



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY !



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MBA PROGRAM

**STUDY ON SERVICE QUALITY AND CUSTOMER
SATISFACTION: THE CASE OF BURAYU CITY LAND
ADMINISTRATION AND USE OFFICE**

**A thesis submitted to MBA program, College of Business and
Economics in partial fulfillment of the requirements for the Masters
of Business Administration (MBA) degree.**

By

Tolassa Abera

Advisor: Yohannes Workaferahu(PhD)

June 2020

Addis Ababa, Ethiopia



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This is to certify that this thesis entitled " Study On Service Quality And Customer Satisfaction: The Case Of Burayu City Land Administration And Use Office" by Tolassa Abera is submitted in partial fulfillment of the requirements of for the Masters degree in Business Administration (MBA). It is prepared in accordance with the regulations of the university and meets the accepted standards with respect to originality and quality.

Approved by Board of Examiners

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DECLARATION

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

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List of Abbreviations

A:	Agree
AAU:	Addis Ababa University
B/N:	Between
BCLAU:	Burayu City Land Administration and Use
BCLAUO:	Burayu City Land Administration and Use Office
CS:	Customer Satisfaction
D:	Disagree
E:	Expectation
OLAUB:	Oromia Land Administration and use Bureau
P:	Performance
QA:	Quality Assurance
SPSS:	Statistical Package for Social Sciences
SQ:	Service Quality

Abstract

Service quality and Customer satisfaction are very important concepts that organizations must understand if they want to remain competitive and achieve their mission. Land administration is becoming critical for Ethiopian Economy. The purpose of the study was to determine the effect of service quality on customer satisfaction at BCLAUO. The data were collected using Likert -scale based on modified SERVQUAL model containing five dimensions (reliability, responsiveness, assurance, empathy, and tangibility) from 230 active customers at the selected four directors (Land auditing and preparation directorate, Payment estimation directorate, Plan preparation directorate, and Legal enforcement directorate) and analyzed using SPSS. The findings revealed that there is a big perception gap between customers' expectation and their perception of performance. 99 % of customers participated in this study ranked the service quality of the organization as poor. The result of overall level of customers satisfaction showed that 82% of customers were not happy by the services offered at BCLAUO. Pseudo R^2 was .748 indicating 74.8% of variability has been explained by the model. Service quality was seen to have a significant and positive effect on the overall level of customer satisfaction. Reliability and Responsiveness were the two service dimensions with high importance weight followed by assurance.

CHAPTER ONE

INTRODUCTION

1.1. Background of study

In the trend of globalization, government leadership and service quality provided, besides influencing government performance, were crucial to country competitive edge. Public sectors, apart from enforcement of public authority, shall provide service quality compliant with people demand (Chih-Tung and Lin, 2008).

Chih-Tung and Lin (2008) further stated that public sectors were established to serve people and thus service quality it provided was dictated by people satisfaction or contact experience, amid demands of various people, administrative institution service could satisfy people only by innovation and continuous improvement of service quality. To ordinary people, administrative institution operation was to execute public power by means of various laws and regulations. It was often the case that complicated administrative procedure or bad attitude of staff left people nothing other than passive receiving of specific affair dealing. Therefore, under established policy and rising people demand of taxation service, taxation institution began to expand taxation service, including driving administration operation procedure simplification, providing one-stop operation service, converting tax collection to tax paying service, and active handling of various rental and tax propaganda measures, building customer-oriented government service management system, satisfying people expectation of taxation institution service.

Service Quality (*hereafter referred* as SQ) has been a frequently studied topic in the service marketing literature. In today's competitive environment, delivering high quality service is a key strategy for success, sustainable competitive and survival (Abdel Fettah, 2015). Globally, the service industry is playing an important role in the economy of many countries. Customer satisfaction (*hereafter referred* as CS) and SQ are universal issues that affect all types of organizations (Prabha and Soolakshna, 2010).

SQ, CS, and value are three elements that service firms would be striving to provide to their customers. Through the interaction between service provider and receiver, which is called service provision, there is a transfer of value from the provider to the customer (Olu Oju, 2010).

The desire to manage relationships with customers leads to the fact that organizations are starting to pay attention to the development and implementation of service standards.

The importance of CS as a core concept in marketing has led to numerous studies over past decades. Customer satisfaction or dissatisfaction results from experiencing a SQ encounter and comparing that encounter with what was expected. In this study, a gap analysis will be used to find the difference between customers' expected SQ and actual service performance. Thus, when the expected level of service to be provided to the customers is greater than the actual level of service provided by an organization, then the SQ offered is considered as low and vice versa. Customers all over the world have become more quality conscious and hence there has been an increased customer demand for higher quality service.

Government as a big organization, through its different institutions need to assess how well they meet the needs of their customers and should know what their customers think about the quality of the services they provide (Adetunji et al., 2013). Customer needs and expectations are changing in governmental service organizations. However, SQ practices in public sector is slow and is further exacerbated by difficulties in measuring service outcomes, greater scrutiny from the public and press, a lack of freedom to act in an arbitrary fashion and a requirement for decisions to be based in law (Teicher et al., 2002). The public sector in Ethiopia is under increasing pressure to demonstrate that their services are customer focused with continuous performance improvement (Ministry of Civil Service, 2013; UNDP, 2014). Burayu City Administration (BCA) is a governmental organization established in 1946 by a land lord of that area named Girazimach Robi Kelecha. Burayu City Land Administration and Use (BCLAU) office is organized as one of 23 offices under the jurisdiction of the city administration, is a governmental organization selected for this study and the purpose of this paper is thus, to examine indicators of SQ and their effects on CS of the organization.

With the growth of the capital in recent decades and urban sprawl, the town has faced considerable economic and demographic pressures; its population leapt from around 10,000 in 1994 to an estimated 150,000 two decades later, as people, including many from the Southern Nations, Nationalities, and Peoples' Region, migrated from the countryside looking for work, and Addis Ababa residents pushed outwards seeking cheaper housing (Ermias and Nizar, 2018).

1.2. Statement of the Problem

Studies on SQ and CS have been extensively investigated locally and worldwide in different service and business industries. However, no research was found on BCA in general and BCLAU office in particular.

On the other hand, customers come to the office with different issues to get the office's service. According to the researcher's pre-research time observation and revision of the compliant receiving note book; the office's customers always make a repeated complaint in relation with service delivery. Through the preliminary study, the researcher identified that it is customary that most of service recipients came to the office redundantly and waste their time to settle unaccomplished cases, majorities of services delivered with overdue time, there are customers' rumors due to inconsistencies on interpreting land related legislations and employees serve their customers unpleasantly. In addition to this, even if there is compliant receiving system; most of customers are unwilling and/or unfamiliar to deliver their compliant, service information delivery is limited and outdated. These and other un described symptoms indicate that the service delivery of the city land development & management need to be diagnosed and the root cause of the problem shall be revealed with the appropriate remedial action.

Furthermore, most of the previous SQ studies have used the generic 22 item SERVQUAL method with 5-dimensions to evaluate SQ. However, it is not appropriate for measuring all aspects of SQ in public organizations like BCLAU office using only the 22 items due to characteristics of services in public organizations different from other organizations. The service outcomes will not included in the generic SERVQUAL model and hence the original SERVQUAL model will be modified to fill this literature gap by including service outputs under reliability (Jams, 2014). Thus, this study attempts to investigate the level of service quality in BCLAU office and determine its effect on customer satisfaction.

1.3. Research questions

- ⇒ What is the effect of Service Quality on customer Satisfaction in BCLAU office?
- ⇒ What is the overall level of service quality in BCLAU office?
- ⇒ What is the overall level of customer satisfaction towards service offered by BCLAU office?

1.4. Research Objective

1.4.1 General objective

The general objective of the study is to determine the effect of service quality indicators on customer satisfaction in BCLAU office.

1.4.2 Specific Objectives

1. To explore overall service quality indicators in BCLAU office.
2. To check the service delivery using the standard SERVQUAL model in BCLAU office.
3. To examine the relationship between service quality and customer satisfaction in the BCLAU office.
4. To determine the overall level of customer satisfaction towards services delivery of BCLAU office.

1.5. Significance of the study

Although there are a lot of researches conducted locally on this area, to the best of search, there is no research performed on BCLAU office to investigate the effect of the performance of SQ dimensions on CS and hence, this study can fill this gap to some extent while inviting interested researchers for further studies at the office and other public organizations as well. Moreover, the findings of this study would help the office to know about the level of their service quality, as an input take necessary corrective actions in service delivery, to improve level of SQ and CS. Finally, through modifying the original SERVQUAL model by incorporating the main service outputs, this study tries to fill the literature gap.

1.6. Scope of the study

The study was conducted at Burayu City Administration (BCA) trying to investigate the level of SQ and CS only at selected directorates (i.e. Land auditing and preparation directorate, Payment estimation directorate, Plan preparation directorate, and Legal enforcement directorate) of BCLAU office and the study did not touch other parts of the office.

1.7. Limitations of study

The study was conducted at Burayu City Administration (BCA) trying to investigate the level of customer satisfaction on quality of services that the city administration is providing its customers in land related services. The study is limited to land services and excludes other

services offered by the office. Furthermore, there were customers excluded from the study for the fact that they do not satisfy the sampling criteria stated in the methodology part of this report.

1.8. Organization of the paper

This paper has five units. The first unit contains background information, statement of the problem, objective of the study, significance of the study, scope and limitations of the study. The second unit deals with related literatures, concepts, previous studies, and theories that are important for the study. The third unit discusses the methods employed: tools of data collection, sampling techniques, and method of data analysis, validity and reliability of the data. The fourth unit unfolds data presentation, discussion, interpretation and summary of major findings. The last unit comprises summaries of the basic findings, conclusion and major recommendations.

1.9. Definitions of terms

1.9.1. Definition of Services

Kotler (2000) defines services as '... 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 not be tied to a physical product'. Besides, services include all economic activities, which are intangible, not physically apparent like products, which provide value to customer (Biljana Angelove and Jusuf Zekiri, 2011: 232 -258).

Services are important for economic activities, which are performed to meet personal or business demand. They are a continuous process of on-going interactions between service providers and customers, comprising a number of intangible activities provided as premium solutions to the problems of customers, including the physical and financial resources and any other useful elements of the system involved in providing these services (Gronroos, 2004). This is the way the concept of service is perceived in the current thesis.

1.9.2. Definition of Quality

Having defined service, it is important to put operational definition for quality. Defining quality is a challenging task for it is a subjective concept. Everyone has a different meaning for quality based on one's personal experiences and demands. For example, Crosby (1979) defines quality as "Conformance of requirements". This definition implies that service organizations do establish requirements and specifications, and then the quality goal of the various functions of service

organizations is to comply strictly with them. In strengthening this, Juran (1982) defines quality as "fitness for use".

In addition to the aforementioned definitions of quality, as stated in www.qualitygurus.com, quality can be defined from customer, from process, from product and from the cost point of views. From customer point of view, "quality means fitness for use and meeting customer satisfaction". From process point of view, "quality means conformance with the process design, standards, and specifications". From product point of view, "quality means the degree of excellence at an acceptable price." From the cost point of view, "quality means best combination between costs and features".

