ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT

FACTORS AFFECTING QUALITY SERVICE DELIVERY: IN THE CASE OF ADDIS -ABABA BOLE INTERNATIONAL AIRPORT

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Department of Public Administration and Development Management

This is to certify that the thesis prepared by Wubshet Belayneh entitled factors affecting quality service delivery in Addis Ababa Bole International Airport, which is submitted in partial fulfillments of the requirements for the degree of Masters in Public Management and Policy (MPMP) complies with the regulation of the university and meet the accepted standard with respect to originality and quality.

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Advisor

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Abstract

This study was conducted to assess factors affecting quality service delivery in the case of Addis Ababa Bole International Airport. Descriptive method of research was adopted in carrying out this study. The primary sources were passengers of Addis Ababa Bole International Airport, who are the end users of airport facilities and services and the senior management and employees of front line area service provides from different sectors. A sample of 400 service users (passengers) and 280 front line service providers of the indicated airport were selected .The sampling techniques employed in this research were non probability sampling method, which is, convenience sampling for passenger (end users) respondents and in order to get more accurate representation from each heterogeneous subgroup of service providers in an organization under study stratified random sampling was undertaken so as to change in to homogeneous groups. Then simple random sampling technique was selected from their list by their strata like airport, airline, custom, immigration security and others. Data were collected using structured questionnaire and analyzed by SPSS windows version 23.0.The questions were measured on a five-point Likert scale, with being strongly agree, agree, neutral, disagree and strongly disagree rating scales. Passengers were asked to rate airport services and facilities like: airport access, airport services and facilities, airport restaurants, airport shopping facilities, airport service personnel and security, airport environment, airport immigration and customs while front line service providers were asked to rate their organizational policy and suitability of their working environment. Major challenges found from passengers and first line service providers in the study indicate that: non clarity of airport terminal signs and symbols to find ways easily, inconvenience of flight information display to get adequate information, queue length at every check- points, inadequate banking service or money changers, un clean rest rooms, less accessibility to internet/ Wi-Fi services, expensive prices in restaurants and shops , lack of trainings that increase efficiency of employees, unfair selections for trainings, in adequate office arrangements and work equipment suitable for work were the most common problems contributed to affect the quality of service delivery in the study area.

***Key words**; quality of service, service delivery performance, service and facilities*

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Acronyms

AABIA- Addis Ababa Bole International Airport

AAU- Addis Ababa University

ACI-Airports Council International

ATM-Automatic Teller Machine

EAE- Ethiopian Airports Enterprise

FIDS-Flight Information Display System

IATA-International Aviation Transportation Association

ICAO-International Civil Aviation Organization

SERVQUAL- Service Quality

CHAPTER-ONE

1. Introduction

1.1. Background of the study

The primary task of organization is to identify, deliver and continuously enhance the features or characteristics of service or product that can meet the needs and wants of customers. Much of the growth in global tourism today has been facilitated, in major part by an increase in accessibility at many tourists' destinations (Duval, 2007). The recent developments in transportation infrastructure and technology allowed greater numbers of tourists to travel to far away destinations around the world.

In the increasingly competitive world of air travel today, people travel more frequently than ever before. Passengers around the world are raising their expectations for quality service when travelling through airports. With growing customer expectation, airports have become more and more committed to continuously improving customer service standards. While airports with brand new facilities certainly have an advantage in winning the hearts of customers, passengers are often delighted by airports which are willing to go the extra mile to please their customers. In order to enhance customer service for passengers and ensure a comfortable experience, it is important that the airports provide quality service as well (ACI, 2015).

The most famous service quality model is SERVQUAL, developed by Parasumaranetal, (1985) Lovelock &Wright, (1999) a frequently used and highly debated measure of service quality is the SERVQUAL scale. Quality is a comparison between expectations and performance, i.e. how well the service that is delivered matches customers' expectations. Gronroos,(1982). The SERVQIAL instrument is based on five service quality dimensions that were obtained through extensive focus group interviews with consumers. The five dimensions include tangibles, reliability, responsiveness, assurance, and empathy, and they provide the basic skeleton underlying service quality. (Hoffman & Bateson, 2001)

Using these definitions will now enable the service provider or any other interested group to measure accurately (to set measure) the quality and customer satisfaction levels in the company or organizations. The measurement objectives are simply to find out what customer thinks

quality is and how he or she defines satisfaction .Then it is possible to build the measurement techniques around those objective definitions.

1.2. Backgrounds of the Organization

As stated in the website of Ethiopian Airports Enterprise, (www.ethiopianairports.gov.et/), the history of air transport and airports in Ethiopia starting from the day the first ever aircraft landed in the country, start from the year 1929.

August 18, 1929, the day the first airplane landed at Gefersa, 18 Km. west of Addis Ababa, was an historical. The airplane which made that unique history was a French Potez - 25m, piloted by Andre Mailet. It flew to Ethiopia from Djibouti, and touched down at Gefersa at 1.03 p.m., thereby opening a new historical chapter for the country. Gefersa is thus credited to be the first airstrip in the country.

Next to the landmark phenomenon at Gefersa, the second airplane, a German made Jankers, piloted by a German, Baron H. Von Engel, came to Ethiopia and landed at a field called Janmeda, in Addis Ababa, on September 5, 1929. Hence, Janmeda is credited to be the second airstrip in the country.

Documents indicate that this second airplane, before proceeding to Addis Ababa, had landed at Dire Dawa town delivering the first air mail – a message from Germany to DejazamchEmiru, the Governor of Harar at the time. The Governor had formally welcomed the airplane with its crew, and received the message. Then, flying over the city of Harar, the airplane dropped flyers containing good will messages. Upon arrival at Janmeda, the airplane was warmly welcomed. A hangar and an aviation fuel station were constructed there after a while.

So much for the first two planes, moving along the lines of history, other airports with remarkable spots are Akaki and Lideta. These two have contributed significantly to the development of air transport in Ethiopia. Following these early stages, more airports continued to be constructed around the country. While these contributed to the development of local air transport, international airport expansion. Over time, airports continued to be constructed between 1929 and 1936 at places including Dessie, Dire Dawa, Jijiga, Debremarkos, Sodo, Bale, Nekemt, Bishoftu, Gambella, Jimma, Dembidollo, Assosa, Gore, Quara, etc. Then came the

Italians. And like in the many other spheres of life, the progress of Ethiopian aviation was severely hampered by the Italian Fascists conquest of the country from 1936 to 1941.

Ethiopian aviation started to revive after the Italians were defeated. Since then, the revival and progress have been under the administration and control of the Ethiopian Civil Aviation Authority (formerly known as Ethiopian Civil Aviation Administration) up until the separation of the regulatory body from the airport service delivery in 2003.

It was following the separation of the activities, as mentioned earlier, that the Ethiopian Airports Enterprise (EAE) was established by the Council of Ministers Regulation No.82/2003 as a public enterprise to handle airport service delivery.

Despite the long history of aviation in Ethiopia, the Ethiopian Airports Enterprise, in its present form, is one of the youngest organizations in the country. The establishment of the Enterprise is a new phenomenon in the aviation history of the nation, in which an independent legal entity has become in to existence to run the airport service delivery.

As stated in the regulation of Federal Democratic Republic of Ethiopia, council of ministers No.82/2003 the Ethiopian Airports Enterprise is tasked with building and administering airports in the country and also responsible for developing non-aeronautical businesses in airports.

The Ethiopian Airports Enterprise plans to become the leading airport service provider in Africa by 2025. To attain its vision, the enterprise is enhancing its capacity by building new airports and expands the existing ones. Currently, the enterprise administers 21 airports, of which four are international and seventeen are local. EAE is making substantial investments on building new airports in regional states and one terminal expanding the existing ones. Addis Ababa Bole International Airport is one of the huge Airports which have two passengers' terminals, terminal two which is international and terminal one which is local administered under EAE. Passenger terminal 2, which was inaugurated in 2003, which has a floor area of 48,000sq.m,28 check-in counters and a design capacity of handling six million passengers yearly and was meant to serve for 20 years. But the passenger traffic surpassed the design capacity ten years after it entered into service. Currently, passenger traffic is estimated at 8.5 million per annum which is growing 20-25 percent yearly.

To cope with the fast-growth of Ethiopian Airlines and the growing number of foreign airlines coming to Addis Ababa, the enterprise has embarked on the passenger terminal expansion project, which is believed to boost the capacity of the airport three-fold to 22 million passengers per annum. Besides, EAE has conducted a major apron expansion work at the Addis Ababa Bole International Airport with an outlay of 1.3 billion birr, boosting the airport parking capacity from 19 to 52 aircrafts.

The expansion project includes the construction of the a new terminal with a floor area of 72,000sqm on the right and left side of terminal two, with 70 additional customer service counters will be in place.

To improve the quality of service to customers, works with many customers and stakeholders like: airlines, customs, immigration and security authorities, airport affiliated service providers (ground handlers, fuel suppliers), Tenants and concessionaires, Meters and greeters are the most one.

1.2. Statement of the Problem

Customer satisfaction is given top priority by all service-oriented industries. The highly competitive global aviation arena causes various airports to compete for the top position with lot of importance being given to the customer service.

Two fundamental forces that drive the strategy in the aviation industry are safety and customer service Appelbaum and Fewster, (2003). Like any other sector, airports need to have an emphasis on service quality improvement. Airport infrastructure is the first and last point of customers' contact in their trip to a country. Therefore, services have to be processed at an airport in an efficient way in order to minimize travel time and to allow leisure time in the commercial areas of the airport Martín-Cejas, (2006).

As Gaster (1995) comments, "because service provision is complex, it is not simply a matter of meeting expressed needs, but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done". Service organizations are responsible and accountable to citizens and communities as well as to customers and service users. Now days with high growth number of passengers, airports are facing various challenges related to quality service delivery for passengers. Putting its passengers first and at the heart of

everything for their satisfaction is the primary goals of airports; poor service delivery cannot be tolerated since it can influence operations all the way down affecting the entire airport ecosystem. Airport worldwide should focus on exceeding customer expectation by continuing to seek innovative solutions and leverage technology in the identified key areas passenger processing, safety & security, airport environment, staff courtesy and customer feedback management to serve them better.

Donald Water, (2002) defines quality as the ability of a product or service to meet and preferably exceeds customer expectation. Kotler, (2003) also defines quality as "the totality of features and characteristics of a product or service, which bear up on its ability to satisfy stated and implied needs. The quality of services can be particularly difficult to measure as it relies more on the subjective opinions of customers. But among other things, it is dominated by judgments about availability, responsiveness to customer's needs, competence of staff, courtesy and helpfulness of staff, communication between participants, timeliness, and, fairness.

Even though scholars give various definitions of quality services, the definitions have in common the idea that it should be seen from customers' expectations and efforts made to address them. So, this research work considers quality with the sense that quality is based on the perception of the customer. Service delivery in airport is complicated environment having varying degree of control over the service delivered to customers. Many groups like airlines, customs, security and immigrations are involved in the service delivery. Thus it is very important for airports to take an initiative to set service standards and communicate to stakeholders and employees.

Airport service performance requires understanding of a complete set of passenger experiences covering all activities from departures to arrivals. Among challenges those Passengers are often faced at airport are: long queues, obtrusive security protocols, rude airport staff, unclean restrooms and waiting areas as well as a lot of hassle getting through the customs are main ones.

Passengers often complain about not being updated with information in their flight plans such as check-in reminders and ticket confirmation, inadequate facilities and technologies available at the airport, such as Wi-Fi, restaurants, cafes and shops and delay of baggage claim or to wait for hours due to lack of baggage handling systems. Moreover, passengers complain about lack of

directions and signs at airports, which confuses passengers and results in too much time wasted in finding the desired terminals, boarding gates or information desks.

Airports around the world are constantly evolving and growing at a rapid rate to keep up with the ever-increasing passengers' demand of many passengers want to relax and be comfortable while they are travelling. Airports must be able to provide passengers with such atmosphere that helps them relax. Airports should make sure that passengers feel relaxed, since they have hours of air travel ahead of them, after their stay in the waiting lounge. Airports should have comfortable seating arrangements and locker facilities to take care of their luggage can safely lock and sleep on the reclining chairs. Airport management should aim to make airports a place where passengers feel comfortable spending time. All the processes should be well-managed to ensure smooth functioning of the airport and management must work towards creating a stress free environment for travelers.

This study was interested in assessing factors affecting service delivery like: availability and sufficiency of facilities, resent technologies, staff curiosity, and integration of service front line providers in the case of Addis Ababa Bole International Airport. It is also interested in the achievements and impacts those results and the challenges encounters so far. By doing so this study were attempted to address the following basic research questions:

Research Questions

- What were the factors affecting quality service?
- At what level the actual service delivery were found?
- What was the role of service provider in enhancing quality service?

1.3. Objective of the Study

1.3.1. General objective of the study

The General Objective of this Study was to assess factors affecting quality service delivery in the case of Addis Ababa Bole International Airport.

1.3.2 Specific Objective of the study

- To identify the position of actual service delivery.
- To identify the role of each service provider in enhancing quality service.

