the office should well introduced for customers and employees to enable them exercise their right and to discharge their duties as well. To do this the study suggest that the office should work on updating service standard in order to make compatible with real situations periodically and based on the assessment, the office shall made adjustment on its weaknesses.

The way Information on procedure of getting service in the office lack clarity and this expose customers' to wait long time to get service in the office. Therefore, the study suggests that the office should work on the way information on the procedure of service provided will be clear and easily accessible to all the customers /citizens. To do this the office should redesign and automating office information desk in order to save customers' time

The office should evaluate employees' performance constantly. Motivated employees improve service delivery by creating accountable and responsive employees, who respond fast to customer complaints, communicate effectively with customers and offer service beyond expectation as well as assisting customers where they needed assistance. The study

suggest that the office should focus on recognizing and rewarding service accomplishments, sometimes individually, sometimes as a group effort, in particular celebrating the successes of employees who go one step beyond the expected actions for their customers.

The study found that, problems like, customers payed extra payments like bribes to get service, absence of responsiveness, transparency of service delivery process, and accountability of employees and officials while they were delivering service. Therefore, study suggest that the office should make decision and implementation in open manner and information of decision making and implementation should be freely and reliably accessible to those people who will be directly affected by those decision. Once the process of land related service is transparent, the chance of asking for informal payment will be reduced.

Integration among working process or department within the office is essential to satisfy customers to provide effective and efficient service. Therefore, the study suggests the office to work on automating land service delivery to increase efficiency and reduce inconvenience to the service users.

The study recommends that, the office should give due attention for customers complaints and it is necessary to develop mechanisms through which services can be provided within a short period of time and fast complaint handling can be achieved. To do this, it is necessary to receive feedback of the society in every aspect of the office activity.

If customers get opportunity to receive the information about land related laws and policies, they will get the opportunity to negotiate with government body and even involve in the process of decision making and implementation to defend their right. Therefore the study suggests that, the office should work to create awareness to the citizen on land police, laws and regulation. In relation with the rules, directives and procedures, the office has to make on job monitoring and evaluation to fill their gaps and to make periodic improvements.

Service should be accessible to all people by delivering most of them at closest level. Regarding this the land office should work with the town administration on the way land related service delivery would be decentralized at much closest to the users (at kebele level).

References

- Burns, T., & Dalrymple, K. (2008). Conceptual Framework for Governance in Land Administration, (August), 1–16.
- Cohen, B. (2006). Urbanization in developing countries: Current trends, future projections, and key challenges for sustainability. *Technology in Society*, 28(1–2), 63–80.
<https://doi.org/10.1016/j.techsoc.2005.10.005>
- CSSP. (2007). Customer satisfaction, (May). <https://doi.org/10.1108/09526860610642573>
- Daniel W/G & Melkamu B. (2009). Land Law Teaching Material Prepared under the Sponsorship of the Justice and Legal System Research Institute. *Philosophy*.
<https://doi.org/10.1017/S0031819100000851>
- Dinka, T., Girma, D., & Ermias, A. (2016). An Assessment of the Challenges and Prospects of Good Urban Governance Practice in the Land Administration System A Case of Shambu Town, Oromia Region, Ethiopia. *Journal of Good Governance and Sustainable Development in Africa (JGGSDA)*, 3(3), 20–31.
- EUPAN. (2003). Customer Satisfaction Management, 2(February 2002), 173–183.
- Hussen, M. (2008). CUSTOMERS' SATISFACTION IN LAND DELIVERY SERVICE BY URBAN LOCAL GOVERNMENTS, (June).
- International, T. (2011). Corruption in the Land Sector.
- Jiwan, W. I. (2016). Determinants of Effective service delivery in the public sector.
- Mahesh, C., & Sara Neena, T. . (2011). Social research methods. *University of Calicut, School of Distance Education*, 1–53.
- MUDHCo. (2014). National Report on Housing & Sustainable Urban Development, 1–75.
 Retrieved from <http://unhabitat.org/wp-content/uploads/2014/07/Ethiopia-National-Report.pdf>
- shimelis Fitru. (2016). Assessment of Quality Service and Customer Satisfaction.
- Tikue, M. A. (2016). Good Governance in Land Administration from Below : The Case of Naeder Adet Woreda , Ethiopia, 23, 85–97.

- Roundness, A. (1989). *Analyzing Decentralization Policy in Developing Countries: A Political Economy Framework, Development and Change*. Vol.20. Sage, London.
- Tegene, G. And Kassahun, B. (2007). *A Literature Review Of Decentralization In Ethiopia*.
- UNECE (2006). *Land Administration Guidelines*. Geneva, Switzerland.
- Turner, M. And Hulme, D. (1997). *Governance, Administration and Development: Making the State Work –London: Macmillan Press LTD*.
- Mahat Daud, (2007). *District Level Decentralization Program in Somali Region: Preliminary Assessments with Particular Reference to Jig-Jiga and Babile Woredas*. Un Published MA Thesis, Addis Ababa University. Addis Ababa
- The FDRE Constitution, Proc.No.1, 1995.
- A proclamation to provide for government ownership of rural land proclamation, proc. 31/1975.*Negarit Gazeta year 31*
- A proclamation to provide for government ownership of urban land and extra houses, 1975, proc. No. 47, Neg. Gaz, Year 34, No.41
- Re-enactment of urban lands leases holding proclamation, (2002). FDRE proclamation No.272/2002.*Negarit Gazeta. Year 8 No.19*
- Proclamation provided for expropriation of land holdings for public purposes and payment of compensation proclamation (2005) proc. No. 455/2005, Neg. Gaz, Year 11, No.43
- Lovelock, C. (2001) *Principles of service marketing and management*: Pearson Education
- Urban Land Development and Management Agency, Proclamation No. 179/2013, Megeleta Oromia. Year 7, No.3
- The Establishment of Town Administration in Oromia Regional State Proclamation No.26/1999, Megeleta Oromia, Year 7, No.3
- Salfrina –Sumsudin, *Decentralization and Good Governance in Land Administration System*, FIG congress, Malaysia, 2014, pp.: 2-14
- Payne, G. (2004). *Building Bridges: Experience of Public-Private Partnerships in Urban Land*