Parasuraman et.al (1985) state marketers describe and measure quality only with tangible goods; quality in services is largely undefined and un-researched. In this paper, however, quality is defined as it is the measurement of the excellence of delivering services in line with customer's expectations. This is after Biljana Angelova and Jusuf Zekiri (2011) note, i.e., quality has been recognized as a strategic tool for attaining efficiency and business performance. Thus, citing different works, let us see what services quality is meant in the following paragraphs.

1.9.3. Definition of Service Quality

Many scholars defined service quality is key issue for service companies but is necessary to product manufacturing. Many researchers suggest that customers assess services quality by comparing what they feel a seller should offer and compare it against the seller's actual service performance (Gronroos, 1982).

Service quality is used to define differentiation between two services providers' services and to win strategic competitive advantage (F.T. Shah et.al, 2015). Many researchers claim that offering quality services give a sustainable competitive advantage to any business as stated by Mubblesher and Mariam Fisha (2014). Quality services is delivery not only sustains business but also lets gain higher position in the market leader. The success of any service providing organization is measured in terms of its customers' attitude towards the quality service delivered, which means service quality is the dominant element in customers' evaluations of a given service. Customers go to service providers expecting to get a quality service and the level of expectation among each individual varies.

Service quality is a focused evaluation that reflects the customer's perception of elements of service such as interaction quality, physical environment quality, and outcome quality. Caro and Garcia (2008) based on concepts contained in Brady and Cronin (2001) defined these three elements of quality service as follows: the personal interaction (process) quality includes three factors (conduct, expertise, and problem solving), the physical environment quality includes two factors (equipment and ambient conditions), and the outcome quality includes two factors relating to waiting time and valence. This study investigates how BCLAU office strives to meet such important service quality criteria.

1.9.4. Definition of Satisfaction

Citing (Fecikova, 2004), Lepkova and Zukaite - Jefimoviene (2012:6) state that 'satisfaction' is focal concept in many sub-disciplines of business and can be defined differently in different field of studies. For example, satisfaction is defined as 'satisfaction is merely the result of "things not going wrong"; satisfying the needs and desires of the customer; satisfaction-as- pleasure; satisfaction-as-delight; customer evaluations of the quality of goods and services.

Thus, satisfaction is more inclusive; it is influenced by perceptions of service quality, product quality, and price so well so situational factors and personal factors (Ogunnaike and Olaleke, 2010). Customers have diversified need and expectation, so employees should understand their need and want to satisfy them. In addition, employee variables consist of employee perception of internal service quality which organization provides to its employees, employee satisfaction and employee loyalty.

Service organizations must strive to satisfy their employees and customers for increased effect of service quality offered to customers (S. Anastasiou, C. Nathanailides, 2015).

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 Theoretical Concepts and framework

Service quality has become an important topic in view of its significant relationship to profit, cost savings, and market share. Unlike goods, service quality is difficult to measure due to its unique characteristics that includes intangibility, heterogeneity, inseparability, and perishability. SQ holds a concept that it is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Rula, 2017). Thus in order to measure the quality of intangible services, researchers generally use the term perceived service quality (Chritopher and Jochen, 2007, Pena et al., 2013).

In literature several frameworks for evaluating SQ have been proposed. During the 1980s many scholars suggested that SQ is a two dimensional variables Lehtinen and Lehtinen (1982) and Gronroos (1983). Lehtinen gave three broad dimensions of SQ: physical, quality, interactive quality, and the corporate image; while Gronroos proposed the concept of SQ whereby it consists of two dimensions: technical quality (service outputs) and functional quality (process). Gronroos also emphasized the importance of corporate image in the experience of service quality.

Parasuraman, Zeithmal and Berry (1985) concluded that quality of a service depend on the srvice delivery process and does not depend exclusively on the outcome of the service. Through interview and focus groups they developed a model of 10 dimensions containing tangibles, reliability, responsiveness, competency, courtesy, assurance, credibility, security, access and understanding. Later in 1988, Parasuaraman et al. reduced these ten dimensions in to five. Cronin and Taylor (1992) developed the SERVPERF model which is a modification of SERVQUAL using the same categories to assess SQ but proposing only 22 performance related statements instead of SERVQUAL's 44 expectation and performance constructs. SERVPERF measures quality as an attitude, not satisfaction. However, it uses an idea of perceived service quality leading to satisfaction. But it goes further and connects satisfaction with further purchase. Teas (1993) model measures SQ as the gap between perceived performance and ideal performance instead of customers' expectations as in SERVQUAL model.

Oliver (1984) added "service environment" as a new dimension to Gronroos model. Mei et al., (2001) developed a new scale of service quality in the hospitality industry called "HOLSERV" with three dimensions (employees, tangibles, and reliability). Svensson (2004) presented a modified construct of sequential SQ and highlighted the importance of time, context and performance threshold in the service encounter chains. Shahin (2010) laid down a more comprehensive model of service quality consists of five additional components and eight more gaps as compared to the previous gap model.

2.1.1 SERVQUAL model of Public Service organizations

The service quality measurement in public organizations were developed based on the framework of SERVQUAL. Parasuraman, Zeithaml and Berry (1988) gap-based SERVQUAL model and Cronin & Taylor (1992) performance based SERVPERF model is more appropriate in measuring SQ across different industries (Obulemire et al., 2014).

However, SERVQUAL scale outperforms SERVPERF scale by virtue of possessing a higher diagnostic power to pinpoint areas for managerial interventions in the event of SQ shortfalls or gaps (Sanjay & Gupta, 2004). Further, measurement of SQ in the public sector, from a best value perspective, should take into account customer expectations as well as the perceptions of service performance (Obulemire et al., 2014). Thus the quality gap (Q) was calculated by subtracting the expectation (E) from the perception (P) value ($Q=P-E$).

Although SERVQUAL model has got the above advantages in measuring SQ, it is also subject to many critics. Dabholkar et al., (1996) argued that retail services are different from pure services that would make SERVQUAL inapplicable. Buttle (1996) and Cronin & Taylor (1992) criticized SERVQUAL as: it neglects service outcome being focusing on the functional aspects of service, measures customers' expectation of an ideal firm, it may not measure important variables in a particular organization due to its generic nature, customer would evaluate service favorably or unfavorably just based on their emotional status due to their immediate (previous) service exposure while filling the questionnaire and from the P - E disconfirmation gap approach the same value can be obtained from different rating scales.

Despite these criticisms, SERVQUAL has been widely in use in various contexts throughout other studies and proved to be a successful background in public service organizations as a SQ measuring instrument. The SQ model 'SERVQUAL' is the most important and one of the widely

used models to measure quality in service areas because of its comprehensiveness, adaptability and practical applicability (Adetunji et al., 2013, Lee and Keem, 2017). Chakraborty and Majumdar (2011) found that SERVQUAL instruments suitable to analyze the perceptual gap in understanding customers' expectations and their actual experiences. The five dimensions of the SQ in the SERVQUAL are significant and reliable in a public service organizations settings (Rula, 2017).

SERVQUAL includes five SQ dimensions namely: Reliability, Responsiveness, Assurance, Empathy, and Tangibility and assessed by 22 items for both expectations and performance. It is based on the assumption that SQ is a function of difference (gaps) between customer expectations and perceptions along the five quality dimensions. although there has been an ongoing debate about how to measure SQ, many studies agree with the multi-dimensionality of SQ and focus on the two (technical and functional) dimensions (Emel, 2014).

2.1.2 Service Quality (SQ)

Service is defined as an act or performance offered by one party to another or an economic activities that create value and provide benefits for customers at specific times and places (Lovelock et al., 2004). People are constantly looking for quality services and products. The existence of this desire for quality has caused firms and organizations throughout the world to consider quality as an essential component of any service and production process. Therefore, it is very important to define, measure and improve quality of public organizations. Quality, because of its subjective nature and intangible characteristics, is difficult to define and hence, definitions vary depending on whose perspective is taken and within which context it is considered and there is no single universally accepted definition exists (Ali, 2014). However, in general, quality has been defined as "fitness for use" (Juran, 1988) while Crosby (1984) defined it as "conformance to requirements and making it right the first time"; "meeting and/or exceeding customers' expectations" (Parasuraman, et al., 1985). Quality was conceptualized as technical and functional quality by Gronroos (1984). A number of researchers posit that SQ involves a comparison of expectations with performance and SQ is understood as a function of the differences between expectations and performance along the dimensions of quality (Parasuraman et al., 1988). According to Parasuraman et al. (1985), perceived service quality is the stimuli (perceived service performance) with service expectations. Based on perception difference the following gaps were identified by Parasuraman et al. (1985).

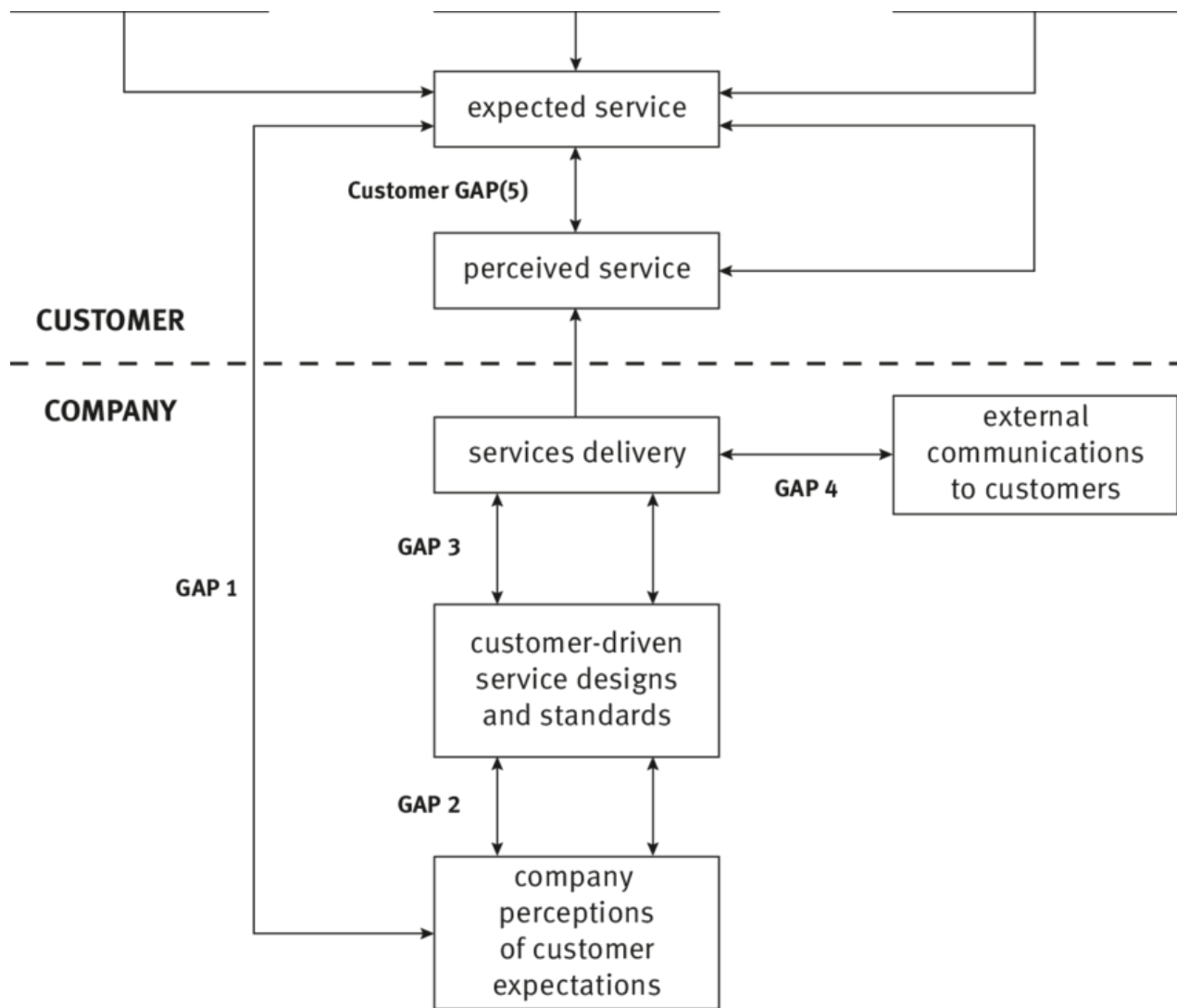


Fig. 1.1. The SEVQUAL Gap model (Source: Parasuraman et al. 1985)

Gap 1: The difference between customers' expectations and management/ employee perceptions of what customers really want (expect). This is due to secrecy (Customers don't tell providers what they expect), lack of a service research orientation, Stakeholder's involvement and inadequate upward and downward communication.