1.4. Significance of the Study

Service has historically been an important and integral way for service providers to differentiate themselves in a crowded marketplace. In the era of high competition and vast information, businesses depended on service quality to differentiate themselves from competitors**.** One way for airports to stand out from the competition would be through differentiation in airport services. However, this is not yet achieved. As a result complains of the service users are common in many of the airports. This study was, therefore; expected to give some insight in to the factors that affect in enhancing quality service delivery for passengers in the case of Addis Ababa Bole International Airport.

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

1.5. Scope of the Study

This study is concerned on assessing factors affecting quality service delivery for passengers of Addis Ababa Bole International Airport. There are many stakeholders and businesses operating in the airport that is providing services for passengers like: airlines, securities, immigrations, customs, tenants and concessionaries in the terminal. Questionnaires were distributed for selected samples of passengers and front line service providers to make the study manageable and to complete within the time frame.

1.6. Organization of the Study

The study will be organized into five chapters. The first chapter deals with the problem and its approach which contains background, problem statement, objectives. The second chapter presents theoretical and conceptual framework by reviewing different literatures. The third chapter treats research design and procedures. The fourth deals with analysis of data collected from the organizations under the study which will include some facts. The fifth chapter presents the summary of major findings and conclusions with suggested Recommendations.

CHAPTER- TWO

2. Literature Review

2.1. Concepts and Theoretical framework of Service Delivery

Service has historically been an important and integral way for service providers to differentiate themselves in a crowded marketplace. The power of service, as described by Parasuraman, Zeithaml, and Berry (1985) has often been the core factor which distinguished successful organizations from unsuccessful organizations. It has therefore been the responsibility of business owners and management to ensure that their operation is operating at a high level of service. Although service quality is crucial, many entities still struggle to adequately measure and understand the concept of service quality. In 1985, Parasuraman et al. (1985) proposed a service model called SERVQUAL. The main purpose of SERVQUAL was to measure the level of discrepancy between customer expectations and customer perceptions of an entity's level of service. Since then, many entities and business organizations have modified and applied the SERVQUAL model to their own business enterprise and industry.

One enterprise that lacked the application of this widely popular model has been the airport industry. The airport industry, while traditionally limited to public infrastructure, has been growing in importance due to it facilitation of the rise of global travel demand and the tourism industry (Samadi, 2012). As airplanes became more efficient, increasing passenger capacity and the ability to travel longer distances to far away destinations, an increase in the number of passengers and their expectations of services within the airport was inevitable.

One way for airports to stand out from the competition would be through differentiation in airport services. While service had always been a focus among air transport analysts and academics, the study of how they measure their service was still limited to spatial and temporal scale measurement (Correia&Wirasinghe, 2004). While most researchers focused on temporal and spatial effects of airport services on consumer perceptions, Fodness and Murray (2007) proposed a different airport service measurement construct which included other service dimensions and the passengers' individual attitude toward the airport services in evaluating changes in the overall airport service quality. In "Passengers Expectation of Airport Service Quality," they proposed a framework of airport service quality with three major service

dimensions: Services cape, Services, and Service Personnel. For each individual dimension, additional sub dimensions followed. The combination of the passengers' perception of these three service dimensions along with their sub-dimension affected their overall perception of airport service quality.

2.1.1 Defining Services

Service is an activity that is intangible (as opposed to physical products) and cannot be stored.

An example of service is a visit to a bank, where a customer receives an information he or she needs. For example, American Marketing Association defines service as intangible products or as activities that accompany the sale of a product. Quinn, Baruch and Paquette (1987) provide a definition that is more detailed services are:

> "*Economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, timeliness, comfort or health) that are essentially intangible concerns of its first purchaser*"

However, nowadays the borderline between products and services has become vague and most of the offerings of any company include some components of both. E.g. Cusumano et al. (2006) claim that services offered by a manufacturing company, are usually complimentary to its products, assisting in promoting adoption of a product or enhancing a product. Moreover, many companies have adopted such concept as solution a complete package that includes products, services, best practices etc. and is aimed to solve a customer's problem. Such concept originates from sales and marketing operations (Temple, 2009).

Parasuraman et al. (1985) suggest that service has the following characteristics that also influence the understanding and measurement of service quality:

Intangibility – as service is an intangible performance, it is hard to measure it the same way as a product quality.

Heterogeneity – services vary from time to time, from customer to customer and from producer to producer. Thus, consistency of service delivery is hard to achieve;

Inseparability– production and consumption of a service cannot be separated. Thus, the quality occurs while a service is delivered, which reduces managerial control over it and makes a consumer's input crucial to ensure service quality.

In addition to Parasumaran et al. (1985) characteristics, Teboul (1991) argues that:

A service cannot be stored (no inventory of services can be accumulated) and it has to be consumed immediately, i.e. is perishable.

A customer is present at the service production site as well as can participate in service delivery. Thus, the outcome of a service depends on customer among other factors. Babbar&Koufteros (2008) agree with Parasumaran et al. (1985) and Teboul (1991) that services are intangible and require extensive customer contact. Moreover, they add that customer contact is an important determinant of service quality and it should be a key consideration in design and delivery of services. In addition to service characteristics, Lehtinen & Lehtinen (1982) reveal three dimensions of service: physical, corporate and interactive quality. **Physical quality** involves the buildings and equipment that are used in service delivery. **Corporate quality** is an image of a company that delivers a service. **Interactive quality** is an interaction between contact personnel and customers, as well as between a customer and other customers. The authors also differentiate between a quality that occurs during the process of service delivery and a quality of the service outcome. However, some researchers (e.g. Gliatis & Minis, 2007) say that some characteristics of service have been under debate due to their degree of applicability to manufacturing as well as the impact that technology progress has had on them (development of Internet and self-service technologies).

The definition of services by Gronroos (2001) suits best a service is a process that leads to an outcome during partly simultaneous production and consumption processes. This definition depicts well the service characteristics of the case industry because it emphasizes the services as a process, i.e. series of activities that happen after each other.

Services have various characteristics and dimensions. These aspects make it difficult to understand and define service quality as opposed to product quality. For example, in the case of services the customer experience is affected by how the customer is engaged and how the customer is treated e.g. after a flight. For example, based on the definition of Lehtinen&Lehtinen(1982) a physical part of the airport service could be e.g. the lunch that the client enjoys onboard. However, Gummesson (1991) claims that service characteristics do not make service quality hard to define, but rather make it different from product quality. In addition, Gummesson (1991) adds that controllability causes such perception: a control that a

manufacturer has over product quality is different from the control, which a provider has over a service.

2.1.2 Measuring Service Quality

Quality is a driving force for improved competitiveness, customer satisfaction and profitability (Edvardsson 1992), As for service quality, e.g. American Marketing Organization defines it in two ways: first, it is an area of study that defines and describes how services are delivered so that the service recipient is satisfied; second, high quality service is a delivery of service that meets and exceeds the expectations of the customers. Parasumaran et al. (1985) state that service quality is defined by the customer evaluation of service outcome and service process as well as a comparison of customer expectations with service performance. Hence, service quality can be thought as the fit between current service level and customer expectations. Park et al. (2004) define service quality as a consumer's overall impression of efficiency of an organization and its services.

Different from product quality, a set of specifications or by physical aspects such as defects cannot be applied to service quality due to service intangibility and simultaneous production and consumption (Tiernan et al., 2008). In addition, service quality cannot be measured by evaluating outcomes of service process only (Johnson et al., 1995), but as well has to consider service production process – e.g. employee training and customer-employee interaction. Hence, measuring all aspects of service production is essential to understand the quality of a service.

Researchers have developed a number of measurement instruments; probably the most famous service quality model is SERVQUAL, developed by Parasumaran et al. in (1985). The researchers say that quality is a comparison between expectations and performance, i.e. how well the service that is delivered matches customers' expectations. Gronroos (1982), whose model will be discussed later, also made similar conclusions. The SERVQUAL-model measures discrepancy between what customers expect from the service and how customer perceives it. Parasumaran et al. (1985) identifies five gaps:

- Gap 1: consumer expectation – management perception gap,
- Gap 2: management perception – service quality specifications gap,
- Gap 3: service quality specifications – service delivery gap,
- Gap 4: service delivery – external communications gap,
- Gap 5: expected service – perceived service gap.

Service quality, according to this model, depends on the size of Gap 5 (expected service – perceived service gap). To measure perceived service, Parasumaran et al. (1985) identifies ten key determinants of service quality, which impact both expected and perceived services, and through those, perceived service quality (Figure 1). Expected service is also influenced by word of mouth, personal needs as well as past experience.

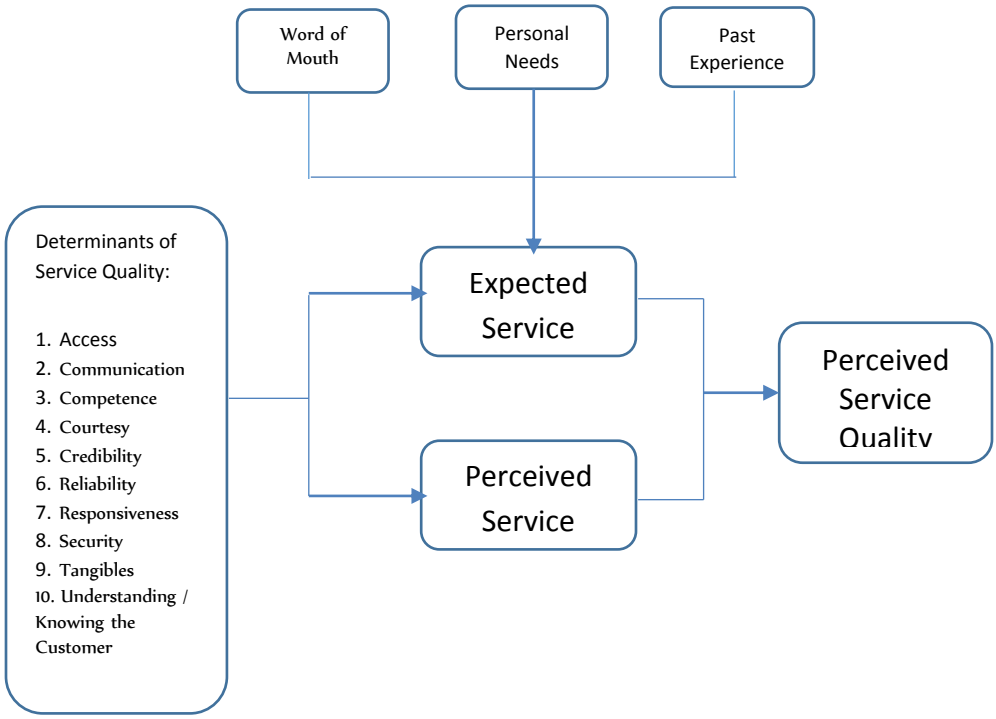

Figure one: Determinants of perceived service quality (Parasumaran et al., 1985)

Next, Gronroos presented another famous service quality model in 1982. He defined two types of service quality: technical and functional. **Technical quality** is what a customer is receiving from a service. He adds that the customer is interested not only in the result of service process, but also in a process itself. Thus, **functional quality** is a manner in which the service is delivered, or how a customer receives technical quality. In addition, there is *image quality*, i.e. corporate image (for example, an image of a local office, how the customers perceive the service provider). Both technical and functional quality aspects contribute to image quality. In addition, such factors as word-of-mouth, ideology as well as marketing activities influence image quality. These types of service quality are identical to ones Lehtinen&Lehtinen (1982) suggested. Based on these, Gronroos (1982) presents the following model (Figure 2)

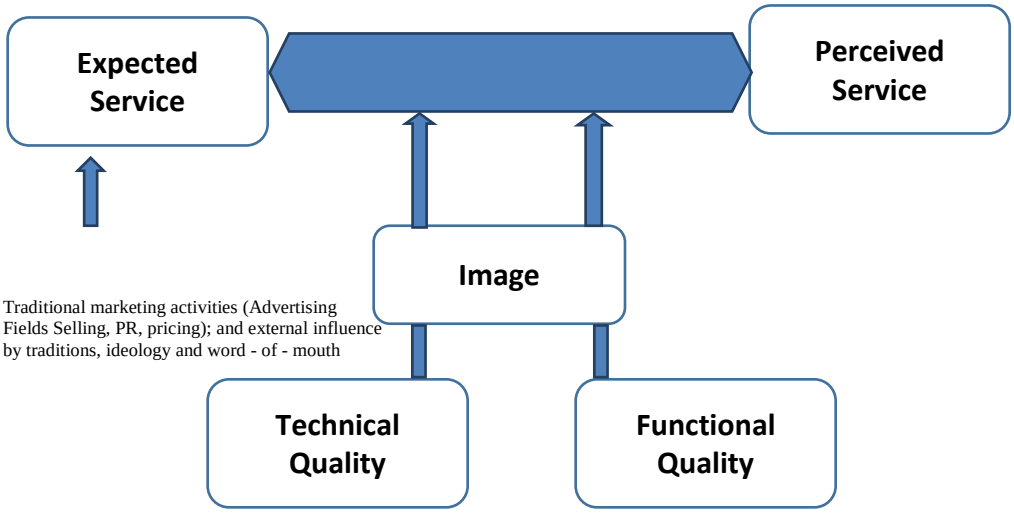

Figure two: Perceived service quality model (Gronroos, 1982)

In the model, Gronroos (1982) defines perceived quality of a service as the outcome of an evaluation process, where the consumer compares his/her expectations with the service he/she perceives he/she has received. Furthermore, in his later study Gronroos (1993) suggests that measuring customer experiences provides close approximation of service quality. In 2001, Gronroos criticizes his own concept of perceived service quality by insisting that he has never meant for service quality to be measured, and it should not be measured at all. Instead, he claims that in his model word service should be replaced with the word feature, i.e. there would be technical and functional features of service, which would help to avoid a discussion about the relationship between service quality and customer satisfaction.