- Development 'Lincoln Institute of Land Policy, conference paper.
- Burns, T., & Dalrymple, K. (2008). Conceptual Framework for Governance in Land Administration, (August), 1–16.
- Cohen, B. (2006). Urbanization in developing countries: Current trends, future projections, and key challenges for sustainability. *Technology in Society*, 28(1–2), 63–80.
<https://doi.org/10.1016/j.techsoc.2005.10.005>
- CSSP. (2007). Customer satisfaction, (May). <https://doi.org/10.1108/09526860610642573>
- Daniel W/G & Melkamu B. (2009). Land Law Teaching Material Prepared under the Sponsorship of the Justice and Legal System Research Institute. *Philosophy*.
<https://doi.org/10.1017/S0031819100000851>
- Dinka, T., Girma, D., & Ermias, A. (2016). An Assessment of the Challenges and Prospects of Good Urban Governance Practice in the Land Administration System A Case of Shambu Town, Oromia Region, Ethiopia. *Journal of Good Governance and Sustainable Development in Africa (JGGSDA)*, 3(3), 20–31.
- EUPAN. (2003). Customer Satisfaction Management, 2(February 2002), 173–183.
- Hussen, M. (2008). Customers' Satisfaction In Land Delivery Service By Urban Local Governments, (June).
- International, T. (2011). Corruption in the Land Sector.
- Jiwan, W. I. (2016). Determinants of Effective service delivery in the public sector.
- Mahesh, C., & Sara Neena, T. . (2011). Social research methods. *University of Calicut, School of Distance Education*, 1–53.
- MUDHCo. (2014). National Report on Housing & Sustainable Urban Development, 1–75.
 Retrieved from <http://unhabitat.org/wp-content/uploads/2014/07/Ethiopia-National-Report.pdf>
- shimelis Fitru. (2016). Assessment of Quality Service and Customer Satisfaction.
- Tikue, M. A. (2016). Good Governance in Land Administration from Below : The Case of Naeder Adet Woreda , Ethiopia, 23, 85–97.

- Parasuraman, A., Zeithaml, V.A. And Berry, L.L. (1988) servqual, a multiple-item scale for measuring consumer perceptions of service quality: *Journal of Retailing*, Vol.64, pp. 2-40.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985) a conceptual model of service quality and its implications for future research: *Journal of Marketing*, 49, 41-50
- Kevin. Brown, 2012.Evaluation of civil service reform program (CSR), Addis Ababa.
- Donnelly, M., Wisniewski, M., Dalrymple, J. F., & Curry, A. C. (1995).Measuring service quality in local government: the SERVQUAL approach.*International Journal of Public Sector Management*, 8(7), 15-20
- Drezner, T., Drezner, Z., &Kalczynski, P. (2012). Strategic competitive location: improving existing and establishing new facilities. *The Journal of the Operational Research Society*, 63(12), 1720-1730
- Moore, M (1995). *Creating Public Value: Strategic Management in Government*. Cambridge: MA: Harvard University Press.
- Benington, J. (2011).“From Private Choice to Public Value?”, in J. Benington and M. Moore (eds), *Public Value: Theory and Practice*. Basingstoke: Macmillan, pp.31-51

APPENDIX

Addis Ababa
University
(Since 1950)



**COLLAGE OF DEVELOPMENT STUDY, ADDIS ABABA UNIVERSITY CENTER
FOR REGIONAL AND LOCAL DEVELOPMENT STUDIES**

DEPARTMENT OF URBAN LAND ADMINISTRATION AND MANAGEMENT

**Questionnaire Designed To Gather Information from Customers of Burayu
Town Urban Land Development and Management Office**

Dear Sir /Madam,

This questionnaire is designed to collect data for the research to be undertaken on the topic **Assessing customer satisfaction in urban land related service delivery: A case study of Burayu Town Urban Land Development and Management Office**. As a customer of Burayu town urban land development and management offices, your involvement in this research is to give opinions on your experience on how much you are satisfied or the other way round with the land related service delivery rendered to you is highly important in order to achieve the objectives of the research. Therefore, your cooperation to fill in this questionnaire is highly helpful.

General Directions

- ✓ Tick on your choice from the given alternatives
- ✓ Give your comment on the space provided for open ended questions.
- ✓ There is no need to write your name and address

Dereje Negesse Regassa

Masters Student in Masters of Urban Land Administration and Management

Thank you very much.

Part-I: Question on socio economic profile of customer/clients

1. Sex: Female Male
2. Age : Below 25 years 6-35 years 36-45 years
 6-55 year +years
3. Your Educational level
 Cannot read and write Primary education Secondary education
 Vocational and diploma complete BA/BSc holder
 MA/MSc and above
4. Your monthly income in Birr _____
5. Your regular job
 Trade Gov't employee Farmer Private Unemployed

Part-II: General Question that Measure Institutional Status of the Office

1. Which type of service you want from the office
- Title transfer service
- Boundary conflict resolution service
- Restriction registration service
- Restriction Cancellation service
- Clearance letter service
- Other, specify-----
2. How do you evaluate the institutional readiness in terms of the process of making service delivery simple?
- It is designed in a way services can be rendered more efficiently and effectively
- It considers customer service delivery in a simple way partially
- It did not consider customer service delivery in a simple way
- Others, -----

3. How many sectors/departments did you visit to receive the same service you want at a time?

- One Two Three more than three

4. If your answer for the above question is **more than one** sector/department how you describe the coordination among them?

- Very High High Neutral Low Very Low

5. How many weeks did the service take until you received all the services?

- Less than week two weeks two to four weeks more than four weeks

6. Was information available on the procedures for getting land service complete?

- Yes No

7. How do you evaluate the availability of the staff for the service delivery?

- Very high High Neutral low very low

8. How do you rate the knowledge and skill of employees of Burayu town urban land development and management office on the services they are rendering to you

- Very high High Neutral low Very low

Part-III: Question on Measure of Technical Framework of the Office to Deliver Effective Service

1. Where did you gain the information on what you need in regard to your matter?

- Reception office /information desk
- Procedure was presented to me by employees
- Land office publication
- Other, specify _____

2. How long do you wait before getting specific service from the staff of Burayu town land development and management?

- Very short time Short time, neither short nor long time
- Long time Very long time

Part-IV: Question on Measure of Administrative Framework of the Office to Deliver Effective Service

1. Do you know the standard time set by the organization to get service done?

- Yes No

2. If your answer for the above question is 'Yes', have you got the service made as per the standard set by the office

- Yes No

3. How do you rate transparency of the service delivery process in the office?

- Very high High Neutral, Low Very Low

4. Did you have to pay something extra to the staff to attain the service –like bribe?

- Yes No

5. Do you have an appointment for the service you want from the office?

- Yes No

6. If you were given an appointment time for the service, did the department rendered the service as per the agreement/ appointment?

- Yes No

7. If you are not satisfied with the services provided by the land administration office, what do you do?

- Complain to land office complaint desk
- Complain to town administration
- Complain by attending in a local public meeting
- Take some other action _____ please specify
- Do nothing; I would not take any action

8. If the response to the above question is '**Do nothing**' why?

- I don't know what to do
- I don't know who to speak
- I don't know where to go
- Others _____ please specify

9. How much are you satisfied with the accountability of the employees in your way to get land related service delivery?

- Very High High Neutral Low Very Low

10. How do you rate the accuracy and reliability of data delivered by the office?

- Very High High Neutral Low Very Low

11. According to your observation how do you evaluate the responsiveness of employees to serve their customers?

- Very High High Neutral Low Very Low

Part V: Question on Measure of the legal Framework of the Office to Deliver Effective Service

1. Do you think that there are clearly stated formalities and procedures to get the service you are looking for from the office?

- Yes No

2. Do you have full information about urban land related policy, rules and regulation?

- Yes No

3. If your answer for the above question is '**Yes**'; how do you rate urban land related the laws, rules and regulations in accommodating the need of citizens?