Gap 2: Management perceptions about customer expectation versus translation to SQ specifications: due to inadequate commitment to SQ, a perception of unfeasibility and inadequate task standardization.

Gap 3: Service quality specification versus service delivery: as a result of role ambiguity and conflict, poor employee-job fit, poor decision making, inappropriate supervisory control systems and lack of team work.

Gap 4: Service delivery versus external communication: as a result of inadequate horizontal communications between different functional units and tendency to over promise.

Gap 5: The discrepancy between customer expectations and their perceptions of the service delivered: due to shortfall (gaps) on the part of the service provider. In this case, customer expectations are influenced by the extent of personal needs, word of mouth recommendation and past service experience which are out of direct control of service provider and external communication to customers (which can be controlled by the service provider). This gap is considered as very important.

2.1.3 Customer Satisfaction (CS)

Customer is the ultimate consumer of a product or service while satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they experienced (Emrah, 2010). CS is the consumer response to the evaluation of perceived discrepancy between prior expectation and the actual performance after consumption. Thus, CS refers to the degree to which a customer perceives that the offered product or service meets his/her expectation.

2.2 Empirical Framework and hypothesis

The empirical framework presented below served as the foundation of this study. The framework of effect of service quality dimensions on customers satisfaction is established after thoroughly reviewing the literature related to the subject under study.

2.2.1 Other service quality gaps

Quality gaps may also be identified in internal services in an organization. The useful concept of internal clients (also internal services and internal marketing) is used in total quality management to receive high quality of work outcome and especially to prevent quality losses between processes' stages. Authors identified quality gaps occurring between organization's departments (Auty and Long 1999). There are such gaps as (Auty and Long 1999): (1) the difference between consumer department's knowledge of possible service and supply department's capabilities, (2) the difference between consumer department's expectations of quality and quality standards set

for backward and forward linkages in the supply chain strategic goals, (3) the difference between service provider's priorities and the organization's strategic goals and (4) the difference between service delivery promises and resources/authority provided by organization to fulfill those promises. The quality gaps identified in internal relationships

across organization departments are proposed basing on four (Parasuraman et al. 1985) gaps. And they show new meaning of organizational quality gaps. Similarly, other authors researched quality gaps in the context of internal marketing (Bruhn and Georgi 2000). They claim that, taking into consideration stated perception, the lack of appropriate information causes the gaps of quality. They also examined the three gaps driven from the four Parasuraman et al. (1985) gaps. And they discovered that the greater asymmetry of stated information, the greater perceived size of quality gaps.

Candido and Morris (2000) propose fourteen quality gaps in a service organization. They identify these gaps basing on literature review, where there are also the four internal gaps of Parasuraman et al. (1985), but in gap identification process they assumed more detailed model of typical service organization. This model takes into consideration the elements that were disregarded by other authors, like (Candido and Morris 2000: 465): management's perceptions of customers' perceptions about the service; vision, mission and service strategy; financial and human resources management. Therefore, there were mentioned many additional quality gaps discussed shortly below.

The important quality gap lies in the area of organization's strategy (gap 2 according to Candido and Morris). Service strategy provides a set of essential guidelines that give orientation to state and managers. Service vision and strategy also imply the ways how an organization tries to prevent and eliminate quality gaps. Much depends on how the strategy is communicated in an organization. The internal communication constitutes the next additional quality gap (gap 5 according to Candido and Morris).

Service systems are considered to be more efficient, then the contact time with customer takes lesser proportion of the whole service process time (Schneider and White 2004). Many important initiatives regarding the customer expectations fulfillment could be cancelled due to financial effectiveness (gap 4 according to Candido and Morris). Two next quality gaps (6,7) are connected with internal coordination between people, activities and departments; and external

coordination with subcontractors, suppliers and outcores. The lack of proper coordination and integration causes losses of quality. Seth et al. (2006) also mention that there might be many quality gaps in cooperation with suppliers.

Another quality gap (8) arises from the human resources management failed. Only appropriate selected and trained state can meet customers' expectations. The gap relies upon the lack of personnel's skills and motivation. Furthermore, Candido and Morris propose two gaps (gaps 11 and 12 according to them) associated with contact personnel's perception: firstly, perception of customers' expectations, and secondly, perception of customers' experiences.

Contact personnel play a key role, especially in non-standard services. Peiro et al. (2005) show two different personnel's perception gaps: a gap in functional perception and a gap in relational perception. The final gap (14) is discrepancy in the actual service quality and their assessment in the quality measurement process.

The literature provides more grasps of service quality gaps. Usually they are dedicated for particular service sectors. Zeithaml et al. (2002) propose four gaps typical in e-service industry, which are a modification of five original quality gaps by Parasuraman et al. (1985). They are: information gap, design gap, communication gap, fulfillment gap. In healthcare service there Service quality had become top issue of government administration. Thus customer-oriented service mindset was the top task of public sectors or organizations and all members shall focus on customers. When going to public sector for public affairs, people often had to visit various departments, repeating filling out the similar forms; or going to and from departments with documents in the section system with unclear responsibility division. With "customer-oriented" service mindset, customer value could be the important basis of administration, directly interact with customer (people), collect customer related information, and thereby improve service and product administrative institution provided.

The literature provides more grasps of service quality gaps. Usually they are dedicated for particular service sectors. Zeithaml et al. (2002) propose four gaps typical in e-service industry, which are a modification of five original quality gaps by Parasuraman et al. (1985). They are: information gap, design gap, communication gap, fulfillment gap. In healthcare service there were identified seen quality gaps. A part of them is similar to those which were mentioned but there are some new ones, very specific for health care services (Nwabueze 2001):

- reliability in service, this gap relies upon the waiting time for procedures and operations in comparison to the promised date;
- service evaluation, but in this proposition it is about not only evaluation of customers but a gap in evaluation of internal process;
- empathy in service, these services are very sensitive to patients' treatment ways by nurses and doctors;
- service responsiveness, responsiveness represents the willingness on the part of stated to help customers and to provide prompt service;
- service tangibles, like an equipment used by hospital personnel that formally is out of use;
- Access to service systems.

Gaps that are identified by Nwabueze in health service industry are partly the same as service quality attributes defined by Parasuraman et al. (1985) in their gap 5. But these gaps are not understood as a customers' expectation-perception discrepancy, but rather as problems that appear in hospital's operations. The proposals of Candido and Morris, also proposals formulated by others for particular service sectors prove that in a service organization there are many different quality gaps, and it depends on particular service activity characteristics.

The wide variety of gaps considered in the literature output is a great collection of hints for services improvement in enterprises. It is useful for companies from such countries like Poland where this concept is still not widely utilized. Moreover, it is expected that some kind of quality gaps might appear as typical for some economy areas, taking into consideration historical background like centrally-planned economy, which let many remains in management style, as well as typical organizational culture.

Javier (2010) regarded that government service quality improvement must be evaluated in view of customer, enlarge the scope, not only some units, departments, but learn success experience of private sector, and transfer to public sector application. Besides, in related evaluation, the role of people in quality evaluation must be verified; internal evaluation shall consider active participation of organization institution top managers and members. People satisfaction related information shall be surveyed by external agency, comparing difference of similar groups or different groups. Evaluation result shall be publicized after a time to keep time effect so as to be

benchmark that public sectors can discuss improvement. It's known from above that, service could change service means and content by means of contacting customers and knowing their demand, so that customers get maximal satisfaction. Hence, future service quality shall be definitely the key to improving administration performance and competency for public sector.

In related literatures about government service quality, government institution service quality was mostly discussed in aspect of demand or strategy.

Service quality study was normally done in PZB model proposed by Parasuraman, Zeithaml, and Berry (1985). PZB drives hot tide of service quality study. Later, in 1988, SERVQUAL service quality scale was introduced, making service quality the most-striking hot spot of research. While public sector varied in characteristic due to variable systems, national institutions and administrative institution varied each other. In administrative sector literatures, most of case studies were about household administration, land administration or public institute. Customer demand was initially studied, service quality definition depended on initial result, extending all way to customer expectation of service provided.

Customer-oriented result was usually evaluated on subjective identification of external customer, customer was the sole judge of service quality, if evaluating result only, then customer-oriented service did not penetrate internal institution. If discrepancy occurred between administrative institution business and customer object, then satisfaction evaluation result was often doubted of impartiality and professionalism.

The present study views CS is a multi-dimensional construct just as SQ and results indicated that the two constructs are indeed independent but are closely related. Satisfaction and SQ have certain things in common, but satisfaction is a broader concept, whereas SQ focuses specifically on dimensions of service. Regarding the relationship between SQ and CS, SQ would be the antecedent to CS (Parasuraman, Zeithal and Berry, 1988; Rasha and Tabassum, 2014).

Based on literature review (Ibrahim et al., 2016; Parasuraman et al., 1988; Xueming and Bhattacharya, 2013), this study will explore the relationship between the five dimensions of SQ (Reliability, Responsiveness, Assurance, Empathy, and Tangibility) with CS based on which a set of hypotheses were drawn as follows and accordingly the conceptual framework was designed which is intended to answer the research question of this study.

1. Reliability: It refers to the ability to perform the promised service consistently and accurately to deliver service outputs in time. It involves delivering expected service standards (service outputs) at all time, how the organization handle customer services problem, performing right services the first time, providing services within promised time and maintaining error free record. Such kind of services will boost customers' level of satisfaction and hence the following hypothesis can be formed.

H₁: There is a positive and significant relationship between reliability and customer satisfaction.

2. Responsiveness: It is the ability to respond to customer requirements timely and flexibly, willingness and readiness of employees to help customers.

H₂: There is a positive and significant relationship between responsiveness and customer satisfaction.

3. Assurance: Assurance is defined as the knowledge and courtesy of employees and their ability to inspire trust and confidence that will strongly strike the level of customer satisfaction. It includes competence, credibility and security.