Another approach to measuring service quality is systems approach by Johnson et al. (1995). Here, a measure of overall service quality should include judgments of all dimensions of service: inputs, processes and outputs (Figure 3), all of which play important roles in a company's operations. Evaluating services with systems approach is different from evaluating products as because of service characteristics, then, in addition to outputs, a customer is exposed to and is affected by a company's inputs and processes.

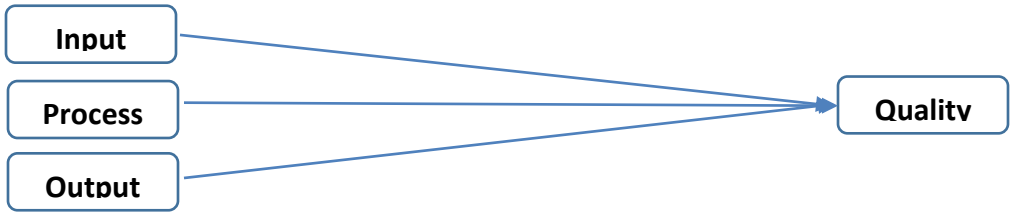

Figure three: Systems approach to service quality (Johnson et al., 1995)

Johnson et al. (1995) suggest that service quality depends on quality of each three dimensions: quality of inputs, quality of processes and quality of outputs. Input quality refers to e.g. equipment that is up-to-date, waiting areas are clean and comfortable, service personnel has skills and knowledge and is appropriately attired. Next, process quality is a quality of interaction between provider and customer. Often, customers are directly affected by service production process; thus, accessibility, availability and service provider's willingness to help are parts of process quality. Output quality refers to the result of service provision and includes both tangible results and intangible benefits; it means changes in the customer's physical/mental state or a change in something that the customer possesses. By testing systems approach, Johnson et al. (1995) conclude that the consumers evaluate quality by considering various aspects of output, process and input, with output being most important and input almost insignificant. Process was important in e.g. transportation industry.

Moreover, such models as SERVPERF (a variation of SERVQUAL) and Service Attribute-Process Matrix by Gliatis and Minis (2007) all the models present a different view to service quality; however, Gronroos's model and SERVQUAL possess some similarities. Both of them claim that expected quality depends on a variety of factors such as prior experiences, personal needs, word of mouth, and marketing campaigns. Moreover, both identify perceived service quality as a gap or a difference between expected service and perceived service. Systems approach views service quality differently, by claiming that inputs, outputs as well as service process affect the service quality. It adds an understanding of the importance of service components in the delivery of services. All three models are that they view service as multidimensional concept. The perception of service quality greatly depends on the expectations the user has of the services. Despite that several models on service quality exist, subjectivity is the bottom dimension of service quality. Although the discussed models can offer structure to the concept of service quality by dividing it into components and identifying the gaps between how the service is perceived by the supplier and the customer, as such the models do not offer clear guidance in how service quality can be measured. However, as Chang &Yeh (2002) suggest, one way to measure service quality is to define a number of distinctive attributes to measure expected and perceived service separately and thus identify the gap between expected service and perceived service gap, according to (Parasumaran et al., 1985).

2.1.3. Managing Customer Satisfaction and Expectations

The key aspect of customer satisfaction is to know customer expectations. Thus, Parasumaran et al. (1991) claim that all the customers expect is the basic service that service provider is promising to deliver, i.e. fundamental service. For example, hotel visitors expect a clean and secure room and polite staff. Airline customers want to travel to their destination safely and without delays. Price often raises customer expectations, and if the customers pay more than average price, they want more and better services, so as the authors discuss, the price should match the level of service that is delivered.

Furthermore, Parasumaran et al. (1991) categorize customer service expectations into five service dimensions: reliability, tangibles, responsiveness, assurance and empathy. Reliability is concerned with an outcome of a service, whereas the rest of dimensions are concerned with service process. The authors note that while reliability is a key in meeting customer expectations (i.e. deliver the result as promised, such as clean hotel room or timely flight to destination), process dimensions are a key in exceeding customer expectations.

Service experience is perception of reality, with prior experiences being essential (Chang &Yeh, 2002, Gronroos, 1982 and Parasumaran et al., 1985). Thus, customer attitude towards the services depends on the following (Chang &Yeh, 2002):

- Their beliefs about the features (or attributes) that they associate with the service (previous experiences, beliefs),
- Weight of attributes (relative importance of each attribute).

In addition, Jones & Sasser (1995) identify the following service quality elements:

- basic elements of a product or a service (core element, what customers expect to be delivered from all service providers),
- basic support services (e.g. customer assistance or tracking of an order),
- a recovery process from bad experiences (such as compensations after cancelled or overbooked flight, lost baggage),
- Extraordinary services (services that excel in meeting customer preferences or solving the problems so that the service seems customized).

This classification could help understanding a service in question to see its core elements, and finding out where customer satisfaction may be created. For example, customers expect that basic elements and basic support processes work on continuously good basis, and excelling in

them will not increase customer satisfaction, but will keep it as it is. Extraordinary services put customer satisfaction on completely new level, adding value in meeting customer needs and expectations. Recovery processes could be most important as even if all other services have been provided on superior level, bad experience can destroy customer satisfaction if not handled properly.

Another way to handle customer satisfaction and service quality is to find out where customer satisfaction lays. Silvestro& Johnston (1990) identified the following service quality factors:

- **hygiene factors**, **or dissatisfies** (what is expected by customer, but will not be a source of satisfaction, e.g. clean service facilities)
- **enhancing factors, or satisfiers** – (factors that leads to customer satisfaction but failure to deliver does not cause dissatisfaction)
- **Dual threshold factors** (if such factors are failed to deliver, will cause customer dissatisfaction. However, if delivered above the specific level will cause satisfaction)

Cadotte and Turgeon (1988) also added **neutral factors**, factors that are least sensitive to changes in performance, i.e. have no impact on service quality perception. Also, Gummesson (1991) adds the factor that he considers to be missing from all service quality research: **love factor**. It constitutes the willingness to serve the customer, genuine empathy, caring personality.

According to Gummesson (1991), emotional ties can appear e.g. between a nurse and a patient, a teacher and a student, thus adding to quality of interaction. Jones &Sasser (1995) argue that only full customer satisfaction secures customer loyalty as well as ensures long-term profitability. Especially it is important on markets with intense competition.

However, there is a difference between true long-term loyalty and false loyalty. The authors argue that false loyalty is empowered by such factors as governmental regulations on competition, high switching costs, proprietary technology or strong loyalty promotion programs such as frequent flyer programs. They say that the customers remain loyal only when they are completely satisfied. Therefore, when the customer uses up his frequent flyer miles, he or she may not remain loyal and switch to another carrier, in case loyalty is false. However, if the carrier keeps the customer happy not by only frequent flyer miles program, but by providing superior services consistently, the loyalty is true, and customer will stay with the carrier. The authors conclude that it is crucial for a company to excel in defining its target customers, and deliver exactly the product that corresponds to their needs. Heskett et al. (1994) argued the same.

According to them, profit and growth are simulated by customer loyalty and loyalty in its turn is driven by customer satisfaction, and customer satisfaction depends on the value customers receive from the service.

Understanding importance and sources of customer satisfaction is important for any company in any industry to grow and remain profitable (Carlzon, 1987). Hence understanding and managing satisfaction through service quality is essential, and requires greater attention from carriers nowadays, in struggling and challenging environment.

2.2. Theoretical Framework of Airport Service Quality

The development of a framework or theoretical proposition on airport service quality came from literature in services and marketing. Most of the literature used primarily focused on retail settings. Retail was somewhat similar to the airport industry, as it offered two categories of experience to customers: in-store experience and experience with the merchandise (Dabholkar, Thorpe, &Rentz 1996). On the other hand, the passenger focused on airport services mainly consider the end users experience with the airport facilities and the services which the airport offers. Facilities included both goods and services (Fodness and Murray, 2007). Therefore, retail literature was the foundation on which the framework for airport service quality measurement was based. Dabholkar et al. (1996) found that there were five dimensions which shaped consumer perceptions of service quality in a retail environment. Those dimensions were physical aspects, reliability, personal interactions, problem solving, and policy. The physical aspects dimension was measured based upon the internal and external appearance of the retail store and its convenience in helping customers find what they need. The second dimension, reliability, was similar to the SERVQUAL reliability dimension, which deals with the performance and dependability of the service entity in meeting the needs of their customers. Sub-dimensions in the reliability dimension included “keeping promises” and “doing it right.” Personal interaction referred to the quality of treatment that customers received from the employees. Problem solving addressed the handling of returns and exchanges as well as complaints. Customers were found to be very sensitive to how service providers attended to their problems and complaints. The last dimension, policy, captures aspects of service quality that are directly influenced by store policy, such as convenient hours, convenient parking, and quality of products.

Adding to the five dimensions of service quality in retail stores, Bitner (1992) analyzed the impact of servicescape on the firm's external marketing goals and inter organizational goals. Typology of service organizations combined with the theoretical framework suggested that physical environment may assume a variety of strategic roles.

First, servicescape acted as a package, similar to a product's package, conveying the potential usage and relative quality of the service. Second, servicescape could assume a facilitator role by either aiding or hindering the ability of customers and employees to carry out their respective activities. Finally, the physical environment could serve as a differentiator, signaling the intended market segment, positioning the organization, and conveying distinctiveness from competitors.

Understanding that marketing and service literature focused little attention on the airport industry, Fodness and Murray (2007) initiated an empirical investigation of the nature and role of expectations in this understudied category. First, they performed a qualitative study to gain insight into quality factors which air travelers expected from an airport service encounter. Next, they explored passenger experiences of airport services.

Last, they identified the importance of specific airport service expectations. Analysis of responses in the qualitative study produced 65 airport service quality themes. Fodness and Murray then argued that that all 65 airport service quality themes could be categorized into three major dimensions: servicescape, service providers, and services

Dimension 1: Servicescape

Within the airport service quality framework, servicescape comprised of all the objective factors controllable by the service provider which facilitates customer actions during the service encounter Fodness& Murray, (2007), the servicescape construct includes three important elements: spatial layout and function, ambient conditions, and signs and symbols.

Spatial layout and functionality refers to the arrangement and relationship of the physical environment in facilitating service performance and accomplishing customer goals. It is concerned primarily with the ergonomics of the physical layout of the airport and the ease of navigation through the airport.

The second element of the servicescape, ambient conditions, focuses on the traveler's physiological responses to the airport environment. Cleanliness of the airport and the amount of Neutral light in the interior space of the airport are some of the factors included in this sub-

dimension. Signs and symbols address both explicit signals (signage) and implicit signals (décor). Passengers in the qualitative studies stressed the importance of informational and directional signage. Statements such as, "An airport's external signs should clearly direct me to airport services such as parking, car rentals, terminals, etc.," were expressed in the qualitative study. In addition, symbols, specifically airport décor, were also mentioned in the qualitative study. Passengers in all studies stressed the importance of airport décor, a recurring theme in the authors' literature review of this element. Comments about airport symbols, as stated in the qualitative study, included, "An airport's décor should reflect the local culture of the city in which it is located."

Dimension 2: Service Providers

A second major influence on service quality was service providers. SERVQUAL is used to measure consumers' perception of service quality. The service providers dimension resembled the original Parasuraman et al. (1985) SERVQUAL construct. The service provider dimension created by Fodness and Murray (2007) contained elements of the original Parasuraman et al. (1988). Fodness and Muray (2007) organized consumer perceptions of service providers into three categories: attitudes, behaviors, and expertise of service providers.

The service providers dimension discussed the interactions between service providers and customers. Statements revealed in the initial qualitative study by Fodness and Murray (2007) showed similarities to the dimensions of the SERVQUAL model, such as tangibles of service ("The way an airport employee is dressed should easily identify their function"), responsiveness ("Employees at an airport should never be too busy to respond to my requests promptly"), assurance ("I expect employees at an airport to be courteous"), and empathy ("There should be employees at an airport available to offer me individualized attention").

Dimension 3: Services

Services were defined as any activities or services that the airport offered in order to facilitate passengers' choice of how to use their waiting time in the airport Fodness& Murray, (2007), time is a scarce resource in an airport, because the airport experience demands a significant time commitment. The extent to which the airport facilitated or frustrated passengers' use of time could have a significant effect on passengers' perceptions of the overall quality of their service encounter. Darko (1999), in his research on business travelers, found that once a passenger had entered a terminal, their average wait time could exceed one hour. Other external factors such as

security clogs, unexpected weather changes, or plane breakdowns could further prolong the passengers' time in the airport. Acknowledging the importance of passengers' time in the airport, more favorable perceptions of airport service quality might be associated with the availability and variety of activities with which the passenger could choose to spend their time while waiting.