- Very High High Neutral Low Very Low

Part-VI: Question on Overall Level of Satisfaction of Customer with Service Rendered by the Office

1. How do you rate the overall urban land related service delivery of Burayu town land development and management office?

Very High High Neutral Low Very Low

2. If your answer is '**Low and Very Low**', what are the major problems in the office regarding service delivery system? **Possible to select /mark more than one**

Long Service waiting time

Inadequate skilled and ethical staff

The customer's complaint is not addressed properly

Extra payments are requested

Lack of clear and legal procedure

There is discrimination in terms of gender, wealth/poverty, status and etc.

The office did not provide consistence service

If _____ other,
specify _____

3. What does the office work to solve those problems?

THANK YOU FOR YOUR COOPERATION!!

Addis Ababa
University
(Since 1950)



**COLLEGE OF DEVELOPMENT STUDY, ADDIS ABABA UNIVERSITY CENTER
FOR REGIONAL AND LOCAL DEVELOPMENT STUDIES**

DEPARTMENT OF URBAN LAND ADMINISTRATION AND MANAGEMENT

**Questionnaire Designed to Gather Information from Employees of Burayu Town
Urban Land Development and Management Office**

Dear Sir /Madam,

This questionnaire is designed to collect data for the research to be undertaken on the topic **Assessing customer satisfaction in urban land related service delivery: A case study of Burayu town urban land development and management office.** As an employees of Burayu town urban land development and management offices, your involvement in this research is to give opinions on your experience on how much you are satisfied or the other way round with the land related service delivery rendered to you is highly important in order to achieve the objectives of the research. Therefore, your cooperation to fill in this questionnaire is highly helpful.

General Directions

1. Tick on your choice from the given alternatives
2. Give your comment on the space provided for open ended questions.
3. There is no need to write your name and address

Dereje Negesse Regassa

Masters Student in Masters of Urban Land Administration and Management

Thank you very much.

Part-I: Employee General Back Ground Information

1. Sex: Female Male

2. Age: Below 25 years 26-35 years
 36-45 years 46-55 years
 55+ years

3. Your Educational Background

Below twelve Certificate Diploma
 Degree Masters PhD and Above

4. Your Monthly Salary _____

5. Types of service you are rendering

- Title transfer service
- Boundary Conflict Resolution Service
- Restriction registration Service
- Restriction Cancellation service
- Giving Clearance Letter
- Other, Specify-----

6. For how long you have been working in this position?

- Less than one month
- 1 To 3 months
- 4 to 6 months
- 6 months to 1 year
- More than 1 year

Part-II: Question That Measure the Institutional Status to Satisfy Its Customers

1. How do you rate the shortness of the work process to give efficient service delivery?

Very High High Neutral Low Very Low

2. How Do You Rate Interdepartmental coordination in service delivery?

Very High High Neutral Low Very Low

3. If your answer is "**Low and Very Low**" what do you think the reason for that?

Different Short Term Priority among department or work process

Lack of Information Technology

Uncertainty over legal responsibilities for coordination

If other, specify-----

4. Have you ever participated in training programs which update your skill in relation to service delivery process?

Yes No

5. If the answer to question number 4 is "**No**", what do you think is the reason for that?

Budget Constraint

Lack of Knowledge about its Importance

There is a Problem of Selection for Training

It is not important to train employees as such

6. Do you have access to resources necessary to carry out your job?

Yes, but not enough

Yes, I have full access

There is a high constraint in this regard (please list down)

I do not want to replay

Part-III: Question on Legal Frameworks of Service Delivery System

1. Do you have the rules, regulation, guidelines and manuals related to the service you are supposed to provide?

Yes No

2. Do you think the rules, regulation, guidelines and manuals are easy to understand and can easily be operational?

Yes No

Part-IV: Question that measure technical framework status of the office to deliver Service

1. How do you rate computerization/ automation of service delivery in the office?

Very high High Neutral Low Very low

2. If the answer for the above question is "**Low and Very Low**" would it be better to computerize or to automate the service delivery process?

Yes No

Part-IV: Question that the measure Administrative Framework of the office to deliver the service

1. How do you rate the quality/efficiency of service delivery in your department/working process?

Very High High Neutral Low Very Low

2. Do you think that services are easily accessible to the customer?

Yes No

3. How do you receive feedback on your service?

Public consultation

Feedback form

Town complain handling desk

Another mechanism, please specify _____

4. How do you analyze the feedback obtained from the customer?

_____ Can I look at service feedback forms?

5. Are you aware of the time taken and steps required (service standard) for the service you provide?

Yes No

6. If 'Yes' what is the time taken to provide the service you are giving?

7. If there is variation between the service standard time and the actual delivery time, please explain why this happen?

8. Do you believe that your basic salary is competitive?

Yes No

9. When you performed your job well, what do managers usually do?

- They are silent
- They usually the credit for themselves
- They reward the staff
- Others, specify-----

10. What do the management culture looks like?

- A blaming culture
- Accepting mistake
- Encouraging learning from mistakes
- That which gives advice

Part-V: Question to Measure Level of Office Land Related Service Delivery

1. What do you think the main problem of the service delivery process? **Possible to select /mark more than one**

- Absence of efficient resource allocation to delivery service
- Unclear /gap regarding land related laws, rules and regulation
- Low attention given for employee training fulfilling skill gap
- Absence of employee motivation in land office
- Absence of employee participation in decision making process
- Low coordination among department within the office
- Low teamwork among the staff

2. What does the organization do to solve?

THANK YOU FOR YOUR COOPERATION!

Addis Ababa
University
(Since 1950)



**COLLAGE OF DEVELOPMENT STUDY, ADDIS ABABA UNIVERSITY
CENTER FOR REGIONAL AND LOCAL DEVELOPMENT STUDIES
DEPARTMENT OF URBAN LAND ADMINISTRATION AND MANAGEMENT**

**Interview Question for Burayu Town Land Development and Management
Office General Manager**

1. Do you think the existing man power is enough to provide the service? How many position do you have in each of three working process? How many active and how many vacant?

No.	Work section (Department)	Required	Existing	Gap	Remark
1.					
2					
3					
Total					

2. Do you have a complaint handling mechanism that is accessible to all customers? If yes, what is it and how is done? Can I look at office complaint handling register? If no, why?
3. Are the resources necessary to meet customer's satisfaction available? If not, specify resource you lack _____
4. What are the major challenges of the office and recommendation for improvements to address those challenges

THANK YOU FOR YOUR COOPERATION!

Addis Ababa
University
(Since 1950)



**COLLEGE OF DEVELOPMENT STUDY, ADDIS ABABA UNIVERSITY CENTER
FOR REGIONAL AND LOCAL DEVELOPMENT STUDIES**

DEPARTMENT OF URBAN LAND ADMINISTRATION AND MANAGEMENT

Interview Question for Department head/ Core Process Owner

1. Is there efficient availability of necessary materials or equipment for the service delivery?
2. What are the main problems in your department/core process?
3. Any comments for improvements of those problems?

THANK YOU FOR YOUR COOPERATION!