H₃: Assurance components and customer satisfaction have a positive relationship.

4. Empathy: It involves the provision of caring and individualized attention to customers. It includes access, communication and understanding the customer.

H₄: Empathy components are positively correlated with customers satisfaction.

5. Tangibility: It involves convenience in the appearance of physical facilities including the office orientation, location, equipment, personnel, and communication materials.

H₅: Components of tangibility and customer satisfaction have a positive relationship.

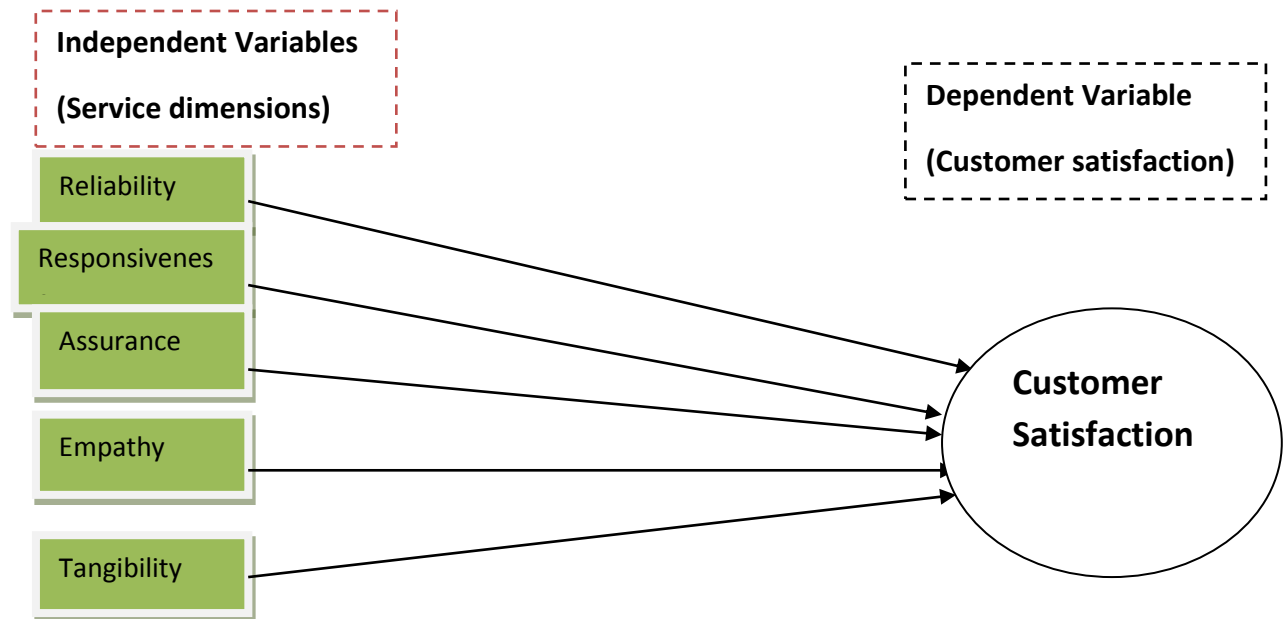


Fig. 2.1: Research framework of SQ dimensions and CS (Source: Parasuraman et.al., 1988)

CHAPTER THREE

RESEARCH DESIGN AND METHODS

3.1 Study Area

The study was conducted in Burayu city where the BCLAU office and its customers can be accessed.

3.2 Study Design and model

Institution base cross-sectional and explanatory research design, employing quantitative and qualitative mixed method were adopted to gather required information. The qualitative method, through open-ended question to capture respondents' overall reflection with respect to service quality. Regarding quantitative method, self-administered structured and semi-structured questionnaire were distributed to customers.

The presentation of the questionnaire was slightly modified to collect both expectation and perception of respondent in one 26-item merged questionnaire using a five-point Likert scale ranging from '1' for 'strongly disagree' to '5' for 'strongly agree' instead of asking respondents to complete 2 separate questionnaire (for expectation and perception). The customers were also be requested to indicate their level of satisfaction with the service of BCLAU as a Five-point Likert scale anchored by 'high dissatisfaction = -2' to 'high satisfaction = +2' while 'indifference = 0' with respect to all the 26 items. Since the five service dimensions are not expected to be equally important across all service industries, respondents were asked to rate the relative importance of SERVQUAL dimensions by allocating weight to each dimension, so that the total weight is 100 (Jain and Gubta, 2004).

3.3 Study Participants

a. Source and study population

All customers of the office are considered to be the source population of the study, from which study population was selected purposively. Customers interacted at least three times during the last 12 months were used as a criteria to select eligible respondents. Recent 12 months was selected to enable the data to reflect the current situation of BCLAU and at least three times contact during the past 12 months was assigned to minimize response based on first time contact

where customer by chance can be treated nicely or otherwise the customer response based on that single exposure may not reflect the actual situation.

b. Sampling Technique and Sample size Determination

A purposive sampling technique (using criteria stated under A, above) was followed to identify samples from customers. The sample size is calculated using a single population proportion formula $n = ([Z^2 P(1-P)] / ME^2)$ considering 29.10% proportion ($P=0.291$) from one previous study by Rediet (2016) on customer satisfaction from unpublished thesis in governmental organization "service quality and its effect on customer satisfaction" at Ethiopian Shipping and Logistics Service enterprise, Addis Ababa, as well as 95% degree of confidence (z -value = 1.96) and 5% of margin of error (ME) as under.

$$n = ([Z^2 P(1-P)] / ME^2) = ([1.96^2 * 0.291 * (1-0.291)] / 0.05^2) = 318$$

3.4 Data Collection and Management

A. Survey team and Data collection

The principal investigator (PI) will collect the majority of the information to be used as input for the study and 4 research assistants will also be involved after providing them a two days training on the study tool before being involved in to the data collection.

B. Data collection instruments

Data collection instruments to be employed in this study was structured and semi-structured questionnaires adapted from previous studies done by Parasuraman et al. (1988); James (2014) using factors/determinations to assess quality and customer satisfaction under which the components that were used as an assessment tool to include: Reliability, Responsiveness, *Assurance, Empathy, and Tangibility. The CS will be as the overall level of customer satisfaction towards the overall SQ at BCLAU office.

A* free component and opinion part section was included in the questionnaire to capture some qualitative inputs from respondents. Respondents were asked to contact the primary investigator whenever they encounter any difficulty in responding to the questionnaire.

C. Data Quality Assurance

The data collection tool was pre-tested in 5% of study sample size prior to the actual data collection. The collected data were also checked for completeness and consistencies before being entered into software.

3.5 Data Analysis and Presentation

Statistical analysis software - Statistical Package for Social Sciences (SPSS) was used to analyze the quantitatively assessed data. The dependent variable, customer satisfaction, has five outcomes anchored as '-2' "highly dissatisfied", '-1' "dissatisfied", '0' "neither satisfied nor dissatisfied", '1' "satisfied", and '2' "highly satisfied". These variables were regressed with independent variables (sex, age, educational level, and type of service) using ordinal regression model. Correlation analysis was also be done to check multicollinearity. The data were tested for normality using Shapiro-Wilk test and reliability using Chronbach's Alpha. Frequency distribution of socio-demographic characteristics of the study population is developed. Ordinal regression, non parametric analysis and chi-square test are used to evaluate significance of association between variables and also the difference in the distribution of categorical variables of the study. Percentages, Tables, and Charts were used to summarize and present the results as appropriate. The results from qualitative open-ended questions are summarized in table.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

This chapter consists of results of respondents characteristics, reliability analysis, normality test, model fitting tests, overall service quality, overall customer satisfaction, association of variables, effect of service quality on customer satisfaction and other major findings.

4.1. Characteristics of the respondents

A total of 240 questionnaires were administered and data were collected from 230 customers in Burayu. Initially, the sample size was calculated to be 318 but during the study based on eligibility criteria (customers who visited the office at least three times during the last 12 months), the sample frame obtained was 240 customers which is less than the calculated sample size and hence the total population was used. The administered questionnaires were successfully responded with 95.83% response rate (9 questionnaires were not returned from customers and 1 questionnaire was rejected as it was not complete). The frequencies and the percentage distribution of the characteristics of respondents were summarized in table 4.1 as below.

Table 4.1: Socio-demographic characteristics of customer respondents (n=230)

Characteristics	Value	Frequency	Percentage (%)
Sex	Male	193	83.91
	Female	37	16.09
	Total	230	100
Age group	18-25 years	11	4.78
	26-35 years	98	42.61
	36-45 years	93	40.43
	46-55 years	22	9.57
	> 55 years	6	2.61

	Total	230	100.00
	Illiterate	14	6.09
	1-8 grade complete	65	28.26
	9-12 grade complete	71	30.87
	TVET -Diploma	31	13.48
	First Degree and above	49	21.30
Level of Education	Total	230	100.00
	Regularly	22	9.57
Visiting the office	Irregularly	208	90.43
	Total	230	100.00

Source: Primary data (2020)

As shown in table 4.1, out of 230 respondent customers 193 (83.91%) were males and 37 (16.09%) were females. Regarding ages of the respondents, 42.61% of the respondents were from 26-35 years while 40.43% of the respondents are from 36-45 years old. As the result, about 83 % of the respondents participated in this study are within the age group of 26-45 years. On the other hand, the majority of the respondents (90.43%) are visiting BCLAU office irregularly.

4.2. Reliability Test

The questionnaire was pre-tested with 12 customers (5% of sample) as a pilot and accordingly some parts of questionnaire (Q. 8, 9, 12 and 27) were modified to make constructs more clear and minimize interpretation difference among respondents before administering to all respondents. Reliability of the data collection instruments for the service quality perception was assessed using Cronbach's Alpha which helps to review the internal consistency of each scale item. Higher α coefficient indicates a higher scale reliability. A reliability coefficient of 0.70 or above is considered acceptable in most social science research (Biljana and Jusuf, 2011).

As shown in table 4.2., the α coefficient for expectation of each item ranged from 0.724 (empathy) to 0.935 (reliability) which are greater than the cutoff value (0.70). Further the overall Cronbach's Alpha coefficient for expectation scale items was 0.961 and 0.915 for performance scale. These reliability test results also match with the findings of one related study on service quality in government public service conducted in Mauritius (Prabha, 2010). Therefore, both the expectation and perception scales used in this study demonstrate a high internal reliability.

Table 4.2. Scale Reliability (Cronbach's α) of SQ (Source: SPSS output of my own primary data)

Service Dimensions	Items	Alpha-Coefficient for Dimension	Alpha Coefficient if item deleted
Reliability	R1	0.935	0.923
	R2		0.926
	R3		0.933
	R4		0.927
	R5		0.922
	R6		0.947
	R7		0.922
	R8		0.921
	R9		0.926
Responsiveness	Rs1	0.747	0.610
	Rs2		0.633
	Rs3		0.619
	Rs4		0.896**
	A1		0.814
	A2		0.834

Assurance	A3	0.859	0.776
	A4		0.849
Empathy	E1	0.724	0.632
	E2		0.726
	E3		0.545
	E4		0.724
Tangibility	T1	0.753	0.807
	T2		0.656
	T3		0.677
	T4		0.637
	T5		0.724

*** If construct Rs4 (Despite busyness, employee should respond promptly to customers) was deleted, the reliability of responsiveness would be progresses from 0.747 to 0.896.*

4.3. Test for Model Fitting

Prior to data analysis, ordinal regression was carried out to check how well the model fits a set of observations. The results of model fitting information ($p=0.000$) in table 4.3 indicates that there is strong evidence that the final model is different from the null model (null model is without the independent or explanatory variables). Further from Chi-square table at $df = 30$ and $\alpha = 0.05$, the critical χ^2 value is 43.773. That means Chi-square of 161.789 from this analysis will fall in the rejection area. Thus in both cases (p -value and critical value), the null hypothesis which says "There is no difference between the null model and final model" was rejected.