Research on what people did with their time suggested that time spent can be divided into three major activities: productive activities (job related work), maintenance activities (e.g. eating, resting, grooming), possession activities (e.g. shopping), and finally leisure activities (e.g. watching television, reading, sports, exercising, watching movies).
Qualitative study also found support for this division of time spent through comments made by the passengers.

2.2.1. Overview of Airport Service

Understanding, creating, communicating, and delivering customer value and satisfaction are at the very heart of modern marketing practice. The customer, rather than marketing, is at the center of modern business philosophy, and customer service satisfaction is the primary aim. In service industries such as the airline and airport industry, the distinctive features of services require that managers understand customer needs and expectations, and keep promises (Zeithaml and Bitner, 2000). Understanding travelers' airport choice behaviors is an important topic in the aviation industry. Airport managers need to know how travelers make airport-choices, because each airport must constantly generate adequate passenger traffic (i.e., attract travelers) to justify its existence (Suzuki, 2007)

The airport business within the air transport industry. Air transport business is a rather complex macro industry. Within the industry, a mass of activities are being undertaken by a complementary and combined network of actors: passenger and cargo airlines, integrators, airport authorities, handling agents, in-flight catering firms, General Sales Agents, car rentals, air brokers, hardware providers like aircraft manufacturers and air terminal building firms, tour operators and travel agents, all of them striving to satisfy, at least partly, end demand needs. (Jarach, 2001)
Marketing did not play a significant role in the management of airports until the 1980s, prior to which time the airport was commonly viewed as a free public service or utility provided by governmental or quasi-governmental entities.

Deregulation of the airlines and other sectors of the air transport industry, however, motivated airports to begin competing for airline routing. Marketing was first introduced at airports that sought to either enlarge or protect their airline customer base. As air travelers became more sophisticated and demanding, airports came to believe that they could influence airline routing decisions by a "pull" strategy of directing marketing efforts to end users, offering enhanced services or the promise of exceptional levels of customer satisfaction. As a result, by the 1990s, many airports were concentrating greater attention and investments on a wide array of marketing activities in an effort to survive in an increasingly competitive marketplace. Like many service industries, the airport industry turned to service quality as a strategy for achieving competitive advantage (Lee-Mortimer, 1993, Fodness, Murray, 2007)

Air passengers' expectations have grown considerably in recent years especially in regard to quality of service. Furthermore, as airports are working more and more in a competitive environment, quality criteria have been widely. (www.transport.ie) Today's air travelers have meaningful choices among airports and there is an increasing urgency among airport marketers to differentiate themselves by meeting the needs of customers better than the competition.

While passengers' perception of airport service quality is only one of several variables that contribute to overall airport attractiveness, it is nevertheless an important variable because of the increasing importance of a customer orientation to competitive advantage in this industry (Fodness, Murray, 2007)

2.2.2. The Importance of Measuring the Performance of Airports

Airport managers need to have information to enable them to monitor performance and to identify areas that are performing well and those that are not. Once performance is known, management can examine the underlying processes taking place so that appropriate corrective action can be proposed. (Park, 1999) The nature of the expectations underlying airport service perceptions is unclear. Unlike the more widely accepted gap-theory model for measuring service quality (i.e. subtracting a customer's perceived level of service received from what was expected), both academic and commercial airport researchers are more likely to measure service quality by establishing and monitoring service performance measures which may or may not be informed by direct customer input (Yeh, Kuo, 2002, Fodness, Murray, 2007)

Information on an airport and its related systems can be generated from its own operational and technical characteristics, as well as from traffic flow and demand pattern characteristics. The

collection of information on passengers is often conducted by means of airport passenger surveys. Various survey methods have been used in airports around the world. Generally, airport survey methods or techniques are divided into direct and indirect methods. Direct methods for collecting data can be directly obtained at the airports. These survey techniques start and end at the airport. Direct data collection methods include direct observation, photographic techniques, monitoring, tailing, time-stamping, questionnaires, and interviews. Indirect methods are used when required data cannot be directly obtained from passengers at the airport. Mail back questionnaires, telephone questionnaires, statistics and documented data are options. (Park, 1999) Service measures based on the subjective perception of service quality by airport users are collected through surveys in which respondents are asked to grade their experience on a 5-point scale. Common measures included overall customer satisfaction at the airport, signage/user friendliness of terminal, cleanliness of terminal, cleanliness of restrooms, check-in satisfaction, catering overall satisfaction, value for money in the shops, baggage delivery overall satisfaction, availability of baggage trolleys, and overall standards of car park facilities. Subjective criteria are used together with objective measures to develop a picture of service performance. Objective measures recorded at more than half of the airports surveyed included response time to customer comment cards, availability of trolleys (percentage of satisfied passengers), check-in waiting time, security check waiting time, baggage delivery time, taxi waiting time, and punctuality/ delayed flight departures attributable to the airport (percentage over a certain time/total departing flights) (Humphreys, et al., 2002)

In addition to business measures, managers, regulators, and government bodies need to measure the service performance of airports. Service measures are used to assess the day-to-day service quality delivered by the different parts of an airport to its users. Short- and long-term summaries of this information provide a vital input to airport management. Service measures are particularly useful for identifying operational problems, (Fodness, Murray, 2007).

2.2.3 Airport Service Quality

An Airport is a place where airport service providers interact with customers to deliver a service (Bitner, 1990, 1992; Brady and Cronin, 2001; Brown and Swartz, 1989; Dabgilkar et al.1995; Elliott,1995;Groonroos,1982;Saleh and Ryan,1991; Suprenant and Solomon, 1987). Overall airport service experienced by customers can be classified into passenger and freight disposition,

waiting place, mobile facility within airport, auxiliary facility, and accessible traffic equipment as in order to evaluate airport service (Ndoh& Ashford, 1994). The influential factors to the service level of airport passenger terminals were classified into airport facility and airport system and these factors were constructed specifically and then evaluated according to the airport process such as arrival, connection, passing, and transit (MarterSeneviratne, 1990). Airport service quality was categorized into convenience, check-in time, serviceableness, kindness of employees, visibility of information, and security as a conceptual system to contribute to the activation of quality control (Chen et al., 2002). In terms of the overall facility, it was classified into 12 zones and evaluated both quantitatively and qualitatively.

Brady and Cronin (2001) explained and stressed the importance of departure gate and convenience facility used by users. Bitner (1992) said that cleanliness, facility convenience, and environmental conditions might have an influence on customers. Furthermore, Flight Information Display System (FIDS) must be exact and airport decorations as symbolic icons should reflect the local culture and be suitable for the flow of times (Callan & Kyndt, 2001). Such situations as cancellation of flights and delay of flights in airports may prolong the time an individual must stay in an airport. Therefore, it is very important to identify and provide the time that users typically stay at an airport (Darko, 1999). In the Airport Customer Satisfaction Survey co-hosted by Airports Council International (ACI) and International Aviation Transportation Association (IATA), airport service evaluation items help to understand customer-facing methods for airport managers (Bomenblit, 2002).

2.2.4. Airport Services Standards

Aviation trade publications and airport press releases provide evidence that managers in the airport industry clearly understand the importance of their customers' perceptions of service quality (Bomenblit, 2002). Academic and industry researchers regularly measure passenger perceptions of airport services quality to benchmark performance metrics directly from the "voice" of the customer (Chen, 2002), to identify opportunities for service improvement (Yeh and Kuo, 2002) and to avoid losing valuable passenger traffic (Rhoades et al., 2000). In addition, airport marketer's research passenger needs and wants for the purposes of enhancing non-aviation related revenues from restaurant and retail offerings (Danyliew, Cohen, 1997)

Aviation planners, architects, engineers, and airport towers have long relied on level of service standards, developed by IATA (International Aviation Transport Association) in the early 70s, to help them make important development decisions.

However, the initial effort to develop level of service standards was not pioneered by IATA. Instead, it originated in Transport Canada's "Level of Service Requirements for Passengers Processing Area in Airport Terminal" paper Seneviratne and Martel (1991) conducted research on the different variables which influence the perceptions of passengers. They found that information, availability of seats, and waiting times were the three most important variables affecting passenger perception of terminal processing areas. Caves and Pickard (2001) conducted a similar study to investigate variables that affect consumer's perceptions of airport level of service standards. Their research concluded that after safety, time and elimination of the unknown are two of the most important human needs that passengers needed to be fulfilled in order to be at ease in the airport passenger terminal.

Considerable research and discussion in the airport industry was devoted to the adoption of level of service standards and associated criteria to evaluate level of service standards in the design of airport passenger terminal processing systems. In evaluating the factors which affect level of service, Heathington and Jones (1975) examined 25 characteristics relevant to the airport terminal which affect level of service. These characteristics included, but were not limited to availability of seating, walking distance, accessibility, orientation, waiting time and occupancy.

Brink and Maddison (1975) concluded that level of service, as defined by airport terminal passengers, was a subjective impression of the quality of the transfer between the access mode and the aircraft. This subjective perception of quality depended on a series of factors, including but not necessarily limited to the following: Time necessary to be processed through the landslide, cost of airfare and airport services, and expectations of level of service, treatment by service providers, and physical comfort and convenience. Muyamiz and Ashford (1985) developed another initiative to evaluate passenger perception of Quality of Service. The authors used Perception-Response to depict the relationship between the percentage of passengers stating their level of satisfaction with service encountered at a particular facility and the value measure of service. The percentage of passengers replying to whether a certain amount of time (delay or time spent) at a particular facility was good, tolerable, or bad is related to amount of time (delayed or spent).

Since level of service standards or service itself was considered an imprecise quantity, many airport researchers began to use the fuzzy set theory model to measure it. Since its inception, fuzzy set theory has been applied in a wide variety of fields that have to deal with imprecise quantities. As an example, Park (as cited in Correia&Wirasinghe, 2004,) used fuzzy set theory for level of service standards airport terminal evaluation on the basis of passenger perceptions, considering three factors: temporal or spatial (quantitative measures), comfort, and reasonable service (qualitative measure). Correia and Wirashinghe (2004) conducted a review of the various approaches that researchers and airport executives had used to measure Level of Service for airport terminal buildings. They concluded that there are two deficiencies encountered by the current approaches and methods of adapting or evaluating level of service. First, the methods used in evaluating level of service ratings cannot correlate those quality ratings to performance measures. Second, the methods propose performance measures, but cannot assess passenger perception of these values

CHAPTER-THREE

3. Research Design and Procedures

3.1. Research Methodology

This study was attempted to assess factors affecting quality service delivery for passengers of Addis Ababa Bole International Airport. It relied on quantitative measurements expressed in the form of collecting and analyzing numerical data.

Descriptive method of research was adopted in carrying out this study because the report of the study was aimed at revealing the major problems of quality service delivery from the service providers' point of view.

3.2. Source of Data and Data Gathering Tools

3.2.1. Source of Data

In this study both primary and secondary data were used. The primary sources was passengers of Addis Ababa bole international airport ,who are the end users of airport facilities and services), the senior management and employees of front line area service provides from different sectors and in addition, secondary sources of data such as published books, annexes, journals, company reports, regulations, research and working papers, internets, and other published & un- published documents and documents in the organizations were referred for the purpose of revealing the background of the study, to organize relevant literature review and design the research questionnaires.

3.2.2. Data Collection Tools

Questionnaires consist closed-ended items were produced and distributed to service users and service provider for passengers such as employee of Ethiopian Airports Enterprise and stake holders who serve the passengers at front line such as front line service providers of Addis Ababa Bole International Airport, different Airlines, Custom, Immigration, Security and others like concessionaries and tenants.

The study was divided into two parts: which are a satisfaction survey of passengers, and identifying factors that affecting service quality of Passenger. The questionnaire survey was distributed to 400 for measuring airport Check-in Counter, Departure Gate and Arrival Gate.

Likert (1972) scale were used in the questionnaire with consists of 5 levels of meeting expectation and below expectation.

1 = strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

The degree has will be weighted from 1 to 5 scores representing from unacceptable to far exceed expectation.

5= Strongly Agree = (Excellent)

4 = Agree = (Acceptable)

3 = Neutral = Average

2 = Disagree = (Need Improvement)

1 = strongly disagree = (Unacceptable)

Rating	**Scoring Equivalent**
➢ Excellent	90-100%
➢ Acceptable	80-90%
➢ Need Improvement	60-70%
➢ Need More improvement	50-60%
➢ Unacceptable	50% and below

The second part was distributed to employees of EAE and stake holders who serve the passengers at front line.