Addis Ababa
University
(Since 1950)



በክፍለሃገራዊና አከባቢያዊ ልማት ጥናት ኮሌጅ፣ አዲስ አበባ ዩንቨርሲቲ

የከተማ መሬት አስተዳደር ትምህርት ክፍል

ከቡራዩ ከተማ መሬት ልማት ማናጅመንት ጽ/ቤት ደንቦች መረጃ ለማሰባሰብ የተዘጋጀ መጠይቅ

የተከበራቹ የጽ/ቤቱ ደንቦች ይህ መጠይቅ የተዘጋጀው፣ ለሚደረገው ጥናት መረጃ ለማሰባሰብ ሲሆን ፣የጥናቱ ርዕስም "በኦሮሚያ ብሄራዊ ክልላዊ መንግስት የቡራዩ ከተማ መሬት ልማትና ማናጅመንት ጽ/ቤትን በሚመለከት በመሬትና መሬትነክ አግልግሎት አሰጣጥ ዙሪያ የደንቦችን እርካታ መዳሰስ" የሚል ነው።

ወድ ደንቦች ይህ ጥናት ውጤት እንዲኖረው መጠይቁን ለመመለስ ለሚያደርጉት አስተዋጽዖ እያመሰገንኩ አስቀድሜ ማሰባሰብ የሚፈልገው እርሶዎ የቡራዩ ከተማ መሬት ልማትና ማናጅመንት ደንቦች እንደመሆኑም ከመሬትና መሬት ነክ ጋር በተያያዘ አግልግሎት ለማግኘት በሚያደርጉት ሂደት በጽ/ቤቱ አግልግሎት አሰጣጥ ምን ያህል እንደረከ እንዲሁም ሂደቱ ምን አንደሚመስል ለመጠይቁ የሚሰጡት መልስ የጥናቱን ዓላማ የሚያሳካና የሚያጠናክር ሲሆን እርሶዎ የሚሰጡት መረጃም ለመማርና ማሰተማር ዓላማ ብቻ የሚውልና በሚስጥር የሚያዝ ስለሆነ ትክክለኛ ምላሻችሁን እንዲሰጡኝ በትህትና እጠይቃለሁ።

ደረጃ ነገሰ ረጋሳ

የከተማ መሬት አስተዳደር የማስተርስ ተማሪ

በጣም አመሰግናለሁ!!!

ማሳሰቢያ

- ከተቀመጡ አማራጮች በሳጥኑ ላይ የ 'X' ምልክት ያድርጉ
- ለክፈት ጥያቄዎች በተሰጠው ባዶ ቦታ ላይ ይመልሱ
- ስሞዎን አና አድራሻዎን መጻፍ አያስፈልግም

ክፍል I: ስለ ደንበኛው ማህበራዊና ኢኮኖሚያዊ ጥያቄዎች

- 1. ፆታ: ወንድ ሴት
- 2. ዕድሜ : ከ 25 በታች ከ 26- 35 ከ 36-45
 ከ 46-55 ከ 55 በላይ
- 2. የትምህርት ደረጃ: ንብብና መጻፍ አልችልም አንደኛ ደረጃ ት/ት
 ሁለተኛ ደረጃ ሰርቲፊኬት ዲፕሎማ
 የመጀመሪያ ዲግሪና ሁለተኛ ዲግሪና ከዚያ በላይ
- 3. ወርሐዊ ገቢዎ በብር:-----
- 4. የስራ ዓይነት: ግድ የመንግስት ሠራተኛ
 አርሶ አደር ስራ የሌለው የግል

ክፍል II: አገልግሎት አሰጣጥ ዉጤታማ ለማድረግ የጽ/ቤቱን ተቋማዊ ሁኔታ የሚለኩ ጥያቄዎች

- 1. ከመስሪያ ቤቱ የሚፈለጉት የአገልግሎት ዓይነት
 - የስም ዝወወር አገልግሎት
 - ከድንበር ግጭት ጋር የተያያዘ አገልግሎት
 - ዕገዳን የማስመዝገብ አገልግሎት
 - ዕገዳን የማሰረዝ አገልግሎት
 - Clearance ደብዳቤ መውሰድ
- 2. የአገልግሎት አሰጣጥ ሂደቱን ቀላል ለማድረግ የተቋሙን ዝግጁነት እንዴት ይገመግማሉ ?
 - ተቋሙ አገልግሎት አሰጣጡ በተሻለና ዉጤታማ በሆነ መልኩ ለመስጠት የተደራጀ ነዉ
 - በተወሰነ መልኩ የደንበኛ የአገልግሎት አሰጣጡ ቀላል እንዲሆን ከግንዛቤ ያስገባ ነዉ
 - ተቋሙ አገልግሎት አሰጣጡ በተሻለና ዉጤታማ በሆነ መልኩ ለመስጠት የተደራጀ አይደለም
 - ሌላ ይግለፁ-----
- 3. ከመስሪያ ቤቱ አንድ የአገልግሎት ዓይነት ለማግኘት ስንት የስራ ክፍሎች/ የስራ ሂደቶች ጋር ይሄዳሉ?
 - አንድ ሁለት ሶስት ከሶስት በላይ

4. ከላይ ለተጠቀሰው ጥያቄ የርሶ መልስ ከአንድ የስራ ክፍል በላይ ከሆነ በስራ ክፍሎቹ መካከል ያለውን ትስስር/ መናብብ እንዴት የይገልጻለሁ ::

- በጣም ከፍተኛ ከፍተኛ መካከለኛ
- ዝቅተኛ በጣም ዝቅተኛ

1. አንድ አገልግሎትን ሙሉ በሙሉ አጠቃሎ ለማግኘት ምን ያህል ጊዜ ይወስድታል?

- ከአንድ ሳምንት ያነሰ ሁለት ሳምንት ከሁለት እስከ አራት ሳምንት
- ከአራት ሳምንት በላይ

2. ከመሬት ጋር የተያያዙ አገልግሎትን ለማግኘት በሚደረገው ሂደት ያለው መረጃ ሙሉ ነው ?

- አዎ አይደለም

3. በአገልግሎት አስጣጡ ሂደት የቡራዩ ከተማ መሬት ልማትና ማናጅመንት ጽ/ቤት ሠራተኞችን እዉቀትና ችሎታ እንዴት ይገመግማሉ ?

- በጣም ከፍተኛ ከፍተኛ መካከለኛ ዝቅተኛ
- በጣም ዝቅተኛ

ክፍል III: የጽ/ቤቱን ቴክኒካዊ ማዕቀፎችን የሚለኩ ጥያቄዎች

1. ስለሚፈልጉት አገልግሎት ወደ ጽ/ቤቱ ሲመጡ መረጃ የሚያገኙት ከየት ነው?

- ከእንግዳ መቀበያ/ ከጽ/ቤቱ መረጃ
- የአገልግሎት አስጣጡ ሂደት ሰራተኞቹ ናቸው የሚነግሩኝ
- ከመሬት ጽ/ቤቱ ማስታወቂያ ቦርድ
- መረጃ አያስፈልገኝም

2. ከቡራዩ መሬት ልማትና መናጅመንት ጽ/ቤት የፈለጉትን አገልግሎት ጠይቀው ከማግኘቱ በፊት ምን ያህል ጊዜ ይጠብቃሉ?