Table 4.3. SPSS results for Model Fitting Information

Model	-2Log Likelihood	Chi-Square	df	Sig.
Intercept Only	161.789			
Final	.000	161.789	30	.000

Link function: Logit.

Further, as shown in table 4.4 below, the result for Goodness-of-fit ($p=0.813$) is > 0.05 and hence we will accept the null "The model adequately fit". Finally the pseudo R-square in table 4.5 below was found to be 0.748 which indicates that 74.8% of the variability in the dependent variables has been explained by the model. These results show that the model is well fitting.

Table 4.4. SPSS results for Goodness-of-fit

	Chi-Square	Df	Sig.
Pearson	76.104	88	.813
Deviance	75.048	88	.836

Link function: Logit.

Table 4.5. SPSS results for Pseudo R-Square

Cox and Snell	.505
Nagelkerke	.748
McFadden	.625

Link function: Logit.

4.4. Descriptive Statistics of Variables in the Model

Assuming that the data are normally distributed, the mean scores for SQ expectations, performance, and gap scores for customers were presented in table 4.6 below. The mean scores of SQ expectations were higher than performance scores for all constructs. The total mean score of customers' SQ expectations was 4.53 while 2.36 for performance (which is below the average). Among the five dimensions, the highest expectation was related to the reliability and assurance dimensions (mean score = 4.70 for both) and the lowest expectations related to the empathy (mean = 4.27). Besides, from the three items with highest expectations scores (>4.80), two items are related to the core function under reliability (i.e. Auditing its land belongingness for usage) and one item is related to tangibility (modern equipment and technology). On the other hand, the lowest expectations score was related to empathy item (have best interest of customers at heart). The mean score of performance ranged from 1.44 for Auditing its land belongingness for usage to 3.81 for convenient operating hours.

The result of total gap mean score of customers' overall SQ was -2.20. The highest SQ gap was related to the responsiveness dimension (gap mean score = -2.80) followed by reliability (-2.78) and the lowest SQ gap is related to the tangibility dimension (mean gap = -1.45) followed by empathy (mean gap = -1.70). An overview of the 26 items mean gap scores found that the highest gap was for reliability item i.e. Auditing its land belongingness for usage (-3.40) followed by responsiveness item (employees give prompt service to customers (-3.17)) while the lowest gap was for empathy item (convenient working hours (-0.740)) followed by tangibility

item (neat and well dressed staffs (-.83)). These show that the office is performing better in tangibility and empathy while remained poor in reliability and responsiveness dimensions.

Table 4.6. Mean score for SQ perception of customers

Dimensions and items	Mean Expectations (E)	Mean Performance (P)	Mean Gap Score (P-E)
Reliability	4.70	1.92	-2.78
Audits its land belongingness as promised	4.84	1.44	-3.40
Prepares plans for customers as promised	4.77	1.97	-2.80
Estimates different types of payments as promised	4.89	2.72	-2.17
Certifies its customers for their belongingness as promised	4.78	2.13	-2.65
Sincere interest of personnel in solving problems	4.70	1.88	-2.82
Carrying out of services right the first time	4.08	1.66	-2.42
Providing services at appointed time	4.65	1.56	-3.09
Keeping accurate and updated records	4.66	2.19	-2.47
Providing standardized services to all customers	4.76	1.77	-2.99
Responsiveness	4.56	1.76	-2.80
Telling when the service will be delivered	4.67	1.75	-2.92
Employee gives prompt service to customers	4.76	1.59	-3.17
Willingness of employee to help customers	4.69	2.01	-2.68
Employee respond promptly to queries	4.10	1.68	-2.42
Assurance	4.70	2.40	-2.30
Customers trust staffs	4.67	2.33	-2.34
Customers feel safe while receiving services	4.64	2.44	-2.20
Staffs are courteous with customers	4.69	1.94	-2.75
Expertise have the knowledge to answer customers	4.79	2.90	-1.89

Empathy	4.27	2.57	-1.70
Given individual attention	4.30	2.47	-1.83
Convenient working hours	4.55	3.81	-0.74
Understanding specific needs of customers	4.26	2.24	-2.02
Employee keeps customers' interest at heart	3.96	1.75	-2.21
Tangibility	4.43	2.98	-1.45
Modern and up-to-date Equipment/Technology	4.81	3.48	-1.33
Visual appeal of physical facilities	4.32	2.84	-1.48
Neat and well-dressed staffs	4.10	3.27	-0.83
Visual appeal of materials	4.38	2.30	-2.08
Visually appealing and up-to-dated websites	4.53	2.99	-1.54
Overall Service Quality	4.53	2.36	-2.20

Source: SPSS output of my own primary data

4.5. Normality Test

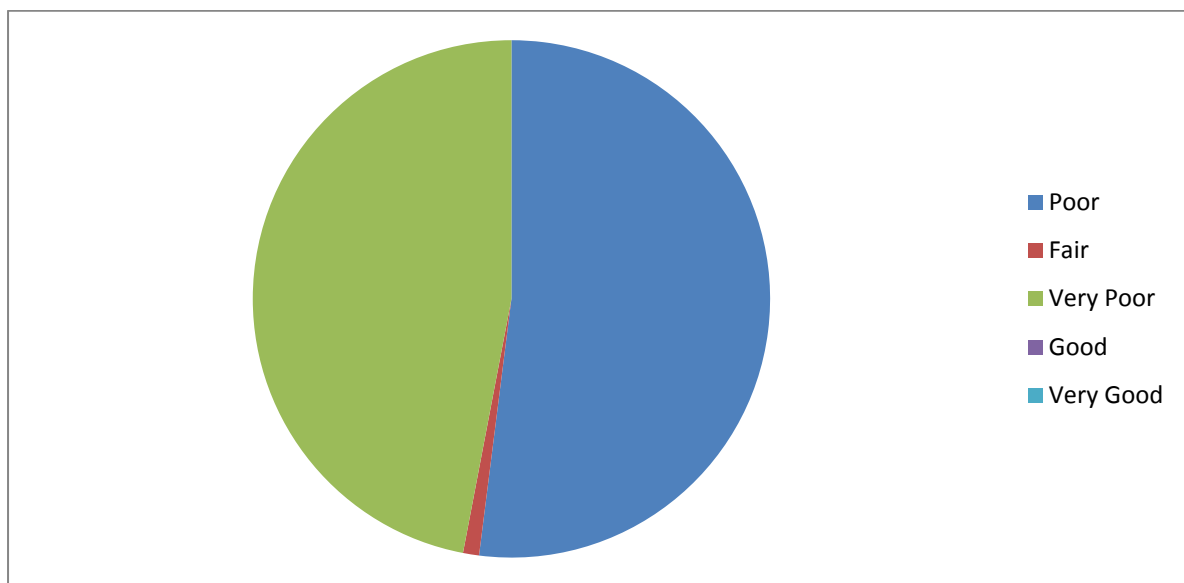
The data have been tested for normal distribution (normality) using Shapiro-Wilk's test. The result of the SPSS analysis revealed that the data are not normally distributed and hence, one of the parametric assumption, normality, has been violated. The z-value of both Skeweness (Skeweness/SE) and Kurtosis (Kurtosis/SE) is out of -1.96 to +1.96 and as a result, data were skewed and kurtotic. A Shapiro-Wilk's test ($p > .05$) (Shapiro & Wilk, 1965; Razali & Wah, 2011) and visual inspection of their histogram curves, normal Q-Q plots and symmetry of box plots showed that all data were not normally distributed across the independent variables. However, data were found approximately normally distributed for two categories of age groups (18-25 years and above 55 years) with Shapiro-Wilk's asymptotic sig ($> .05$) and Z-value within ± 1.9 . Nevertheless, the overall data for all service constructs were with Shapiro-Wilk's p-value of .000 & .0001 which confirms that the distribution of this data is significantly different from a normally distributed data and hence, the null hypothesis (H_0 = Data are normally distributed) was rejected. Thus, a non-parametric analysis was used in further analysis of this data as required.

4.6. Overall Service Quality and Customer Satisfaction

4.6.1. Overall Service Quality (SQ)

In SERVQUAL model, SQ is measured by calculating the median gap between performance (P) and expectation (E) of respondents as $SQ = P - E$. The ordinal value for the overall SQ was analyzed from respondents' median perception gap as Very good (median of $P - E = 3$ or 4), Good ($P - E = 1$ or 2) Fair ($P - E = 0$), Poor ($P - E = -1$ or -2) or Very poor ($P - E = -3$ or -4). Accordingly, the following pie-chart displays the overall SQ responded by customers.

Pie-chart 4.1: Overall SQ by customers



Source: SPSS output of my own primary data

From the pie - chart 4.1, more than half (52%) of customers ranked the SQ of BCLAU as poor and 47% of customers replied as very poor while only 1% of respondents said the SQ is fair and none of the customers responded either good or very good. That means 99% of customers participated in this study perceived that the SQ of BCLAU at the selected four directorates is poor. This reflects that there is a problem in the service delivery at the office and such a poor SQ may be due to the following factors which indicate the possible service gap at BCLAU.

1. Perception gap: Service providers do not always know what features connote a higher service quality (Pena, 2013) indicating SERVQUAL gap-1 (Parasurman et al., 1985). Further, there could be low commitment of employee for SQ, inadequate task standardization, role ambiguity, poor employee-job fit, and/or poor decision making (as per

respondents opinion in the qualitative part of this study) which would have contributed to the poor level of service quality reflecting possibility of gap-2 and gap-3 of SERVQUAL model.

2. Tendency to over promise and inadequate horizontal communication: The city administration has declared citizen charter in 2016 containing service specifications and standard time for each task of each services to be delivered which possibly had increased customers' expectation indicating existence of SERVQUAL gap-4.
3. Customer side factors: The level of expectation of customers depend on their personal needs (some customers may need a prompt service in many condition), discrepancy in perception of service delivery, past experience, word of mouth showing Gap-5 (external gap over which authority has no direct control).