3.3. Sampling Design

3.3.1 Sampling Frame

This days The Organization Under study Addis Ababa Bole International Airport, Service around 8.5 Million passengers per annum. To determine the overall sample size the researcher

used the margin error 5%, 0.05 level of significance and proportion 0.5.This proportion is obtained by the half of customer satisfaction (p) and dissatisfaction (q).Since the sample size were calculated around 384 passengers applying the Taro Yamane (1967) formula. Besides, the study was aimed at assessing the factors affecting quality service delivery for passengers of Addis Ababa Bole International Airport front line service provider points of view. Hence, internal, different Airlines, Customs, Immigration, Security and others like concessionaries and tenant staffs attitude assessment was conducted in the study. To this effect, 800 internal and stakeholders' (200 staffs of Addis Ababa Bole International Airport, 160 different Airlines staffs, 80 Custom officers, 60 Immigration officers, 100 security officers, 200 others like Concessionaries and tenants) front line service providers for passengers were framed as target population of the study.

3.3.2. Sampling Techniques

The sampling technique employed in this research was non probability and sampling method, which is, convenience sampling for passenger (end users) respondents. In order to get more accurate representation from each heterogeneous group of service providers in an organization under study Probability sampling/ stratified random sampling was undertaken so as to change heterogeneous groups in to homogeneous subgroups. Then simple random sampling technique was selected from their list by their strata like airport, airline, custom, immigration security and others.

3.3.3 Sample Size

The study was divided into two parts: which are a satisfaction survey of passengers, and identifying factors that affecting service quality of Passenger. The questionnaire survey was distributed to 400 passenger respondents, applying the Taro Yamane (1967) formula.

$$n = z^2 \frac{p(1-p)}{ME^2} \quad n = 1.96^2 \frac{0.5(1-0.5)}{(0.05)^2} = 384 \quad .16$$

To determine the overall sample size of service providers from each stratum the researcher was used the total population under study (N)= 800,margin error (d)=5%, the marginal error is the desired margin of error z is the z-score, e.g. 1.645 for a 95% confidence interval, 1.96 for a 95% confidence interval, 2.58 for a 95% confidence interval. Level of significance=

0.05.Proportion of delivered quality service =50%.This proportion obtained by the delivered quality service (p) and poor quality service (q).Then the sample size can be calculated using the following statistical formula.

$$n = \frac{n_o}{1 + n_o/N} \text{ and } n_o = \frac{(z\alpha/2)^2 pq}{d^2}$$

if no/N<0.05, then the sample of no=n. or if no/N>0.05, the sample size was n=no/(1+(no/N))

no= $(1.96)^2(0.5*0.5)/(0.05)^2$=384.16

Since no/N=384.16/800=0.48> 0.05 therefore get the sample size the following formula was used.

n=no/(1+(n0/N))=384.16/(1+(384.16/800))=384.16/1.48=260

Since the sampling method for this study was stratified sampling method to get proportional sample from each stratum (stake holders) it were calculated as follows:

Let

L=number of stratum (number 0rganizations which are Service providers)

h=stands from the particular stratum (1,2,3…..L)

N_h=total number of population from each stratum

N=total population in all strata

$$N = \sum_{i=1}^{l} Nh$$

n= total sample size in all strata. $n = \sum_{n=1}^{l} n_h$

n_h= number of sample units in each stratum.

$n_h=(n/N)*N_h$

Therefore, the sample size of each stratum were calculated using the following given value.

N=800

L=6

h=1,2,3,4,5,6

n=261

N1= total number of Addis Ababa Bole Airport staff =200

N2=total number of airline staff=160

N3= total number of security staff=100

N4=total number of custom staff=80

N5=total number of immigration staff=60

N6=other service providers =200

$n_h=(n/N)*N_h$

n1=(260/800)*200=65

n2=(260/800)*160=52

n3=(260/800)*100=33

n4= (260/800)*80=26

n5= (260/800)*60=20

n6= (260/800)*200=65

n=n1+n2+n3+n4+n5+n6

n=65+52+33+26+20+65

n=261

To sum up the following table illustrates the total population and sample size from each sector.

Table One: Sample size of respondents

No	Sector	Total population	Sample size
	Passengers	N	385
1	Addis Ababa Bole International Airport staff	200	65
2	Airlines Staffs	160	52
3	Security officers	100	33
4	Custom officers	80	26
5	Immigration officers	60	20
6	Others(Tenants and Concessionaries)	200	65
Total		**N+ 800**	**646**

Source: Organized by author

3.4. Data Analysis and Interpretation Methods

The data collected through closed – ended question items were organized, presented in tables and analyzed using recent data analysis application software by SPSS and excel as it facilitates understanding of the data, makes reporting, and discussion in a much easier way.

At the same time, the data obtained through interviews were summarized and incorporated in the analysis to supplement the data secured through close ended question items.

CHAPTER- FOUR

4. Data Analysis

4.1. Service users

Airport managers need to have information to enable them to monitor performance and to identify areas that are performing well and those that are not. Once performance is known, management can examine the underlying processes taking place so that appropriate corrective action can be proposed. (Park, 1999)

The nature of the expectations underlying airport service perceptions is unclear. Unlike the more widely accepted gap-theory model for measuring service quality (i.e. subtracting a customer's perceived level of service received from what was expected), both academic and commercial airport researchers are more likely to measure service quality by establishing and monitoring service performance measures which may or may not be informed by direct customer input (Yeh, Kuo, 2002, Fodness, Murray, 2007)

As per (Humphreys, et al., 2002) Service measures based on the subjective perception of service quality by airport users are collected through surveys in which passengers were asked to grade their experience on a 5-pointLikert scale. Common measures included overall customer satisfaction at the airport main services and facilities: with emphasis of signage/user friendliness of terminal like; cleanliness of terminal, cleanliness of restrooms, check-in satisfaction, catering overall satisfaction, value for money in the shops, baggage delivery overall satisfaction, availability of baggage trolleys, and overall standards of facilities. The study also included response time for check-in waiting time, security check waiting time, baggage delivery time. Service measures are used to assess the service quality delivered by the different parts of an airport to passengers.

This section of the study deals with presentation of the data collected through questionnaire. The first part of the questionnaire was designed to gather information about Passenger respondent characteristics. Although more than 400 questionnaires were distributed as stated in the original research proposal, 400 questionnaires were completed and returned which were used for this research and others were discarded due to incompleteness and large number of missing values.

This study was conducted to assess the factors affecting quality service delivery in case of Addis Ababa Bole International Airport. All relevant information that was collected through questionnaire was analyzed and the detail description and explanation about each piece of information of passenger respondents were presented in a series of tables below. All information gotten from the respondents was treated with confidentiality without disclosure of the respondents' identity.

4.1.1. Socio-Demographic Characteristics of Passenger Respondents

The background information of the passengers seeking quality services from Addis Ababa Bole International Airport was summarized as can be seen in table two below, 70 (17.5%) of the passengers have Ethiopian nationality and 330 (82.5%) were foreign passengers and 227 (56, 3 %) of them were male and 173 (47.9 %) of them were female passengers. When the distribution of the subjects according to their age range was analyzed it can be seen that 63 (15.8%) of them were aged between 18-24 years, 193 (48.3%) of them were aged between 25-45years and 144 (36%) of them were aged 46 years or more than it. When the distribution of the members related to their purpose of travel was examined, it indicated that traveling for Business, 208 (52%) was the primary reason ,traveling for Tourism 106 (26.5 %) came next followed by 86 (21.5 %) traveling for leisure purpose. When the person the passengers were traveling with was examined, it had been seen that 90 (22.5 %) of them were traveling with their families, 115 (28.8%) of them were traveling with their friends (groups) while 195 (48.8%) of them were traveling alone. Concerning the type of travel of the passengers 167 (41.8%) of them were departure travelers, 60(15%) were arrivals and 173 (43.3%) were transfer passengers. Regarding passengers frequency of using Addis Ababa Bole International Airport in the past twelve months, it can be seen that 152(38%) of passengers have used only once, 198 (49.5%) have used 2-4 times, 27 (6.8%) have used 5-6 times and 23 (5.8%) have used 7and above times over the past one year. Concerning the total travel frequency of the passengers using different airports in the world in the past one year, it has been seen that 34 (8.5 %) of passengers have visited only one airport, 192 (48%) have visited 2-4 airports, 91 (22.8%) have visited 5-6 airports and 83 (20.8%) have visited 7and above Airports over the past one year.

Table two: Socio-Demographic Characteristics of Passenger Respondents

No	Indicator	Category	No	Percentage
1	Nationality	Ethiopian	70	17.5
		Non Ethiopian	330	82.5
		Total	400	100
2	Sex	Male	227	56.7
		Female	173	43.3
		Total	400	100
3	Age	18-24	63	15.8
		25-45	193	48.3
		45 +	144	36
		Total	400	100
4	Purpose of Travel	Leisure	86	21.5
		Business	208	52
		Tourism	106	26.5
		Total	400	100
5	Traveling With	Family	90	22.5
		Group/friends	115	28.8
		Own	195	48.8
		Total	400	100
6	Type of Travel	Departure	167	41.8
		Arrival	60	15
		Transfer	173	43.3
		Total	400	100
7	Travels made using this airport in the last one year	Only once	152	38
		2-4	198	49.5
		5-6	27	6.8
		7 & Above	23	5.8
		Total	400	100
8	Total travels made in the last one year	Only once	34	8.5
		2-4	192	48
		5-6	91	22.8
		7 & Above	83	20.8
		Total	400	100

4.1.2. Airport Access

In their study, Lee and Kim (2003) categorized access roads, taxis, and parking lots as airport access variables. In the framework of Fodness and Murray (2007), airport access includes elements of the airport servicescape. Dale and Fodness categorized attributes such as walking distance to the gate, clarity of airport terminal signs and symbols, and convenience of flight

information display as part of the airport servicescape. Thus, these attributes were also included in the questionnaire and passengers were asked to evaluate them.17(4.3%) and 250 (65.5%) were strongly agreed and agreed as there was suitable access to and from airport, 72(18%) replied as they were neutral and18 (4.5%) and 6(1.5%) were disagreed and strongly disagreed while 37 (9.3%) did not use this service. Regarding the variable walking distance to the gate of the terminal, 29(7.3%) strongly agreed, 250 (73.3%) agreed, 50 (12.5%) replied as they were it was neutral, 21 (5.3%) disagreed, 2(0.5%) strongly disagreed as the walking distance to the terminal gate was near to the terminal gate while the remaining 5(1.3%) did not use the service. Concerning the third variable of airport access: clarity of signs and symbols in the terminal; 22 (5.5%) strongly agreed, 117 (29.3%) agreed, 180(45%) replied as they were neutral, 67(16.8%) disagreed and 13 (3.3%) strongly disagreed as signs and symbols in the terminal were seen clearly while the remaining 1(0.3%) did not use the service. Concerning flight information display; 20(5%) strongly agreed, 127(31.8%) agreed, 154(38.5%) replied as they were neutral, 83(20.8%) disagreed and the remaining 16(4%) strongly disagreed with the statement depicted the flight information display show their flight plan.

Table Three: Airport Access

No	Variable	S/Agree		Agree		Neutral		Disagree		S/Disagree		Did not use	
		No	%	No	%	No	%	No	%	No	%	No	%
1	There was suitable access to and from Airport	17	4.3	250	62.5	72	18	18	4.5	6	1.5	37	9.3
2	Walking distance to the terminal gate was near	29	7.3	293	73.3	50	12.5	21	5.3	2	0.5	5	1.3
3	Signs and symbols in the terminal were clear to show directions	22	5.5	117	29.3	180	45	67	16.8	13	3.3	1	0.3
4	Flight information display showed your flight plans	20	5	127	31.8	154	38.5	83	20.8	16	4	0	0

Source: organized by author

4.1.3. Airport Services and Facilities

The service performance of airport services and facilities could be evaluated based upon the amount of time that passengers need to check-in (potential queues), levels of internet accessibility, variety of concessions outlets, and waiting time at the baggage claim, availability of currency exchange banks, availability and neatness of toilets, availability and comfort of seats (Fodness& Murray, 2007) this study revealed that level of satisfaction upon airport services and facilities were used in the questionnaires presented for passengers of Addis Ababa Bole International Airport. The first statement required the agreement level of processing time at terminal get and boarding check-in was short in the airport under study. 23(5.8%) replied as they were strongly agreed, 121(30.3%) agreed, the majority 151(37.8 %) replied as they were neutral 65(16.3%) and 33(8.3%) disagreed and strongly disagreed while the remaining 7(1.8%) did not use this service. Concerning the second statement "Internet/ Wi-Fi accessibility the agreement level of the respondents measured; only few amount i.e4 (1%) of the respondents strongly agreed, 27(6.8%) agreed, 58(14.5%) replied as they were neutral, while majority 156(39%) and 133(33.3%) were disagreed and strongly disagreed while the remaining 22(5.5%) of the respondents did not use the service. The third variable presented to be evaluated by passengers under the topic airport facilities and services was "availability of banking service (ATM or money changer)." The response obtained revealed that few, 5(1.3%) of the respondents were strongly agreed, 67(16.8%) were agreed and majority134 (33.5%) replied as they were neutral, 74(18.5%) disagreed, 34(8.5%) strongly disagreed and passengers who did not use this service shared significant account i.e.86 (21.5%).