- በጣም አጭር ጊዜ አጭር ጊዜ መካከለኛ
- ረጅም ጊዜ
- በጣም ረጅም ጊዜ

ክፍል IV : አገልግሎት አሰጣጡን የተሻለ ለማድረግ የጽ/ቤቱን አስተዳደራዊ ማዕቀፎችን የሚለኩ ጥያቄዎች

1. አንድን አገልግሎት በስንት ሰዓት ማገኘት እንደሚቻል በጽ/ቤቱ የተቀመጠውን የጊዜ ስታንዳርድ (standard time) ያውቃለሁ?

አዎ አይደለም

2. ከላይ ላለው ጥያቄ መልስዎ "አዎ" ከሆነ በተቀመጠው የጊዜ ስታንዳርድ መሠረት አገልግሎቱን አግኝተዋል?

አዎ አይደለም

3. የጽ/ቤቱን የአገልግሎት አሰጣጥ ግልፅኝነት እንዴት ይመዝናሉ?

በጣም ከፍተኛ ከፍተኛ መካከለኛ ዝቅተኛ
 በጣም ዝቅተኛ

4. የፈለጉትን አገልግሎት ለማግኘት በጽ/ቤቱ ሰራተኞች ተጨማሪ ክፍያ /ጉርሻ ይጠይቃሉ?

አዎ አይደለም

5. ከጽ/ቤቱ ለፈለጉት የአገልግሎት አይነት ቀጠሮ ተሰጥዎት ያውቃል?

አዎ አይደለም

6. ለጠየቁት አገልግሎት ቀጠሮ ተሰጥዎት ከሆነ በቀን ቀጠሮዎ መሠረት አገልግሎት አግኝተዋል?

አዎ አይደለም

7. በመሬት ልማት ማናጀመንት ጽ/ቤቱ አገልግሎት ደስተኛ ካለሆኑ ምን ያደርጋሉ?

- በጽ/ቤቱ የቅሬታ ማቅረቢያ ቢሮ ቅሬታ አቀርባለሁ
- ለከተማ አስተዳደር አቤቱታ አቀርባለሁ
- ለአከባቢ.ወ. ህዝባዊ ስብሰባ ላይ ቅሬታ አቀርባለሁ
- ምንም አይነት እርምጃ አልወስድም
- ሌላ አይነት እርምጃ ካለ ይግለጹ -----

8. ከላይ ለተጠየቀው ጥያቄ መልስዎ "ምንም አይነት እርምጃ አልወስድም" የሚል ከሆነ ምክንያቱ ምንድነው?

ምን ማድረግ እንዳለብኝ አላወቅም
 ማንን ማዋራት እንዳለብኝ አላወቅም

- የት እንደሚሄድ አላውቅም
- ሌላ ካለ፣ እባክዎን ይግለጹ _____

9. ከመሬት ጋር የተገናኘ አገልግሎት ለማግኘት በሚያደርጉት ሂደት ውስጥ የሠራተኞቹና የሃላፊዎች የተጠያቂነት ደረጃ እንዴት ይገመግማሉ ?

- በጣም ከፍተኛ ከፍተኛ መካከለኛ
- ዝቅተኛ በጣም ዝቅተኛ

10. በጽ/ቤቱ የተሰጠውን የመሬት መረጃ ትክክለኛነት እና አስተማማኝነት እንዴት ይመዘናሉ ?

- በጣም ከፍተኛ ከፍተኛ መካከለኛ
- ዝቅተኛ በጣም ዝቅተኛ

11. በአገልግሎት አሰጣጥ ሂደት በእርስዎ ምልከታ የጽ/ቤቱ ሰራተኞች ደንበኞቻቸውን ለመርዳትና ለማገዝ የሚሰጡትን ምላሽ እንዴት ይገመግማሉ?

- በጣም ከፍተኛ ከፍተኛ መካከለኛ ዝቅተኛ
- በጣም ዝቅተኛ

ክፍል V: የጽ/ቤቱን የአገልግሎት አሰጣጥ ወጤታማ ለማድረግ የህግ ማዕቀፎችን የሚለኩ ጥያቄዎች

1. ከጽ/ቤቱ የሚፈለጉትን አገልግሎት ለማግኘት የሚያስችል ግልፅ የሆነ የአሰራር ሂደትና ቅደም ተከተል አለ ብለው ያስባሉ?

- አዎ አይደለም

2. ስለ ከተማ መሬት ፖሊሲ፣ አዋጆች፣ ደንቦችና መመሪያዎች እውቀት አልዎት?

- አዎ አይደለም

3. ከላይ ለለው ጥያቄ መልስዎ "አዎ" ከሆነ የከተማ መሬት ፖሊሲ፣ አዋጅ፣ መመሪያዎችና ደንቦች የዜጎችን ፍላጎት ስለሚሟላቸው እንዴት ይገመግማሉ ?

- በጣም ከፍተኛ ከፍተኛ መካከለኛ ዝቅተኛ
- በጣም ዝቅተኛ

ክፍል VI: በጽ/ቤቱ የደንበኞችን አጠቃላይ እርካታ የሚለኩ ጥያቄዎች

1. የቡራዩ ከተማ መሬት ልማትና ማናጅመንት ጽ/ቤት የመሬትና መሬት ነክ አገልግሎት አሰጣጥን እንዴት ይገመግማሉ ?

- በጣም ከፍተኛ ከፍተኛ መካከለኛ ነው ዝቅተኛ
- በጣም ዝቅተኛ

2. ከላይ ላለው ጥያቄ መልስዎ "ዝቅተኛና በጣም ዝቅተኛ" ከሆነ በጽ/ቤቱ ባለው አገልግሎት አሰጣጥን በተመለከተ ዋና ዋና ችግሮቹ ምንድናቸው ? ከአንድ በላይ መምረጥ /ምልክት ማድረግ ይቻላል

- አገልግሎት ለማግኘት /ለመስተናገድ ረጅም ጊዜ መቆየት
- በቂ እውቀትና ስነምግባር ያለው ሰራተኛ አለመኖር
- የደንበኛ ቅሬታ በአግባቡ መልስ አለመስጠት
- አገልግሎት ለማግኘት ተጨማሪ ክፍያዎች ይጠይቃሉ
- ግልፅና ሕጋዊ አሰራር አለመኖር
- በጾታ፣ በሀብትና በመሳሰሉት መድሎ መኖር
- በጽ/ቤቱ ቀጣይነት ያለው የአገልግሎት አለመስጠት
- ሌላ ካለ ይግለፁ -----

3. ከላይ የተለዩ ችግሮችን ለመፍታት የመሬት ልማትና ማናጅመንት ጽ/ቤቱ ምን ማድረግ ይገባዋል ይላሉ? _____

ለትብብርዎ እናመሰግናለን !!

Addis Ababa
University
(Since 1950)



Qorannoon Kun Kan Qophaa'e Yunivarsiitii Addiss Ababa Kolleejjii Qo'annoo Misoomaatti Giddu Galeessa Qo'annoo Misooma Naannoo fi Qe'eetti.