Table: 4.7. Customers Perception of the Overall SQ and Importance weight

Dimensions	Mean Gap (P-E)	SQ	Importance weight (%)	Overall SQ
Reliability	-2.90	Very Poor	34.75%	$= \text{Total mean gap} / n$ $-11.20 \div 5 =$ -2.24 (Poor)
Responsiveness	-3.20	Very Poor	25.46%	
Assurance	-2.00	Poor	18.35%	
Empathy	-1.70	Poor	9.97%	
Tangibility	-1.40	Poor	11.47%	
Total	-11.20		100%	

Source: SPSS of my own primary data

As shown in table 4.7 above, because four of the nine reliability constructs represent the core functions of the authority, it sounds indeed to have the highest weight share for reliability. Reliability and Responsiveness accounts for 60.21% of the overall service weight which unfortunately, got a very poor SQ with median gap (P-E) vale of -3.00 indicating that they are the key areas of intervention where management should focus to improve the overall SQ of BCLAU. As per the importance weight assigned by customers reliability and responsiveness

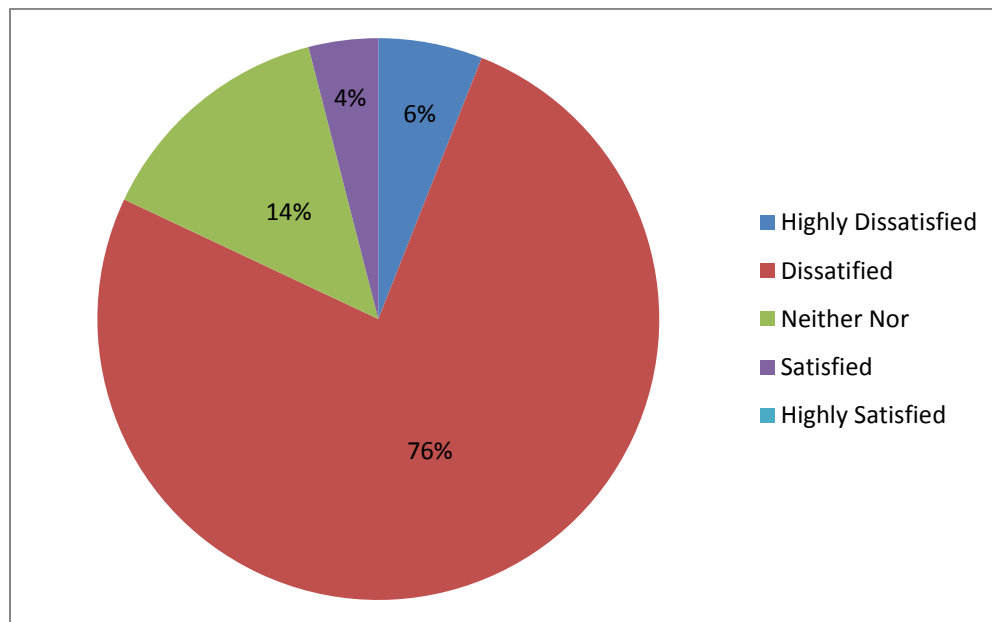
followed by assurance were found to be the highly important service dimensions for BCLAU while empathy got the least importance weight followed by tangibility.

Empathy (9.97%) and Tangibility (11.47) are the two service dimensions assigned as less important to have a better overall SQ and CS. On the other hand, they were found to be service dimensions with relatively better SQ. But they got a puny potential to change the overall customer satisfaction due to their low importance from customers' perspective. From the data, the overall SQ was perceived as poor by customers with median gap value of -2.0.

4.6.2. Overall Level of Customer Satisfaction

The dependent variable (customer satisfaction) was analyzed with the descriptive statistics (frequency distribution). The overall level of customer satisfaction was classified in to five point Likert scale that ranges from highly dissatisfied (-2), dissatisfied (-1), neither satisfied nor dissatisfied (0), satisfied (+1) to highly satisfied (+2). The pie-chart in the next page describes the outcomes of analysis of customers overall level of satisfaction with the service quality at BCLAU.

Pie-chart 4.2: customers overall level of satisfaction



Source: SPSS output of my own primary data

As shown in pie-chart 4.2 above, none of respondents are highly satisfied, only 4% were satisfied, 14% are neither satisfied nor dissatisfied while 76% of customers are dissatisfied and

6% are highly dissatisfied. That means 82% of respondent customers showed dissatisfaction towards the service quality of BCLAU. The result also shows the direct relationship between SQ (99%) poor calculated from the gap) and overall CS (82% dissatisfaction) in this study.

Table: 4.8. Overall Level of CS and their socio-demographic characteristics

Customers Socio –Demographic characteristics	Mean Overall Level of CS (-2 to+2)
Sex	
Male	-0.89
Female	-0.62
Age –group (years)	
18-25	-0.82
26-35	-0.74
36-45	-0.97
46-55	-0.82
55+	-0.85
Total Mean Overall Level of CS	-0.85

Source: SPSS of my own primary data

From the above table 4.8, male customers are less satisfied than female. Similarly, respondents with age category of 36-45 year are the most dissatisfied group relative to other age groups.

4.6.3. Relationship between Service Quality and Customer Satisfaction

Literatures show that when there are a progress in the service quality, apparently the level of satisfaction also increases (Tariq et al, 2013; Yarhands et al, 2016). Likewise, the result from a non-parametric analysis of this study also indicated that there is a strong evidence of association between the overall service quality and level of customer satisfaction ($P=.000$) and $\Phi=0.719$ as shown in table 4.9 and 4.10 below.

Table 4.9. SPSS table for Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson chi-Square	118.878 ^a	12	.000
Likelihood Ratio	69.257	12	.000
Linear –by-Linear association	28.145	1	.000
N of Valid Cases	230		

Table 4.10. SPSS table for Symmetric Measures

	Value	Asymp. Std Error ^a	Approx. T ^b	Approx. Sig-
Phi	.719			.000
Nominal by Nominal Cramer's V	.415			.000
Interval by Interval Pearson's R	.351	.061	5.652	.000 ^c
Ordinal by Ordinal Spearman Correlation	.373	.055	6.079	.000 ^c
N of Valid Cases	230			

- Not assuming the null hypothesis*
- Using the asymptotic standard error assuming the null hypothesis*
- Based on normal approximation*

Results from the cross tabulation also showed that 94.1% of dissatisfied customers replied “very poor” for the overall service quality. Thus, based on these results of this study, it can be concluded that service quality has a positive (contingency coefficient = 0.719) effect on the level of customer satisfaction which is also in-line with previous studies (Yarhands et al., 2016).

4.7. Customers Perception of Service Quality

A descriptive analysis was done to explain customers’ perception difference between expectation and performance of service quality at BCLAU. The results displayed in the following table 4.11, indicates that there is a big perception gap (difference) for construction of core service outputs.

Table 4.11. Percentage of respondents and their SQ perception for core service

Service Constructs	Likert Scale	Expectation (%)	Performance (%)
R1 (Audits its land belongingness as promised)	SD	1.7	61.7
	D	-	33.5
	NN	0.4	3.5
	A	7.9	1.3
	SA	90	-
R2 (Prepares plans for customers as promised)	SD	2.2	25.7
	D	-	53.5
	NN	0.4	18.7
	A	13	2.2

	SA	84.3	-
R3 (Estimates different types of payments as promised)	SD	-	9.1
	D	-	33.9
	NN	1.7	33.0
	A	7.4	23.5
	SA	90.9	0.4
R4 (Certifies its customers for their belongingness as promised)	SD	-	23.9
	D	2.2	42.6
	NN	3.5	313.
	A	8.7	1.3
	SA	85.7	0.9

Source: SPSS of my own primary data

From the above reliability table 4.11, about 98% of respondents customers expect SQ to be above the average while 95% of customers perceived SQ as below the average for reliability construct one (1) which shows that there is a big difference between proportion of customers for whom expectation match with their perception for core service outputs.

In general, more than 90% of customers have an expectation above the average while very small number of respondents agreed with good performance in all reliability constructs. Only R3 (estimating payments) has showed a better performance where 56.9% of customer responded neutral and above (33% neutral, 23.5 agree and 0.4% SA).

The same analysis can be done for the remaining dimensions (Responsiveness, Assurance, Empathy and Tangibility) for expectation and performance responses where the data keeps showing difference (lower for performance and higher for expectation). Yet, better response of

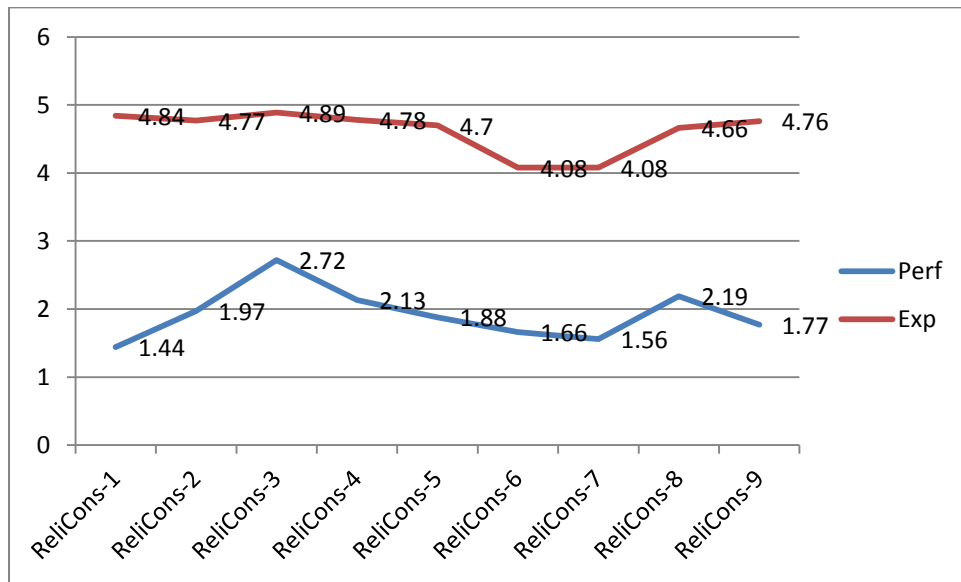
customers ranging from average to strongly agree has been observed for performance of some service constructs such as individual attention for customers (E2=90.9% out of which 72.2% responded agree), modern technology & equipment (T1=85.6% out of which 62.6% agree), employee are well dressed and neatly appearing (T3= 78.7%) showing that BCLAU is performing better in these service dimensions.

4.8. Expectation and Performance Scores

The SERVQUAL method uses the gap between what was expected and the actual performance experienced against each service dimensions to measure the service quality (Parasurman et al., 1985). Accordingly, the gaps between expectation and actual performance were presented as follows.

Chart 4.4 herein below clearly demonstrates that there is a very high expectation as compared to performance for reliability constructs. The mean responses for all reliability performances are below the average (3.00) and hence the P-E results took a higher negative value indicating low SQ. From all reliability constructs, R1 (Audits its land belongingness as promised) which is one of the core functions of BCLAU, has got the highest negative value (-3.4) for P-E reflecting a very poor SQ. on the other hand, R3 (Estimates different types of payments as promised) with performance score close to average (2.72), has to got the lowest negative gap (-2.17) showing relatively better performance. But still needs more efficiency to meet customers' expectation.