The fourth variable evaluated were "Availability of baggage Carts at every place" 14(3.5%) and 170(42.5%) of the passenger respondents were strongly agreed and agreed respectively, 116(29%) replied they were neutral, response obtained by 32(8%) and 13(3.3%) of the passengers disagreed and strongly disagreed respectively, while the remaining 55(13.8%) of the responds did not use the service. Regarding the fifth statement "there are enough and clean rest rooms" 8(2%) replied as they were strongly agreed, 120(20%) agreed, 114(28.5%) replied they were neutral 108(27%) and 40(10%) disagreed and strongly disagreed while the remaining 10(2.5%) did not use the service.

The sixth statement presented to passenger respondents asked to evaluate whether the seats in the waiting area were comfort, 21(5.3%) and the majority 244(61%) of the respondents were strongly agreed and agreed, 74(18.5%) replied as they were neutral, 40(10%) and 19(4.8%) replied as they were disagreed and strongly disagreed while few 1(0.5%) did not use the service. The next statement was presented to evaluate the status of safety and security in the airport under study, 44(11%) and the majority 285(71.3%) of the respondents were strongly agreed and agreed as they feel safe and secured in the airport under study. 44(11%), 18(4.5%) and 9(2.3%) of the respondents replied neutral, disagree and strongly disagree responses respectively. For the eighth statement which said "There is variety of concession outlets," 18(4.5%) and the majority 226(56.5%) of the respondents were strongly agreed and agreed, 95(23.8%) replied it neutral, 32(8%) and 11(2.8%) disagreed and strongly disagreed and the remaining 18(4.5%) did not use the service. The final statement evaluated was about "Waiting time at baggage claim 11(2.8%) strongly agreed, 121(30.3%) agreed, 131(32.8%) replied as they were neutral, 36(9%) disagreed, 22(5.5%) strongly disagreed while the remaining significant account i.e 79(19.8 %) did not use the service.

Table Four: Airport Services and Facilities

No	Variable	S/Agree		Agree		Neutral		Disagree		S/Disagree		Didn't use	
		No	%	No	%	No	%	No	%	No	%	No	%
1	There is sorter processing time at terminal gate and boarding check-in	23	5.8	121	30.3	151	37.8	65	16.3	33	8.3	7	1.8
2	Internet/ Wi-Fi is accessible to deploy	4	1	27	6.8	58	14.5	156	39	133	33.3	22	5.5
3	You can find banking service (ATM for money changer) in the terminal	5	1.3	67	16.8	134	33.5	74	18.5	34	8.5	86	21.5
4	Baggage carts are available at every place needed	14	3.5	170	42.5	116	29	32	8	13	3.3	55	13.8
5	The rest rooms are clean	8	2	120	20	114	28.5	108	27	40	10	10	2.5
6	Seats in the waiting area are comfort	21	5.3	244	61	74	18.5	40	10	19	4.8	2	0.5
7	You feel safe and secured in the airport	44	11	285	71.3	44	11	18	4.5	9	2.3	0	0
8	There are variety of concession outlets	18	4.5	226	56.5	95	23.8	32	8	11	2.8	18	4.5
9	Waiting time at baggage claim is short	11	2.8	121	30.3	131	32.8	36	9	22	5.5	79	19.8

Source: organized by author

4.1.4. Airport Restaurants / Dining Facilities

Airport Restaurants / dining facilities in measuring services in the airport, Fodness and Murray (2007) viewed airport services as the ability of the airport to facilitate passengers in the activities with which they desire to spend their time in the airport. One of the primary activities that passengers might choose was maintenance activities such as eating activities. Three statements were presented to measure the availability of restaurants as per of passenger's needs, the price fixed for different utilities and services in the restaurants and the cleanness of the restaurant out lets and the quality of foods in the restaurants; for the first statement which said "restaurants are available as per Varity of your needs;" 16(3.3%) of the respondents were strongly agreed, 118(29.5%) agreed, 124(31.%) replied they were neutral, 67(16.8%) disagreed,16(3.3%) strongly disagreed while the remaining significant account 65(16.3%) did not use the service. The second statement presented about airport dining facilities was "The fairness of price in the restaurants" 8(2%) and 82(20.5%) replied as they were strongly agreed and agreed with the price in the restaurants keep value for money. Majority 139(34.8%) replied as they were neutral, 79(19.8%) and 22(5.5%) of the respondents were disagreed and strongly disagreed with the statement that depicted restaurants keep value for money while the remaining 70(19.5%) did not use the service. When we sow the final statement which considered "The cleanness of the restaurant outlet and the quality of the food" 8(2%) and 132(33%) strongly agreed and agreed with the statement, 120(30%) replied as they were neutral, 59(14.8%) disagreed, 10(2.5%) strongly disagreed while the remaining 71(17.8%) did not use the service.

Table Five: Airport Restaurants / Dining Facilities

No	Variable	S/Agree		Agree		Neutral		Disagree		S/Disagree		Did not use	
		No	%	NO	%	No	%	No	%	No	%	No	%
1	Restaurants are available as per Varity of your needs	13	3.3	118	29.5	124	31	67	16.8	13	3.3	65	16.3
2	The price in the restaurants keeps value for money	8	2	82	20.5	139	34.8	79	19.8	22	5.5	70	19.5
3	There is clean restaurant outlet quality of the food in the restaurant outlet	8	2	132	33	120	30	59	14.8	10	2.5	71	17.8

Source: organized by author

4.1.5. Airport Shopping Facilities

Airport shopping facilities in measuring services in the airport, Fodness and Murray (2007) viewed airport services as the ability of the airport to facilitate passengers in the activities with which they desire to spend their time in the airport. One of the primary activities that passengers might choose possession activities is shopping. In measuring shopping services two statements were presented for the passenger respondents the first statement revealed that "Shops are available as per variety of your needs" with this statement 10(2.5%) of the respondents were strongly agreed, 80(20%) were agreed, 155(38.8%) replied as they neutral, 73(18.3%) disagreed, 18(4.5%) strongly disagreed and 64(16%) did not use the service. Regarding the second statement "The price of goods/services at shop outlets keeps value for money" 7(1.8%) of the respondents were strongly agreed, 71(17.8%) were agreed, 146(36.5%) replied as they were neutral, 80(20%) disagreed, 28(7%) strongly disagreed and 68(17%) did not use the service.

Table Six: Airport Shopping Facilities

No	Variable	S/Agree		Agree		Neutral		Disagree		S/ Disagree		Did not use	
		No	%	No	%	No	%	No	%	No	%	No	%
1	Shops are available as per variety of your needs	10	2.5	80	20	155	38.8	73	18.3	18	4.5	64	16
2	The price of goods/services at shop outlets keeps value for money	7	1.8	71	17.8	146	36.5	80	20	28	7	68	17

Source: organized by author

4.1.6. Airport Service Personnel and Security

The courtesy and helpfulness of airport service personnel and security as well as their international language ability for efficiency as part of their service attributes is important since airports operate for international routes. There are many foreigners traveling through airports. Therefore language competency of the staff is quite important (Fodness & Murray, 2007). English is used as an international language to communicate between airport service providers' staff and passengers. Passengers were asked to evaluate the way airport personnel were dressed

and appear neat, the courtesy and helpfulness of airport service personnel and security as well as their international language ability for efficiency as part of their service attributes. 16(4%) and majority187 (46.8%) of the respondents replied as they were strongly agreed and agreed with the statement, 144 (36%) replied as they were neutral, (9.8%) and 10(2.5%) were disagreed and strongly disagreed as there were well-dressed and appear neat airport staffs while 4(1%) of the respondents did not know about it. Regarding the statement provided to measure the courtesy / willingness of airport staffs to help customers, 21(5.3%) strongly agreed, 216(54%) agreed, 34(30.5%) replied as they were neutral, 34(8.5%) disagreed 4(1%) strongly disagreed and the remaining 3(0.8%) did not know about the idea. The third statement was about the international language abilities of the airport staffs. 21(5.3%) strongly agreed, 144(36%) agreed, 39(37.8%) replied as they were neutral, 70(17.5%) disagreed, 11(2.8%) strongly disagreed with the statement that represented international language abilities of the staffs and the remaining 3(0.8%) did not know about the idea. The final statement presented to evaluate airport service personnel and security was "The waiting/Processing time at security checkpoint "13(3.3%) strongly agreed, 129(32.3%) agreed, 168(42%) replied as they were neutral, 17.5% and 18(4.5%) disagreed and strongly disagreed with the statement while the remaining 2(0.5%) did not use the service.

Table Seven: Airport Service Personnel and Security

No	Variable	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Did not use	
		No	%	No	%	No	%	No	%	No	%	No	%
1	There are well -dressed and appear neat staffs	16	4	187	46.8	144	36	39	9.8	10	2.5	4	1
2	The staffs are courtesy / willing to help customers	21	5.3	216	54	122	30.5	34	8.5	4	1	3	0.8
3	Staffs are able to speak using international languages	21	5.3	144	36	151	37.8	70	17.5	11	2.8	3	0.8
4	The waiting/Processing time at security checkpoint short	13	3.3	129	32.3	168	42	70	17.5	18	4.5	2	0.5

Source: Organized by author

4.1.7. Airport Environment

Airport environment dealt primarily with the overall passenger experience of the airport's servicescape. Instead of asking particular questions about each element of the servicescape components, questions regarding such factors as overall cleanliness of the airport, overall atmosphere of the airport," and "Overall interior settings and layout of the airport" were asked to give an overall picture of passengers' feelings and service experience about the airport servicescape,To measure the overall environment of the airport compound factors such as overall cleanliness of the airport, overall atmospheres of the airport," and "Overall interior settings and layout of the airport" were asked to give an overall picture of passengers' feelings and service experience about the airport. Hence regarding overall cleanliness of the airport, 18 (4.5%) strongly agreed, 256(64%) agreed, 79(19.8%) responded as they were neutral, 41(10.3%) disagreed and 6(1.5%) strongly disagreed with the statement. For the statement overall interior setting and layout; 13(5.3%) strongly agreed, majority 308(77%) agreed, 57(14.3%) responded as they were neutral, 14(3.5%) disagreed while no respondent replied strongly disagree and did not know responses. The final statement presented for overall airport setting of airport environment was "overall interior settings and layout of the airport is in good-looking" 13(3.3%) strongly agreed, 233(58.3%) agreed, with the statement. 99(24.8%) evaluated as they were neutral, while 42(10.5%) and 13(3.3%) disagreed and strongly disagreed with the statement.

Table Eight: Airport Environment

No	Variable	S Agree		Agree		Neutral		Disagree		S/Disagree		Did not use	
		No	%	No	%	No	%	No	%	No	%	No	%
1	Overall the airport compound is clean	18	4.5	256	64	79	19.8	41	10.3	6	1.5	0	0
2	Overall atmosphere of the airport is attractive	21	5.3	308	77	57	14.3	14	3.5	0	0	0	0
3	Overall interior settings and layout of the Airport is in good-looking	13	3.3	233	58.3	99	24.8	42	10.5	13	3.3	0	0

Source: Organized by author

4.1.8. Airport Immigration and Customs

Measurement of airport service experience for international travel essential airport process for incoming international passengers is immigration and customs control. Immigration and customs control is the first service encounter that incoming international passenger's experience upon their arrival at the airport. Thus, it was important to include evaluation of this service experience in this study. 14(3.5%) and 84(21%) strongly agreed and agreed, majority 188(47%) replied as they were neutral, 43(10.8%) and 16(4%) disagreed and strongly disagreed with the statement which dictated the regular processing time at immigration check point was short while the remaining 55(13.8%) did not use the service. Concerning the statement which asked to evaluate waiting time at customs clearance; 12(3%) and 65(16.3%) replied strongly agreed and agreed, majority 187(46.8%) replied as they were neutral, 56(14%) and 17(4.3%) strongly disagreed and agreed with the statement revealed the time spent at customs check point was short while the remaining 63(15.3%) did not use the service.

Table Nine: Airport Immigration and Customs

No	Variable	S/Agree		Agree		Neutral		Disagree		S/Disagree		Did no use	
		No	%	No	%	No	%	No	%	No	%	No	%
1	Waiting/processing time at Immigration Control is short	14	3.5	84	21	188	47	43	10.8	16	4	55	13.8
2	Waiting / Processing time at customs clearance is short	12	3	65	16.3	187	46.8	56	14	17	4.3	63	15.3

Source: organized by Author

4.1.9. Measurement of Expectorations about Airport Choice of passengers

The study was also intended to rate respondents' overall evaluation of their airport experience in relation to their expectations. Two closed-ended questions were asked: Compared to their expectations, "how would you rate Addis Ababa Bole International Airport?" And Compared to other international airports, especially those they consider 'Best,' "how would you rate /evaluate same Airport?" The two questions were measured on a five-point scale, with being much worse than expected, worse than expected, same as expected, better than expected, much better than

expected and “Don’t Know” option was also provided for this question. For the first question “Compared to your expectations how you would rate Addis Ababa Bole International Airport?” only 3(0.8%) responded it was much better than expected 49(12.3%) replied better than expected, majority 265(66.3%) replied same as expected, 75(18.8%) replied worse than expected, 3(0.8%) replied much worse than expected and the remaining 1% did not have information. For the second question which asked “Compared to other best international airports how would you rate Addis Ababa Bole International airport?”1(0.3%) responded it was much better than expected 14(3.5%) replied better than expected, 180(45%) replied same as expected, 182(45.5.8%) replied worse than expected, 17(4.3%) replied much worse than expected and the remaining 6(1.5%) did not have information.