Muummee Bulchiinsa fi Manajimantii Lafa Magaala

Bar-Gaaffiilee Maamiltoota Waajiraa misooma fi Manajimantii Lafa Magaala Burraayyuutiif Qophaa'ee

Bar –gaaffin Kun kan qophaa'e qorannoo adeemsifamuf odeeffannoo maamiltoota irraa argachuuf. Matadureen qorranichaas; ***“Sadarkaa Itti Quufinsi Maammilaa Kenna Tajaajila Lafa magaan Walqabatan ilaalchisee irra jiru Xiinxaluu, Dhimma Bulchiinsa Magaala Burraayyuun Walqabatu. Bulchiinsa Mootummaa Naannoo Oromiyaattii.”*** kan jedhu dha.

Qorannoon Kun akka firii godhatuuf bar-gaaffii koo deebisuuf gumaacha isin naaf gootaniif dursee galateeffachaa, deebistoota bar-gaaffii kana dursee kanaan hubachiisu deebii isin naaf laattan bu'aa qorannoo koo kan cimsu ta'uu isaa isinii ibsuun barbaada. Gama biraatiinis kaayyoon qoranichaa hojii baruu fi barsiisuu qofaaf kan oolu ta'u isinii ibsaa deebii laattooni iccitiidhan kan qabaman ta'uu durseen ibsa.

Haala odeeffanichi itti guuttamu

- Iddoo filannoo keessanitti mallattoo”X” kaa'a
- Deebii barreeffamaf iddoo duwwaa kenname irraatti yaada keessan kenna.
- Maqaa keessan barreessun hin barbaachisu

Darrajje Naggasaa Raggaasa

Barata Bulchiinsaa fi Manajimantii Lafa Magaala Digirii 2^{ffaa}

Baay'ee Galatooma!!

Kutaa 1. Oddeeffannoo Dhunfaa Maammiltootaa

1. Saala: Dhi Dha
2. Umurii :
 25 gadi 26-35 36-45 46-55 55 fi isa ol
3. Sadarkaa Barumsaa
 Barreessu fi dubbisu hin danda'u Barumsaa Sad. 1ffaa
 Barumsaa Sad. 2ffaa Teeknikaa Fi Diipilooma Kan Xummure
 Digirii Jalqabaa Digirii 2ffaa fi isaa ol
4. Galii ji'aa: _____
5. Hojii Idilee: Daldalaa Hojii Mootummaa Hojii dhuunfaa
 Hojii hin qabu

Kutaa 2. Bar-Gaaffilee Hojiimaata Waajjirichaa Madaalan

1. Gosa tajaajila kam waajjirichaa irraa barbaadan?
 Tajaajila Jijjiraa Maqaa
 Tajaajila rakkoo daangaan walqabate
 Tajaajila dhorkaa galmeessisuu
 Tajaajila dhorkaa haqsiisuu
 Tajaajila waraqaa qulqullinaa argachu
 Kan biroo, haa ibsamu _____
2. Adeemsa Kennaa tajaajila salphaa fi saffisa qabu keennu irraattii qopha'umaa waajjirichaa akkamitti madaaltu?
 Waajjirichi haala kenniinsii taajajilaa salphaa fi si'ataa ta'e itti kennamun kan gurma'ee
 Hanga ta'e tajaajili kenna tajaajila salphaa akka ta'utti kan gurma'ee dha.
 Kenni tajaajila haala salphaa ta'een akka kennamuf hin gurmoofne.
 Kan biro yoo jirate, haa ibsamu _____
3. Tajaajila gosa tokko argachuuf adeemsaalee yookiin kutaalee hojii meeqa deemtu?
 Tokko Lama Sadii Sadii Ol

4. Gaaffii armaan oliitiif deebin keessan adeemsaalee **hojii /kutaalee hojii tokko ol** yoo ta'e, qindoomina adeemsaalee hojii/kutaalee hojii jiddu jiru akkamitti madaltu?
 Baay'ee ol'aanaa Ol'aanaa Giddugaleessa Gadi aanaa
 Baay'ee gadi aanaa
5. Tajaajila tokko guutumatti argattee xumuruf yeroo hagamii sitti fudhata?
 Torban tokko gadi Torban Lama Torban Lama hanga Afuri
 Torban Afuri fi isaa ol
6. Haala adeemsa kenniinsa tajaajila lafa irraatti odeeffanonna jiru guutu dhaa?
 Eeyyee Lakkii
7. Kenninsaa tajaajilaatiif hojjetaa gahan jirachuu isaa akkamitti madaaltu?
 Baay'ee ol'aanaa Ol'aanaa Giddugaleessa Gadi aanaa
 Baay'ee gad aanaa
8. Beekumsa fi ogummaa hojjetootta Waajjira Misoomaa fi Manajimantii Lafa Magaala Burrayyuu tajaajila kennanni akkamitti madaltu?
 Baay'ee ol'aanaa Ol'aanaa Giddugaleessa
 Gadi aanaa Baay'ee gad aanaa

Kutaa 3 ;Bar-Gaaffilee Haala Teeknikaa Waajjirichaa Madaalan

1. Waa'ee tajaajila waajjiricha irraa barbaade odeeffannoo eessa argata?
 Deeskii odeffanno
 Hojjetoota waajjirichatu adeemsa isaa natti hima
 Maxxansalee waajjirichaa irraa
 Kan biro yoo jirate haa ibsamu _____
2. Tajaajila barbaadde hojjetootaa Waajjira Misooma fi Manajimantii Lafa Magaala Burrayyuu irraa gaafachuf yeroo hagamii eegda/turta?
 Yeroo Baay'ee Xiqqoo Yeroo Xiqqoo Giddugaleessa
 Yeroo Dheeraa
 Yeroo Baay'ee Dheeraa

Kutaa 4. Bar-Gaaffilee Dhimmootaa Bulchiinsaa Waajjirichaa Madaalan

1. Tajaajila tokko argachuf yeroo inni fudhatu(**standard time**) beekta ?

Eyyeen Lakkii
2. Gaaffii armaan olitiif deebiin keessan “”**Eeyyeen** “yoo ta’e, tajaajila barbaadan yeroo jedhame keessatti akkaata standardii ta’een argatani jirtu?

Eyyeen Lakkii
3. Iftoomina adeemsa kenniinsaa tajaajila waajjiricha akkamitti madaltu?

Baay’ee ol’aanaa Ol’aanaa Giddugaleessa Gadi Aanaa

Baay’ee Gadi aanaa
4. Tajaajila barbaadan argachuf kaffaltii addaa /dabalataa hojjetoottaa tajaajila kennanif nii kaffaltu?

Eyyeen Lakkii
5. Tajaajila barbaadanif beelamni issinif kenname beeka?

Eyyeen Lakkii
6. Tajaajila gaafattaniif beellamni yoo isiniif kenname, guyyaa bellamamtanitti tajaajila barbaaddan argattanii jirtuu?

Eyyeen Lakkii
7. Tajaajila waajjira misooma fi manajimantii lafa magaala Burrayyuutti yoo hin quufne /itti hin gammadne maal gootu?