Chart 4.4: Reliability's Perf-Exp gap

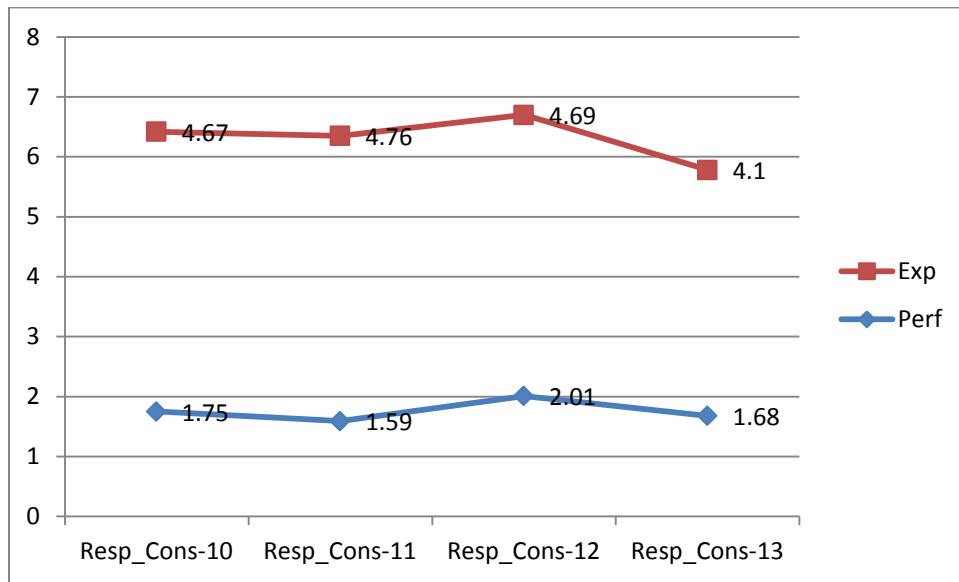


Source: SPSS of my own primary data

The first 4 items of reliability (Relicons-1 to 4) were added in this modified SERVQUAL model aiming to include the core service outputs of BCLAU in place “providing service as promised” in the original SERVQUAL model which of course has increased the number of constructs from five (in the original SERVQUAL) to nine (in the modified SERVQUAL) model.

Accordingly the mean expectation of respondents has achieved the highest scored which is close to the maximum value (5.00). This indicates that, out of the five service dimensions considered in thus study, reliability is most important service dimensions which is also similar to findings of one previous study in health facility conducted in Brazil (Pena et al., 2013). This has been also confirmed from the highest importance weight assigned by customers to reliability (34.75%).

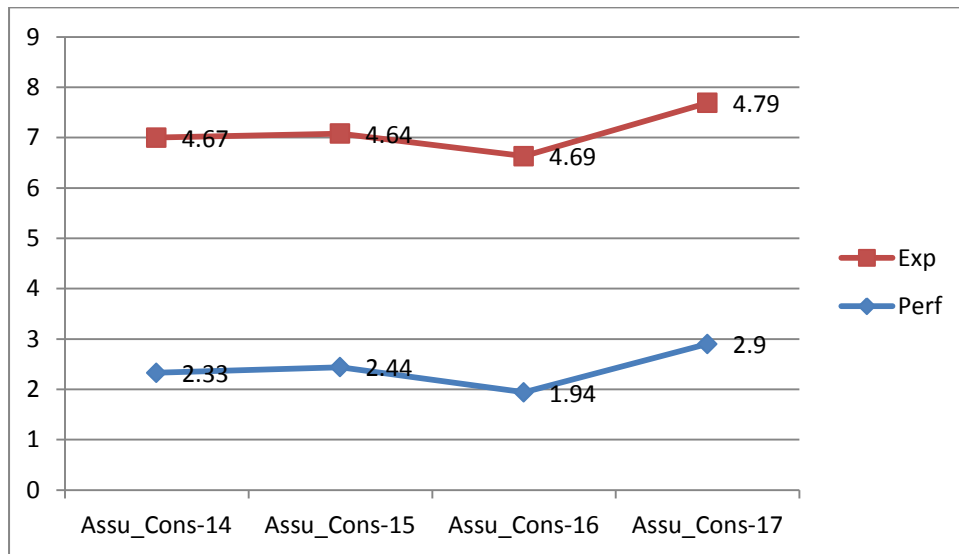
Chart 4.5: Responsiveness's Perf-Exp gap



Source: SPSS of my own primary data

In responsiveness (chart 4.5 above), although Resp_consi2 (willing to help customers and recover service), has slightly better performance, all the constructs have a perceived performance far below the average value which ultimately lead to a low level of service quality.

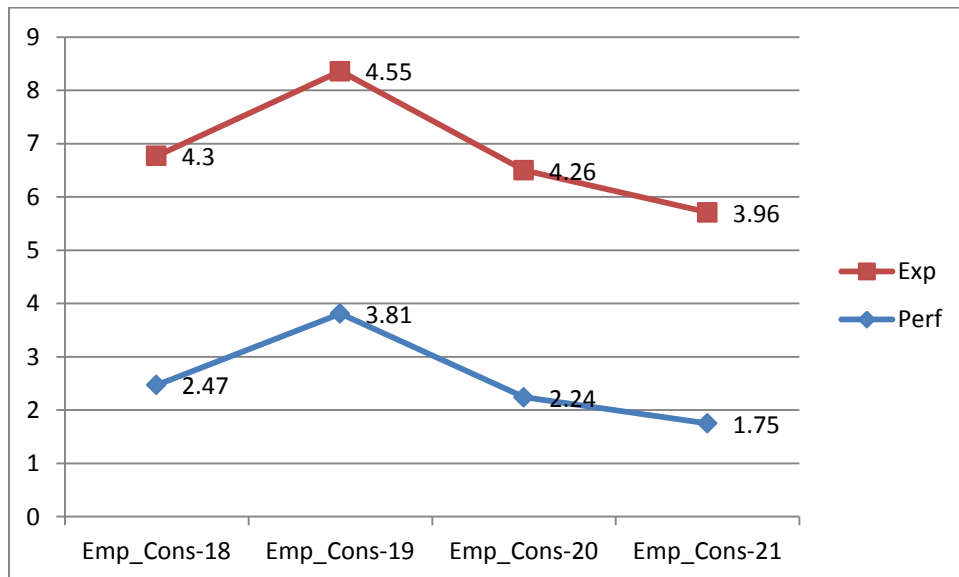
Chart 4.6: Assurance's Perf-Exp gap



Source: SPSS of my own primary data

In chart 4.6 above, perceived performance of assurance is also lower than expectation for all constructs. Ass_ cons-17 (knowledge and experience of employees) has got performance score near to the average. That means although knowledge and experience is still lower than customers' expectation, it is relatively better as compared to other constructs of assurance.

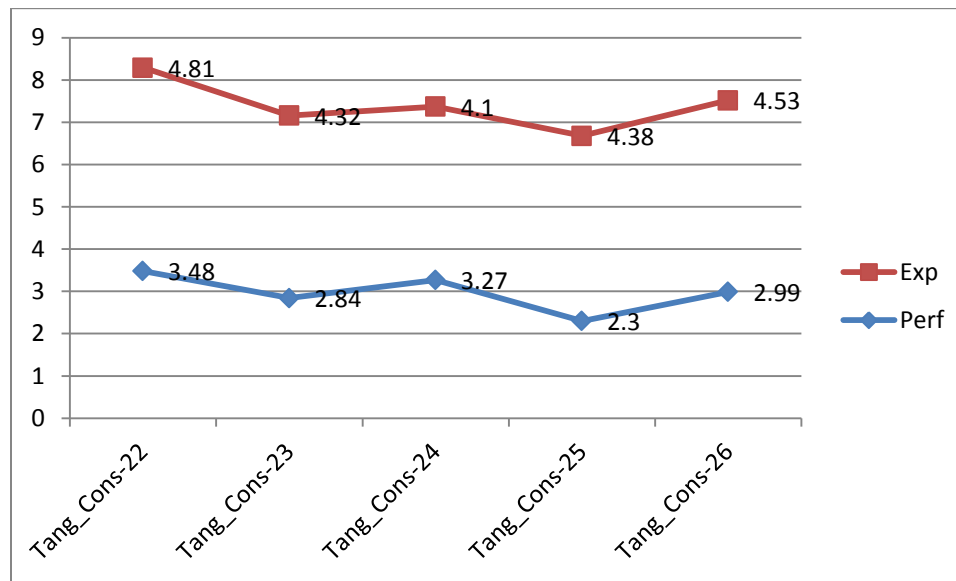
Chart 4.7 Assurance's Perf-Exp gap



Source: SPSS of my own primary data

From chart 4.7, Emp_Cons-19 (convenient working hour) has got the highest performance (3.81) with SQ close to fair (-0.74). Here Emp_Cons-21 (employees to have customers' best interest at heart) has got the lowest expectation indicating customers understand the fact that employees shall act as per the rules and regulations of the authority instead of customers' best interest.

Chart 4.8: Tangibility's Perf-Exp gap



Source: SPSS of my own primary data

In tangibility, all the performance, except for Tang_Cons-25 (visually appealing materials), have got a mean score above or close to the average. In general, with all the five service dimensions, customers' perception for expectation was seen to be higher than their perception of performance.

4.9. Association of Variables

The dependent variable, customer satisfaction, was regressed with the independent variables (sex, age, and educational qualification of the respondents) using ordinal regression.

Table 4.12. SPSS table of ordinal regression for Parameter Estimates

	Estimate	Std. error	Wald	df	Sig.	95% confidence interval	
						Lower bound	Upper Bound
Threshold	[Over _Sat_ 27 = -2]	-5101	2.487	4.207	1	.040	-9.976 -227
	[Over _Sat_ 27= -1]	-507	2.447	.043	1	.836	-5.304 4.289
	[Over _Sat _27= 0]	1.274	2.462	.268	1	.605	-3.551 6.098
	[Sex = 1]	-7040	.408	2.976	1	.085	-1.503 .096
	[Sex = 2]	0 ^a	.	.	0	.	.
Location	[Age _group =1]	-1.835	1.380	1.768	1	.0184	-4.539 .869
	[Age _group =2]	-939	1.111	.713	1	.398	-3.117 1.239
	[Age _group =3]	-1.388	1.052	1.743	1	.187	-3.450 .673
	[Age _group =4]	-564	1.096	.264	1	.607	-2.713 1.585
	[Age _group =5]	0a	-	.	0	.	.
	[Edu_Qual=1]	-597	2.064	.084	1	.772	-4.642 3.447
	[Edu_Qual=2]	-515	3.395	.023	1	.879	-7.168 6.138
	[Edu_Qual=3]	.222	2.192	.010	1	.919	-4.074 4.518
	[Edu_Qual=4]	0 ^a	.	.	0	.	.

Link function: Logit

a This parameter is set to zero because it is redundant.

The result from SPSS table 4.12 above ($p > 0.05$ and odd ratio “1” is falling within the lower and upper bound at 95% confidence interval), indicates that there is no significant association between the independent variables and the overall level of customer satisfaction. That means level of satisfaction was not affected by the socio-demographic characteristics of respondents.

However, there is one significant result ($p=.04$, estimate value of -5.1) showing internal significant for the overall level of customer satisfaction which was categorized as -2 (highly dissatisfied). That means respondents who replied as “highly dissatisfied (-2)” for the overall level of satisfaction are five times less satisfied than other customers.

A nonparametric analysis test was also conducted to check if there is any significant effect of the independent variables on the 26 items of service constructs. The result showed that there is nearly no significant association between independent variables and majority of the items.

However, a significant association (Kruskal-Willi's $P= .001$ & $.000$) were observed for some of the dependent variables and the results at 1% significance level were summarized as under:-

- Sex: Estimating payments, provide prompt service, always willing to help customers, given individual attention to customers, convenient working hours, cost of service are significant. Females have got lower gap (P-E) than males. Females were also less dissatisfied than males as indicated in table 4.11 of this study.
- Age: There is no significant effect at 1% alpha value
- Educational qualification: There is no significant effect 1%.