Table Ten: Measurement of Expectorations about airport Choice of passengers

No	Variable	Much better than expected		Better than expected		Same as expected		Worse than expected		Much worse than expected		Don't know	
		No	%	No	%	No	%	%	%	No	%	No	%
1	Compared to your expectations how would you rate Addis Ababa Bole International Airport	3	0.8	49	12.3	265	66.3	75	18.8	3	0.8	4	1
2	Compared to other best international airports how would you rate AABIA	1	0.3	14	3.5	180	45	182	45.5	17	4.3	6	1.5

Source: organized by Author

4.2. Service providers

A second major influence on service quality was service providers. SERVQUAL is used to measure consumers’ perception of service quality. The service providers dimension resembled the original Parasuraman et al. (1985) SERVQUAL construct. The service provider dimension created by Fodness and Murray (2007) contained elements of the original Parasuraman et al.

(1988). Fodness and Muray (2007) organized consumer perceptions of service providers into two categories: organizational policy, working environment

4.2.1. Socio-Demographic Characteristics of Front Line Service Provider Respondents

The second part of the questionnaire was designed to gather information about front line service provider respondent characteristics. Although more than 280 questionnaires were distributed as stated in the original research proposal, 280 questionnaires were completed and returned which were used for this research and others were discarded due to incompleteness and large number of missing values.

As can be seen from table eleven below, 142(50.7%) of the front line service provider respondents were male, while 138 (49.3 %) of them were female which is more or less the same. Age wise, majority 186(66.4%) of the respondents age range between 18 to 24 years which are active and 80(28.6%) of the respondents were 25 to 45 years of age and 14(5%) of the respondents were 45 and above years of age.

As to educational level, 4(1.4%) of the respondents were 10/12 grade incomplete while 20(7.1%) were 10/12 grade complete, 6(2.1%) were certificate holders, 58(20.7%) have college diploma, 158 (56.4%) were 1st degree holders and about 34 (12.1%) of them hold second degree and above. Here we can see that most of the service providers were a university graduates.

Regarding the work experience of the respondents, majority 168 (60%) of the respondents served below 5 years which were fresh, 62 (22.1%) served 5 to 10 years the remaining 30 (10.8%) served more than 10 years in the industry.

As per the monthly salary of front line service provide respondents 28 (11%) earned 1ess than 3000 birr, 152 (54.3%) earned from 3001 to 6000 birr, 58 (20.7%) earned 6001-9000 birr while the remaining 42 (15%) earned more than 9000 birr per month.

Table Eleven: Demographic Data of Employees/ Service Providers

No	Indicator	Category	No	Percentage
1	Sex	Male	142	50.7
		Female	138	49.3
		Total	280	100
2	Age	18-24	186	66.4
		25-45	80	28.6
		45 +	14	5
		Total	280	100
3	Educational Background	10/12 Incomplete	4	1.4
		10/12 Complete	20	7.1
		Certificate	6	2.1
		College Diploma	58	20.7
		1st Degree	158	56.4
		2nd Degree & Above	34	12.1
		Total	280	100
4	Total Service Years In the Industry	Below 5 years	168	60
		5-10 Years	62	22.1
		11-15 Years	20	7.1
		16-20 Years	14	5
		20-25 Years	4	1.4
		Above 25 Years	12	4.3
		Total	280	100
5	Monthly Salary	Below 1500 Birr	6	2.1
		1501-3000 Birr	22	7.9
		3001-4500 Birr	78	27.9
		4501-6000 Birr	74	26.4
		6001-7500 Birr	32	11.4
		7501-9000 Birr	26	9.3
		9001-10500 Birr	22	7.9
		Above 10500 Birr	20	7.1
		Total	280	100

Source: Organized by author

4.2.2. Organizational Policy

Company policy is one factor that has a relationship to their service quality under organizational policy, Considering the trainings, the performance management the guidance and counseling system the extent of accountability and responsibility the compliant handling systems, team spirit of frontline staff is critical since they are the contact point of customers. Company policy should

have a clear direction for interpersonal relations and motivational style that explains individual's behavior in different situations (McCrae & Costa, 1989).

A. Training:

Training is critical factor for all employees especially in operations. Since the employee needs knowledge and skills to perform their job. Therefore training is defined as the acquisition of skills, concepts, or attitudes that results in improved performance and productivity in an on-the-job environment (Irwin and Goldstein, 1986). Moreover, Pual Osterman (1995) found the strong evidence in his study (Skills, Training and Work Organization in America Establishments). The establishments that introduce so-called high performance work organizations provide more training than do other establishments. Thus, the service provides were asked as their institutions provide them a training that increases their efficiency.

Training provides employees better knowledge and skill development for better carrier. As it is indicated in table Twelve 170(60.7%) of the front line service provider staff respondents of AABIA replied that they were given trainings but 110 (39.3%) of them replied they were not given training. As to the number of training program attended in the past five years those replied yes in the question number one; 74(43.5%), 44(28.9%), 46(27.1%) and 6(3.5%) of the front line service provider staffs respondents of AABIA replied that they attended training programs once, two to three times, four to five times and more than five times respectively in the past 5 years.

Table Twelve: Training

No	Indicator	Response	Frequency	Percentage
1	Does your organization provide you with trainings that help you improve your skills and Efficiency?	Yes	170	60.7
		No	110	39.3
		Total	280	100
2	If your answer to question number 1 is Yes, how many training program did you attend in the past 5 years	Only once	74	43.5
		Two to three time	44	28.9
		Four to five times	46	27.1
		More than five times	6	3.5
		Total	170	100

Source: Organized by author

In the table number thirteen below item number 1 stated, "Selection for training programs is done in a fair and transparent manner" response obtained for this statement from front line

service provider staff respondents of AABIA implied that 48(17.1%) and majority126(45%) strongly agreed and agreed respectively, 42(15%) replied as they were neutral and the remaining proportion 42 (15%) and 22 (7.9%) replied disagreed and strongly disagreed with statement depicted fairness and transparency of training selection in their institutions.

B. Communication

Communication between management and the employee is important for exchanging ideas and give clear direction about the objectives of the organization. Where management and employee of an organization communicate properly, there will be a smooth relationship that improves efficiency of employees. Tasks will be implemented easily when the subordinates get clear work instructions from their superiors. As item number 2 of table thirteen shows, 62(23.1%) and 138(49.3%) of the front line service provider staff respondents of AABIA **s**trongly agreed and agreed respectively that their superior communicates well and gives clear directions of work 54(19.3%) replied neutral to same issue but18 (6.4%) and 8(2.9 %) of them disagreed and strongly disagreed with the statement well communication and clear instruction between bosses and subordinates.

C. Team sprit

For a group of people in which each member wants the group as a whole to succeed, it can be expected a high degree of motivation, commitment, and cooperation. These, in turn, should lead to higher team performance which manifests in the form of exceptional results and high efficiency. Another important benefit of team spirit is the satisfaction of team members with what they do. High-spirit teams may spread out their energy and morale to other groups in their work environment and thus, have a positive influence on spirit and culture of a whole organization. The existence of team spirit among staff member enables staff to work together cooperatively to achieve organizational goals. To this end for the statement that indicated "you work in team spirit. As indicated in item 3 of table thirteen, AABIA staff respondents 82(29.3%) and majority 146(52.1%) strongly agreed and agreed that there was team spirit among their colleagues, 26(9.3%) replied as they were neutral and 20(7.1%) and 6(2.1%) disagreed and strongly disagreed with the existence of a team spirit among the colleagues.

D. Decision Making

Participative diction making helps the organization to benefit from the perceived motivational effects of increased employee involvement. Participative management is known by many names including shared leadership, employee empowerment, employee involvement, participative decision-making, dispersed leadership human service delivery is complex in contemporary societies, with high community expectations, competing demands and often delivered under fiscal constraints. Specialization can mean that individual service providers or agencies develop the expertise to deliver a very specific service, yet individuals often experience multiple needs and interrelated problems (Bromfield et al. 2010). The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequal. Such power-sharing arrangements may entail various employee involvement schemes resulting in co-determination of working conditions, problem solving and decision-making (Locke &Schweiger, 1979). Under item number 4 of table thirteen, front line staff respondents of AABIA were asked about their participation in dictions about their work. 56(20 %) and 130(46 %) strongly agreed and agreed that they took part in decisions about their jobs 38(13.6%) replied as they were neutral. The remaining 30(10.7%) and 26(9.3%) of the front line service provider staff respondents disagreed and strongly disagreed with the statement dictated their participation in diction making about their work.

***E*. Accountability for Failure of Responsibility**

Lack of accountability over particular processes is an immediate red flag. No company wants to deal with unnecessary high risk that eats away at precious resources. Accountability starts with clearly defining objectives and ensuring team members know who is responsible for what. But as scope and roles change, it becomes even more crucial to address accountability early and throughout a task. Managers should make sure to not only define responsibilities but also understand the structure of accountability within their tasks. Item number 5 of table thirteen presents that staff responses about the presence of an accountability system for failures of their responsibly. In this indicator,62 (22.1%) and 112(40%) of the front line service provider staffs of the airport under study respondents were strongly agreed and agreed, 40(14.3%) replied as they were neutral while 44(15.7%) and 22(7.9%) disagreed and strongly disagreed with the statement revealed in the presence of accountability for failures of responsibility.

F. Performance Management

According to performance management hand book (2010), Performance management is a management style that has grown increasingly popular. It involves a process in which a company, organization creates a work environment that empowers employees to work to the best of their abilities. The process that an employer uses to accomplish this often varies from one business to the next hence every organization should have a policies that govern performance management that are unique to the organization. Supervisors must, in addition to mastering and consistently applying good planning, monitoring, developing, rating, and rewarding practices, learn and apply those policies as they relate to the agency-specific practices of performance management. For more guidance on agency-specific performance management systems, refer to the agency's policy and procedures manual.

Table thirteen item numbers 6-8 contains perception of staff respondents towards indicators of performance management and rewards system in their respective organizations. Staffs were asked to show their level of agreement or disagreement for the presence of the indicators. Their responses obtained for the statement depicted in item number 6 of the table, which asked "The organization has a performance management system where performance is periodically evaluated". The front line service providers of AABIA staffs replied 50(17.9%) and majority 112(41.4%) strongly agreed and agreed with the statement, 60(21.4%) replied as they wereneutral while 36(12.9%) and 18(6.4%) strongly disagreed and disagreed. For the statement revealed in item number 7 of table 52(18.6%) and 130(46.4%) front line service provider respondents of the airport under study were strongly agreed and agreed that their Performance evaluation is made based on indicators agreed up on with their bosses, while 52(18.6%) replied as they were neutral and the remaining 22(7.9%) and 24(8.6%) disagreed and strongly disagreed for the same statement. As indicated on item 8 of the table for the statement presented "You have been promoted based on the results of your performance evaluation," 47(16.8%) and majority131(46.8%) of the first line service provider respondents of AABIA were strongly agreed and agreed with the statement getting promotion based on performance evaluation results, 42(15%) replied as they were neutral while the remaining significant share 24(8.6%) and 36(12.9%) of staff respondents disagreed and strongly disagreed with the statement depicted the existence of promotion based on performance evaluation.

G. Guidance and counseling for poor performances

The overall principle is that staff should be positively encouraged and supported to develop and enhance their skills and knowledge through supervision, guidance, training and mentoring. If staff have difficulty meeting the required standards, even with additional support and guidance, supervisors and managers have a responsibility to raise concerns and attempt to put things right. This guidance sets out the measures that supervisors/managers should take to correct such situations, before considering taking formal disciplinary action. As indicated in the table thirteen item number 9, regarding the availability of guidance and counseling for poor performance, 36(12.9%) and 98(35%) of the front line service provider staff respondents of AABIA strongly agreed and agreed respectively, 66(23.6%) replied as they were neutral, whereas significant share, 44(15.7) and 36(12.9%) disagreed and strongly disagreed with availability of guidance and counseling for poor performances.

H. Workload

Long-term heavy workload can affect an employee's physical or mental health, performance, or productivity including service quality. Consequently, heavy workloads have been shown to have a negative impact on turnover (Chen et al, 2010), certainly contribute to a state of stress and give rise to strain, accidents or illness. High employee turnover carries with it the problems of both a high labor cost and quality issues that hurt the performance and growth of a company (Davidson et al., 2006).In the table thirteen the statement item number 10 asked the front line service providers staffs of AABIA their level of agreement weather there was fair work load compared to their colleagues, 42(15%) and106 (37.9%) were strongly agreed and agreed, 62(22.1%) replied as they were neutral whereas the remaining 50(17.9%) and 20(7.1%) disagreed and strongly disagreed with the statement depicted fair workload distribution with their colleagues.