Komee deeskii waajjirichaa komii ilaaluttin dhiyyeessa

Bulchiinsa magaalatiif komiii kiyyaa dhiyyeessa

Komee kiyyaa walgayii irraattin dhiyyeessa

Murtee biron fudha,haa ibsamu_____

Murtee kamu hin fudhu
8. Gaaffii armaan olitiif deebiin keessan “**Murtee kamuu hin fudhu** “yoo ta’e sababni isaa maali?

Maal gochuu akkan qabu waan hin beekneef

Qaaman dubbisuu qabu waan hin beekneef

Iddoon deemee komii kiyya dhiyyeessu waan hin beekneef

Kan biro yoo jiraate, haa ibsamu_____

9. Adeemsa kenninsa tajaajila lafaa keessaa dabartan keessatti itti gaafatamummaa hojjetotaa fi hooggantootaa haala kamiin madaaltu?

- Baay'ee Ol'aana Ol'aana Giddugaleessa
 Gadi aanaa Baay'ee gadi aanaa

10. Sirrummaa fi haqa qabeessummaa ragaa lafaa fi lafaan walqabatan kan wajjirichaa haala kamiin madaaltu?

- Baay'ee Ol'aana Ol'aana Giddugaleessa
 Gadi Aanaa Baay'ee gadi aanaa

11. Akka hubannoo keetti hojjeetootni wajjirichaa deebii hatattamaa kennuu irraatti akkamitti madaaltu?

- Baay'ee Ol'aana Ol'aana Giddugaleessa
 Gadi Aanaa Baay'ee gadi aanaa

Kutaa 5; Bar-Gaaffilee Dhimmoota Seeraa Waaliin Walqabatan Madaalan

1. Imaammata, seeroota fi labsiiwwan dhimma lafaa fi lafaan walqabatan irratti hubannoo gahaa qabdaa?

- Eyyeen Lakki

2. Gaaffii armaan oliitiif deebiin keessaan “Eyyeen” yoo ta’e, imaammata, seeronii fi labsiileen lafa magaalaa bahan fedhii fi faayidaa lammiilee kan eegan ta’u isaanii akkamitti madaaltu?

- Baay'ee Ol'aana Ol'aana Giddugaleessa Gadi Aanaa
 Baay'ee gadi aanaa

3. Adeemsa kenna tajaajila lafaa waajjiricha keessatti adeemsi ifa fi ulaagaan sirri ta’e jira jettee yaaddaa?

- Eyyeen Lakki

Kutaa 6: Bar-Gaaffilee Haala Waliigalaa Itti Quufinsa Mamilaa Kenna Tajaajilaa Argatanii Madaaluu

1. Akka waliigalaatti kenna tajaajila lafaa fi lafaan walqabatan waajjira misoomaa fi manajimantii lafa magaalaa Buraayyuu akkamitti madaaltu?

- Baay'ee Ol'aana Ol'aana Giddugaleessa Gadi Aanaa
 Baay'ee gadi aanaa

2. Gaaffii armaan olitiif deebiin keessan “**Gadi Aanaa fi Baay’ee Gadii Aanaa**” yoo ta’e, rakkoolee gurguddoon dhimma kenna tajaajilaa waajjiricha waliin walqabatani maal faa dha? **Tokko ol irratti mallattoo gochuun ni danda’ama.**

- Tajaajilaa argachuuf yeroo baay’ee eeguu
- Humna gahaa fi gahumsa qabu dhabuu fi hojjetaan naamusa dhabuu
- Komiin maamilaa seeraan deebii hin argatu
- Kaffaltii dabalataa gaafatamu
- Adeemsa seeraa ifa ta’e jiraachu dhabuu
- Loogummaan gama saalaan, qabeenyaan, sadarkaan fi kkfn jiraachuu
- Waajjirichi kenna tajaajilaa itti fufinsa qabu kan hin kennine ta’uu
- Kan biroo, haa ibsamu _____

3. Rakkoolee armaan olitti ibsaman furuuf waajjirichi maal gochuu qaba jettanii yaaddu?

Hirmaannaa Keessaniif Baay’ee Galatoomaa!!

Addis Ababa
University
(Since 1950)



Qorannoon Kun Kan Qophaa'e Yunivarsiitii Addiss Ababa Kolleejjii Qo'annoo Misoomaatti Giddu Galeessa Qo'annoo Misooma Naannoo fi Qe'eetti.

Muummee Bulchiinsa fi Manajimantii Lafa Magaala

Bar-Gaaffilee Hojjetootaa Waajjira misoomaa fi Maanaajimantii Lafa Magaalaa Buraayyuutiif Qophaa'ee

Bar –gaaffiin Kun kan qophaa'e qorannoo adeemsifamuuf odeeffannoo maamiltoota irraa argachuuf. Matadureen qorrannichaas; **“Sadarkaa Itti Quufinsi Maamilaa Kenna Tajaajila Lafa magaalaa Walqabatan ilaalchisee irra jiru Xiinxaluu, Dhimma Bulchinsa Magaalaa Buraayyuun Walqabatu. Bulchiinsa Mootummaa Naannoo Oromiyaatti.”** kan jedhu dha .

Qorannoon kun akka firii godhatuuf bar-gaaffii koo deebisuuf gumaacha isin naaf gootaniif dursee galateeffachaa, deebistoota bar-gaaffii kana dursee kanan hubachiisu deebii isin naaf laattan bu'aa qorannoo koo kan cimsu ta'uu isaa isinii ibsuun barbaada,.gama biraatiinis kaayyoon qorannichaa hojii baruu fi barsiisuu qofaaf kan oolu ta'u isinii ibsaa deebii laattooni iccitiidhan kan qabaman ta'uu durseen ibsa.

Haala Odeeffannichi Itti Guutamu

- Iddoo filannoo keessaniitti mallattoo”X” kaa'aa
- Deebii barreeffamaaf iddoo duwwaa kenname irratti yaada keessan kenna.
- Maqaa keessan barreessuun hin barbaachisu

Darajje Naggaasaa Raggaasaa

Barata Bulchiinsaa Fi Maanaajimantii Lafa Magaalaa Digirii 2ffaa

Baay'ee Galatooma.