4.10. Correlation Test

As per Chris Brooks (2014), the correlation matrix shows that there is no significant correlation within the majority of constructs of the service dimensions. However, few multicollinearity (with matrix value >0.70) were observed. Reliability construct (perform service right the first time) and responsiveness construct (provide a prompt service) with a correlation matrix score= 0.811, again perform service right the first time with perform service at the appointed time (correlation matrix $s=0.820$), two responsiveness items (Prompt service and respond promptly) with a correlation matrix=0.819 and two assurance items (customer should trust staffs and feel safe when they receive services) (correlation matrix=0.779). This correlation could be due to similarity in the meaning of these constructs and hence respondents possibly treat them in the same way. Although, it is insignificant, it may slightly inflate the R value.

4.11. Summary of Qualitative Data

The qualitative data was collected from 48 respondent customers who also shared their opinion regarding the service quality by filing the open ended part of the questionnaire and summarized

in table 4.13 as under. The frequencies are for the category of opinion and not necessarily indicate the number of respondents.

Table 4.13. Summary of qualitative Feedbacks

Number	Opinion/ Feedbacks of respondents	Frequency	%
1	Service delay	45	5.14
2	Shortage of adequate, experienced and competent man power	22	12.3
3	Attitude and mental set up of employee is not as a service provider	18	10.05
4	Subjective evaluation and feedback, inconsistency in decision	18	10.05
5	Lack of commitment to maintain SQ and CS	15	8.38
6	BCLAU is not focused (is in to multiple responsibilities)	12	6.7
7	Unplanned activities, too much meeting	10	5.6
8	Poor record keeping and lose to files	6	3.35
9	Problem of system development to deliver standard service	6	3.35
10	Turnaround and hesitation to decide	6	3.35
11	Poor inter-sectoral (horizontal) alignment	5	2.8
12	Turnover of experienced employee	5	2.8
13	Resistance to change (trend, technology...)	4	2.23
14	Others	7	3.9
	Total	179	100%

The above summary table for qualitative responses of customers shows that delay of service delivery is the main problem at BCLAU which may have a time factor to get the service done and also waiting time expectation for the customers in relation to promise from Land administration services as per the citizen charter (2016). The delay in service delivery was found to be a concern for 93.75% of respondents who completed the open ended part of the questionnaire. The next shortfall was related to inadequate man power as compared to mandates given to the office (12.3%), followed by attitude of employees and lack of standardized service (10% each) which may be mainly related to dossier evaluation and delivering service at per application order, low commitment towards SQ & CS, too much responsibility given to office, unplanned activities and meeting. These the first seven qualitative feedbacks contributed to about 80% of the overall deficiencies collected from customers through the open ended questionnaire.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusion

The result of this study has showed that there is high expectation of customers towards the service quality of BCLAUO and perception of customers towards service performance was lower than their expectations.

Service quality has shown a significant ($p=.000$) and positive ($\Phi=.719$) effect on the overall level of customer satisfaction.

The overall service quality was found to be poor (99%) and 82% of customers participated in this study where dissatisfied (not happy) by the service quality at BCLAUO.

The overall level of customer satisfaction was reduced as the service year (customers' working years as RA officer) increased.

Reliability and responsiveness were found to be highly important service dimensions while empathy got the least importance weight.

5.2. Recommendations

The authority should focus on reliability and responsiveness service dimensions to improve the service quality and thereby level of customer satisfaction. The mandates of BCLAUO should be also reduced to make it focused on drugs and food regulation.

BCLAUO should increase the number of qualified employees particularly at Land auditing and preparation directorate and Payment estimation directorate where a high workload and as a result a significant service delay was observed. Meanwhile the office should empower existing employees with technical knowledge and also design an incentive schemes to retain.

It is also advisable to separate the responsibilities of auditing and preparing land from that of preparing plans since bottlenecks are observed between the two units of the office.

Employees should be customer oriented without compromising quality and responsive as well.

Maintain the optimum balance between customer satisfaction as a big stakeholders and achievement of BCLAUO's public mission.

Further studies could be done considering the public satisfaction and limitation of the study.

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Annex I: Questionnaire
Addis Ababa University
College of Business and Economics
MBA Program

Dear participants,

My name is Tolassa Abera, MBA student at AAU and currently currying out a research project entitled '*Exploring Service Quality and Customer Satisfaction indicators in Oromia Land Administration and use Bureau: the case Burayu City Land Administration and Use office*'. This questionnaire is mean to collect data for the research project.

It is about both your service EXPECTATION and how you are actually served (PERCEPTION) at selected units of the organization. With this in mind, I want you to think you to think of which different service parameters BCLAU would offer as an excellent service provider?

In the EXPECTATION part, if you feel that the point is not important for BCLAU to deliver an excellent service, please circle #1. If you feel the point is essential for BCLAU, please circle #5. If you feeling is less strong, please circle on of the numbers in the middle.

Likewise, in the PERCEPTION column, please give grade for the actual service performance you getting at BCLAU from #1 to #5 as compared to your expectation.

Finally, please indicate your overall satisfaction with the services at BCLAU by circling from #-2 to +2 (-2 = highly dissatisfied, -1 = dissatisfied, 0 = neither nor, +1 = satisfied, and +2 = highly satisfied for Q #27.

There are no right or wrong answers. All I am interested in is the number that truly reflects your feelings (EXPECTATIONS and PERCEPTIONS) regarding what you really feel is BCLAU as an excellent government institution that would deliver quality of service to you.

I promise that your identity would remain confidential; the findings will be treated with uttermost propriety and that this study would be used solely for academic purpose.

Please make an attempt to answer every question fully and honestly.

For any question, please contact me at +251-911-020779.

If you need further reference, you can reach my supervisor Dr Yohannes Workaferahu (+251-923-120798) or MBA program coordinator Mr Tadese Lemesa (+251-911-378993).

Thank you very much for your cooperation and valuable time!

Consent: Are you agreed to participate in this study?

If yes, please sign here: _____ Date: _____

SECTION A: SOCIO-DEMOGRAPHIC DATA

1. What is your gender? Male ☐ Female ☐
2. What is your age group?
18 - 25 years ☐ 46 - 55 years ☐
25 - 35 years ☐ Over 55 years ☐
36 - 45 years ☐
3. What is your level of education?
Illiterate ☐ From TVET - Diploma ☐
Grade 1 - 8 complete ☐ First Degree and above ☐
Grade 9 - 12 complete ☐
4. Do you regularly visit the organization
Regularly ☐ Irregularly ☐
5. If you regularly visit the organization, how frequently do you visit BCLAU (on average)?
Monthly and less ☐ Semi-annually ☐
Quarterly ☐ Annually ☐

SECTION B: DETERMINANTS OF SERVICE QUALITY AND CUSTOMER SATISFACTION

The statements below are your EXPECTATION and PERCEPTION of service quality. Please CIRCLE your choice on a scale of 1 to 5 (Strongly disagree to strongly agree) to reflect your feelings about what you expect and what you actually getting at BCLAU.

SD = Strongly Disagree D = Disagree N = Neutral A = Agree SA = Strongly Agree

Components	#	Constructs/ Service Dimensions	EXPETATION					PERCEPTION / Actual performance at BCLAU				
			SD	D	N	A	SA	SD	D	N	A	SA
kenyaomy	1	When BCLAU promise to audit its land belongingness, it should do so.	1	2	3	4	5	1	2	3	4	5
	2	When BCLAU promise to prepare plan for its customers, it should do so.	1	2	3	4	5	1	2	3	4	5
	3	When BCLAU promise to estimate different types payments, it should do so.	1	2	3	4	5	1	2	3	4	5
	4	When BCLAU promise to certify its customers for the belongingness, it should do so.	1	2	3	4	5	1	2	3	4	5
	5	When a customer has a problem, BCLAU should show a sincere interest in solving it.	1	2	3	4	5	1	2	3	4	5
	6	BCLAU should perform the service right the first time (Service provided should be free of error)	1	2	3	4	5	1	2	3	4	5
	7	BCLAU employee should provide their services at the time they promised to do so.	1	2	3	4	5	1	2	3	4	5
	8	BCLAU should keep an accurate and updated records (occupied and vacant lands, year of distribution, type of belongingness, etc).	1	2	3	4	5	1	2	3	4	5
	9	BCLAU should provide standardized services to all customers.	1	2	3	4	5	1	2	3	4	5
	10	Employees at BCLAU should tell customers	1	2	3	4	5	1	2	3	4	5

		exactly when services will be performed or delivered.										
	11	Employee at BCLAU should give a prompt services.	1	2	3	4	5	1	2	3	4	5
	12	Employees at BCLAU should always be willing to help customers, handle compliant and recover service (correct errors).	1	2	3	4	5	1	2	3	4	5
	13	Despite their busyness, employees of BCLAU should respond promptly to customer's request.	1	2	3	4	5	1	2	3	4	5
	14	The behavior of employees at BCLAU should instill confidence in customers.	1	2	3	4	5	1	2	3	4	5
	15	Customers should feel safe in their transaction with BCLAU.	1	2	3	4	5	1	2	3	4	5
	16	Employees at BCLAU should be consistently courteous (polite) and friendly with customers.	1	2	3	4	5	1	2	3	4	5
	17	Employees at BCLAU should have the knowledge and experience to answer customer questions.	1	2	3	4	5	1	2	3	4	5
	18	BCLAU's employees should give customers individual attention.	1	2	3	4	5	1	2	3	4	5
	19	BCLAU has operating hours convenient for all its customers.	1	2	3	4	5	1	2	3	4	5
	20	Employees of BCLAU should understand the specific needs of their customers.	1	2	3	4	5	1	2	3	4	5
	21	It is realistic for employee of BCLAU to have customers' best interest at heart.	1	2	3	4	5	1	2	3	4	5

	22	BCLAU should have modern technology and equipments.	1	2	3	4	5	1	2	3	4	5
	23	The physical facility at BCLAU should be visually attractive.	1	2	3	4	5	1	2	3	4	5
	24	Employees at BCLAU should be well dressed and neatly appearing.										
	25	Materials associated with the service (such as notice board, pamphlets and notices) at BCLAU should be visually appealing / attractive.										
	26	BCLAU website is visually appealing and up-to-date.										

Overall level of customer satisfaction							
27	What is your overall level of customer satisfaction towards Service Quality of BCLAU?	-2	-1	0	1	2	

Please allocate a weight to each of the 5 service dimensions below to make a sum of 100 points based on their importance that you believe each feature is to BCLAU. (Give high weight for the one which you feel very important and give low weight for less important to BCLAU).

S No	Service Dimensions and their features	Weight Score
1	Reliability: The ability of staff to perform the promised service dependably and accurately.	
2	Responsiveness: The willingness of staff to help customers and provide prompt service.	
3	Assurance: The knowledge and courtesy of employees and their ability to convey trust and confidence.	
4	Empathy: The caring individualized attention staff provide its customers.	
5	Tangibility: The appearance of physical equipment, facilities, personnel, technology and communication materials.	
Total weight		100