Kutaa 1. Oddeeffannoo Dhunfaa Hojjetoota waajjiricha

1. Saala: Dhi Dha
2. Umurii : 25 gadi -35 36-4 46-5
55 ol
3. Sadarkaa Barumsaa
 Kutaa 12 Gadi Sartifikkeetii Dippiloomaa Digirii 1^{ffaa}
 Digirii 2^{ffaa} Digirii 3^{ffaa} Fi Isaa ol
4. Galii Ji'aa' _____
5. Gosa tajaajilaa kennitan
 Tajaajila Jijjiirraa Maqaa Raawwachuu
 Tajaajila rakkoo dangaa hiikuu
 Tajaajila dhorkaa galmeessu
 Tajaajila dhorkaa Haquu
 Tajaajila waraqaa qulqullinaa Kennuu
 Kan biroo ,haa ibsamu _____
6. Gita hojii kana irra hagam turtan?
 Ji'a tokkoo gadi
 Ji'a 1-3
 Ji'a 4-6
 Ji'a 6-waggaa 1
 waggaa tokko ol

Kutaa 2: Bar-Gaaffilee Waliigalaa Sadarkaa Waajjirichaa Madaalan

1. Kenni tajaajilaa si'ata ta'e yeroo gabaaba keessatti kennamu isaa akkamiti madaaltu?
 Baay'ee Ol'aana Ol'aana Giddugalessa Gadi Aanaa
 Baay'ee gadi aanaa
2. Adeemsa kenna tajaajila keessaati qindoomina adeemsale hojii/kutaale hojii waajjiricha akkamiti madaaltu?
 Baay'ee Ol'aana Ol'aana Giddugaleessa Gadi Aanaa
 Baay'ee Gadi Aanaa

3. Gaaffi armaan olitiif deebin keessan “**Gadi Aanaa fi Baay’ee Gadi aanaa**” yoo ta’e, sababiin isaa maal jettani yaadu?
- Adeemsaleen Hojiilee yeroo gababa /yeroo/ irraattii xiyyeeffachu
- Hanqina Teeknooloojii Quunnamtii
- Gaafatamummaan gama seeraatiin qindoominaa ilaalchisee jiru laafaa ta’uu
- Kan biroo, haa ibsamu_____
4. Sagantaa leenjii beekumsaa fi gahumsaa gama kenna tajaajilaan jiru siif cimsuu danda’u irratti hirmaattee beektaa?
- Eyyeen Lakki
5. Gaaffii armaan olitiif deebiin kee ‘**lakki**’ yoo ta’e, sababiin isaa maali?
- Hanqina baajataa
- Barbaachisummaa isaa irratti hubannoo dhabuu
- Nama leenji’uu qabu filuu irratti hanqinni jiraachuu
- Leenjii kana hojjetaaf kennuun hin barbaachisu
- Kan biroo yoo jiraate,haa ibsamu_____
6. Hojii irratti ramadamtee raawwachuuf kan sii gargaaru meeshaale hojjif barbaachisan siif guutame Jira?
- Eeyyee, garu guutu miti
- Eeyyee naaf gutame jira
- Hanqinnaa guddaatu jira,haa ibsamu_____
- Kana deebisuf fedhi hin qabu

Kutta 3; Bar-Gaaffilee Dhimmota Seeraa Waalin Walqabatan Madaalan

1. Seerota, qajeelfamoota fi mannuwaalota tajaajila kennituuf sii gargaaran qabda?
- Eyyeen Lakkii
2. Gaaffii armaan olitiif deebin kee ‘**Eeyyeen**’ yoo ta’e, seerotni,qajeelfamootni fi maanuwaalonni jiran haala salphaa ta’een kan hubatamanii fi hojiitti jijjiramanii?
- Eyyeen Lakkii

Kutaa 4; Bar-Gaaffilee Haala Teeknikaa Waajjirichaa Madaalan

1. Kenninsa tajaajilaa si'ataa gochuu fi itti fayadamni kompiyuutaraa fi teknooloojii quunnamtiin fayadamuu mana hojii keessanii akkamitti madaaltu?

Baay'ee Ol'aana Ol'aana Giddugaleessa Gadi Aanaa
 Baay'ee Gadi Aanaa
2. Gaaffii armaan olitiif deebiin keessan '**Gadi Aanaa fi Baay'ee Gadi Aanaa**' yoo ta'e adeemsa kenna tajaajilaa teeknooloojidhaan deeggaruun gaarii dha jettanii yaadduu?

Eyyeen Lakki

Kutaa 4: Bar-Gaaffilee Dhimoota Bulchiinsa Waajjirichaa Madaalan

1. Adeemsa/kutaa hojii kee keessatti kenna tajaajilaa qulqullinaa fi saffina qabu kennuu wajjin wal qabatee akkamitti madaaltu?

Baay'ee Ol'aana Ol'aana Giddugaleessa Gad Aanaa
 Baay'ee Gad Aanaa
2. Maamiltootni tajaajila haala salphaa ta'een argachaa jiru jette yaaddaa?

Eyyeen Lakkii
3. Tajaajila kennitu irratti komii dhufu akkamitti fudhatta?

Karaa Waltajjii ummataatiin
 Foormii komii fayyadamuun
 Karaa deeskii odeeffannoo magaalichaatiin
 Kara biro yoo jirate,haa ibsamu_____
4. Komee maamila irraa dhufu akkamitti qoratta?_____foormii komii jiru ilaaluu nan danda'a?_____
5. Tajaajilli ati kennitu yeroo inni fudhatu fi ulaagaa barbaachisu (istaandaardii kenninsa tajaajilaa) ni beekta?

Eyyeen Lakki
6. Gaaffii armaan olitiif deebiin kee "**Eyyeen**" yoo ta'e,tajaajilli ati kennitu yeroo hagarii fudhata?_____

7. Yeroon ati tajaajila itti kennuu qabduu fi itti kennite gidduu garaagarumaan yoo jiraate sababiin isaa maali jettee yaadda?
- _____
- _____
- _____
8. Mindaan ati argachaa jirtu tajaajila ati kennaa jirtuuf gahaa dha jettee yaaddaa?
- Eyyeen Lakki
9. Yeroo hojii kee haala gaariin raawwattu hooggantootni kee yaada akkamii siif kennu?
- Ni callisu/homaa hin jedhan
- Akka waan isaan hojjetaniitti ilaalu
- Hojjetaa ni jajjabeessu
- Kan biroo yoo jiraate, haa ibsamu _____
10. Aadaan maanaajimantii mana hojii kee haala kamiin ibsama?
- Yeroo hunda Hojjetaan akka balleesetti ilaalu
- Dogoggora ni fudhatu
- Aadaa dogoggora irraa barachuu hordofu
- Aadaan hojjetaa gorsuu ni mul'ata

Kutaa 6: Bar-Gaaffilee Haala Waliigalaa Itti Quufinsaa Mamilaa KennaaTajaajilaa Argatanii Madaalu

1. Akka waliigalaatti rakkooleen kenna tajaajila lafaa fi lafa waliin walqabataniin waajjiricha keessatti mul'atan maal faa dha?(deebii tokko ol filachuun ni danda'ama)
- Hanqinaa dhiyeessii kenna tajaajilaatif barbaachisan jirachuu
- Rakkoolee seerota ,labsii fi qajeelfamoota lafa magaalaa irratti mul'atan
- Hojjetoota wajjiraaf leenjiin dandeettii isaanii cimsu kennamu dhabuu
- Si'eessituun(employee motivation) hojjetootaaf jirachuu dhabuu
- Adeemsa murtii hojii waajjiricha ilaalan irratti hojjetaa hirmaachisuu dhabuu
- Qindominni adeemsaalee jijji gidduu jiru lafaa ta'uu
- Miiirri gareen hojjechu hojjetaa bira jiru lafaa ta'uu
- kan biroo yoo jiraate,haa ibsamu_____

2. Rakkoollee ibsaman furuuf waajjirichi maal gochuu qaba jettu?

Hirmaannaa Keessaniif Baay'ee Galatoomaa!!