I. Compliant Handling

The complaint handling procedure is designed to ensure that complaints are properly investigated and given careful and fair consideration. A complaint is an "expression of dissatisfaction made to or about an organization, related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required". An effective complaint handling system provides key benefits to agencies like: resolving issues raised by a dissatisfied person in a timely and cost-effective way, providing information which can lead to improvements in service delivery and where complaints are handled properly, a good

system can improve the reputation of an organization and strengthen public confidence in an organization's administrative processes. With respect to complaint handling system in their institution depicted in item 11 of the table thirteen, 22(7.9%) and 108 (38.6%) of front line service providers of staff respondents of AABIA strongly agreed and agreed respectively, 74(26.5%) replied as they were neutral while significant share of them 42(15%) and 34(12.1%) disagreed and strongly disagreed as there was a system that can handle compliant in their institutions.

Table Thirteen: Organizational Policy

No	Variable	S/Agree		Agree		Neutral		Disagree		S/Disagree	
		No	%	No	%	No	%	No	%	No	%
1	Selection for training programs is done in a fair and transparent manner	48	17.1	126	45	42	15	42	15	22	7.9
2	Your boss communicates well and gives clear instructions about your work	62	22.1	138	49.3	54	19.3	18	6.4	8	2.9
3	You work in team spirit with other colleagues	82	29.3	146	52.1	26	9.3	20	7.1	6	2.1
4	You are able to participate in decisions regarding your work	56	20	130	46.4	38	13.6	30	10.7	26	9.3
5	There is well established accountability system to failures to responsibility	62	22.1	112	40	40	14.3	44	15.7	22	7.9
6	The organization has a performance management system where performance is periodically evaluated	50	17.9	116	41.4	60	21.4	36	12.9	18	6.4
7	Your performance evaluation is done based on indicators which are agreed upon with your boss	52	18.6	130	46.4	52	18.6	22	7.9	24	8.6
8	You have been promoted based on the results of your performance evaluation	47	16.8	131	46.8	42	15	24	8.6	36	12.9
9	Guidance and counseling services are provided for poor performances	36	12.9	98	35	66	23.6	44	15.7	36	12.9
10	Your work load is fair when compared to the work load of other colleagues	42	15	106	37.9	62	22.1	50	17.9	20	7.1
11	There is a system that can handle your complaints in the organization	22	7.9	108	38.6	74	26.5	42	15	34	12.1

Source: Organized by author

4.2.3. Physical Working Environment

Working environment is another factor that affecting the quality service of passenger service department. Working environment is divided into two categories, which are Tangible Working Environment (airport infrastructure, working areas or working places for examples) and Intangible Working Environment (Shortell, 1989). Tangible Working Environments are working places of the staff like office arrangements, check-in counters, sales counters, boarding gates, arrival halls, parking bays, etc suitable for work. Working places of airport authority affect staff performance. The staff feels uncomfortable during performing their duties check-in counters, ticketing counters and boarding gates. Facilities with intangible working environment which were treated under topic organizational policy like: more effective leadership, communication/ coordination, and conflict management are expected to have greater staff collaboration and higher perceived work effectiveness which are domains that foster effective work environments.

Office facilities and equipment are among others that have impact up on quality service delivery. Staffs are motivated and perform better if they are provided with suitable office arrangements, provided with necessary working equipment and the distribution of working equipment and machines are fairly distributed. With respect to suitable office arrangements depicted in item 1of the table fourteen, 26 (9.3 %) and 80 (28.6%) of front line service providers of staff respondents of AABIA strongly agreed and agreed respectively, 62 (22.1%) replied as they were neutral whereas the significant proportion 60(21%) and 52(19%) replied disagree and strongly disagree with the statement depicted the availability of suitable office arrangements for their work. Similarly, for item number 2of the same table,26 (9.3%) and 94(39.6 %)of the front line service provider staff respondents of the airport under study strongly agreed and agreed that the organization provides them with the equipment and machines needed to carry out their jobs, 46(16.4%) replied as they were neutral whereas 78 (27.9%) disagreed and 36(12.9%) strongly disagreed for the same statement. Regarding the statement item number 3 of the same table revealed “The distribution of equipment and machines is done based on the requirements of the work,”30(10.7%) and 86(30.7%) replied as they were strongly agreed and agreed respectively, 24.3% replied as they were neutral and the remaining 62(22.1%) and 34(12.1%) disagreed and strongly disagreed with the idea.

Table Fourteen: Physical Working Environment

No	Variable	S/Agree		Agree		Neutral		Disagree		S/Disagree	
		No	%	No	%	No	%	No	%	No	%
1	The organization has office arrangements suitable to your work	26	9.3	80	28.6	62	22.1	60	21	52	19
2	The organization provides you with the necessary working equipment and machines	26	9.3	94	33.6	46	16.4	78	27.9	36	12.9
3	The distribution of equipment and machines is done based on the requirements of the work	30	10.7	86	30.7	68	24.3	62	22.1	34	12.1

Source: Organized by author

3.2.4. Overall Satisfaction and utilization of knowledge and skills on work

As to the availability of good work environment to utilize knowledge and skills depicted in item number 1 of table fifteen about 60(21.4%) and 112(40%) of front line service provider staff respondents of AABI strongly agreed and agreed as they were able to utilize their knowledge, 62(22.1%) replied as they were neutral and still 18(6.4%) and 28(10%) were disagreed and strongly disagreed with the same statement were not able to utilize their knowledge and skills.

Human resource is the most determinant factor for an organization to achieve its objective and become successful. Staffs that are satisfied play significant role to provide quality services to the customers. In the table fifteen below item no 2 asked about the overall satisfaction with their work in their institutions, 32(11.45%) and 100(35.7%) of the front line service provider staff respondents in the airport under study strongly agreed and agreed with the statement, 76(27.1%) replied as they were neutral, whereas the remaining significant share 48(17.1%) and 24(8.6%) replied as they were dissatisfied answering the choice disagree and strongly disagree respectively.

Table Fifteen: Overall Satisfaction and utilization of knowledge and skills on work

No	Variable	S/Agree		Agree		Neutral		Disagree		S/Disagree	
		No	%	No	%	No	%	No	%	No	%
1.1	You are able to utilize your knowledge and skills in your work	60	21.4	112	40	62	22.1	18	6.4	28	10
1.2	You are generally satisfied with your work in the institution	32	11.4	100	35.7	76	27.1	48	17.1	24	8.6

Source: Organized by author

CHAPTER- FIVE

5. Summary of Findings, Conclusions and Recommendations

5.1. Summary of Findings

The researcher were categorized the variables evaluated in to five categories from excellent to unacceptable, the overall agreement level indicated in the questionnaire provided for both types of respondents. If the sum of proportion of the parentage (Strongly Agree +Agree + Neutral) share from the total respondents of passenger or front line service provider was more than 90% it was evaluated as excellent, 80-89.9 evaluated as acceptable, 70-79.9 evaluated as needs improvement, 50-69.9 evaluated as needs more improvement below 50% evaluated as not acceptable.

In this regard those factors evaluated as excellent and acceptable affect positively quality service delivery and those factors evaluated as needs improvement, needs more improvement and unacceptable were considered as factors affecting quality service delivery negatively.

Airport Access

- ✓ Ground transportation access to and from the airport is standard 93.4 - excellent
- ✓ Walking distance to the gates is standard 94.2% excellent
- ✓ Clarity of airport terminal signs and symbols help finding way easily79.9% Needs Improvement
- ✓ Flight Information Display is convenient to get adequate information75.3% Needs Improvement

Airport Services and Facilities

- ✓ Processing time at check-in is standard (waiting time or queue length) 78.1% Needs Improvement
- ✓ There are enough baggage Carts 87%Acceptable
- ✓ The seating's in the waiting area are comfort 85.2% Acceptable
- ✓ There are enough Banking service (ATM or money changers in the terminal) 65.6%Needs More Improvement
- ✓ The rest rooms are Clean 62.1% Needs More Improvement
- ✓ There is enough Internet/ Wi-Fi Accessibility 23.5% Unacceptable

- ✓ There are wide-ranging concession outlets 88.7% Acceptable
- ✓ The Waiting time at baggage claim is standard 81.9% Acceptable

Airport Restaurants / Dining Facilities & Airport Shopping Facilities

- ✓ Restaurants are available as per Varity of your needs 76.1%Needs Improvement
- ✓ The price at the restaurants keeps Value for Money 69.4% Needs More Improvement
- ✓ The quality of the food and the Cleanliness of the restaurant outlet is standard 79% Needs Improvement
- ✓ Shops are available as per Varity your needs 72.9% Needs Improvement
- ✓ The price of goods or services at shops outlets keeps Value for Money 67.5% Needs More Improvement

Airport Service Personnel and Security

- ✓ The airport staffs are able to communicate using international languages 79.6% Needs Improvement
- ✓ There are Well -dressed and appear neat airport staffs 87.6% Acceptable
- ✓ There are Courteous / willing airport staffs to help customers 90.4%
- ✓ Processing time at check-in is standard (waiting time or queue length) 78.1% Needs Improvement

Airport Overall Environment

- ✓ Overall the airport atmosphere is safe 96.5% Excellent
- ✓ Overall the airport compound is clean 88.3% Acceptable
- ✓ Overall interior settings and layout of the airport is standard 86.3% Acceptable

Airport Immigration and Customs

- ✓ Processing time at an Immigration control is standard 82.9% Acceptable
- ✓ Processing time at customs Clearance is standard 78.3% Needs Improvement

Expectorations about Airport Choice of passengers

Much better than expected + better than expected +same as expected

- ✓ Compared to your expectations how would you rate AABI A 79.4% it was as per their expectation
- ✓ Compared to other best international airports how would you rate AABIA 48.8% worse than other best airports

Organizational Policy

- ✓ Your boss communicates well and gives clear instructions about your work 90.7%Acceptable
- ✓ You work in team spirit with other colleagues 90.7% excellent
- ✓ The organization has a vision and mission that inspire you 89.3%Acceptable
- ✓ You are able to participate in decisions regarding your work 80% Acceptable
- ✓ The organization has a performance management system where performance is periodically evaluated 80.7%Acceptable
- ✓ Your performance evaluation is done based on indicators which are agreed upon with your boss 83.6% Acceptable
- ✓ You are able to utilize your knowledge and skills in your work 87% Acceptable
- ✓ There is well established accountability system to failures to responsibility 76.4% Needs Improvement
- ✓ You have been promoted based on the results of your performance evaluation78.6% Needs Improvement
- ✓ Guidance and counseling services are provided for poor performances 71.4% Need Improvement
- ✓ Your work load is fair when compared to the work load of other colleagues 75%Need Improvement
- ✓ There is a system that can handle your complaints in the organization 72.9% Need Improve

Training

- ✓ Does your organization provide you with trainings that help you improve your skills and Efficiency?Yes,60.7 %No,39.3% Needs More Improvement
- ✓ Selection for training programs is done in a fair and transparent manner 77.1% Needs Improvement

Equipment & Machines

- ✓ The organization has office arrangements suitable to your work 60% Need More Improve
- ✓ The organization provides you with the necessary working equipment and machines 59.3%Need More Improvement

- ✓ The distribution of equipment and machines is done based on the requirements of the work 65.7%Need More Improvement

Overall Satisfaction and utilization of knowledge and skills on work

- ✓ Overall Satisfaction of Employees 74.2 Needs Improvement
- ✓ Utilization of knowledge and skills on work 83.5% Acceptable

5.2. Conclusion

As Gaster (1995) comments, "because service provision is complex, it is not simply a matter of meeting expressed needs, but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done". Now days with high growth number of passengers, airports are facing various challenges related to quality service delivery for passengers. Putting its passengers first and at the heart of everything for their satisfaction is the primary goals of airports; poor service delivery cannot be tolerated since it can influence operations all the way down affecting the entire airport ecosystem.

In this paper, many variables such as: airport accesses, passenger check point processing, safety & security, airport environment, baggage delivery time, toilet cleanliness, ease of way finding, availability of variety of shops, food & beverage, concessions out lets, comfort of seats, reliability of escalators and moving walkways, staff courtesy, and ability of international languages; others that were not within the airport's control such as security clearing time, immigration control time, customs clearing time to evaluate the difference between passengers expectations and perceptions.

Ground transportation access to and from the airport and walking distance to the he terminal gates were found providing easy access to the passengers. Terminal signs and symbols were prohibiting finding ways easily and flight information displays were inconvenient to get adequate information the flight plans of passengers.

The service performance of airport services and facilities could be evaluated based upon the amount of time that passengers need to check-in, levels. Based on these indicators passengers were glad in the situations like: availability of wide range of concession outlets that provide variety of services, availability of comfort seats, availability of baggage trolleys to transport their baggage and waiting time at baggage claim area. Opposite to these factors the processing or

waiting time at terminal gate and boarding check-in has long queues to enter to terminal and to get boarding pass easily and quickly. In addition to this, there were less accessibility to bank services to facilitate money changes, clean toilets holes separated for male and female equipped with paper tissues and soap dispenser. Wi-Fi (Internet accessibility) take the lion share in affecting quality service delivery negatively since it was viewed under intolerable position.

Two of the primary activities that passengers choose were maintenance activities such as eating or possession activities such as shopping. Regarding such attributes the restaurants and shops were not providing variety of foods, goods and services as passengers' needed. Besides, passengers were complaining about the smell of foods from restaurant outlets and the price of foods and goods sold in the terminals were expensive due to this effect it was unable to smooth the duration of passengers in the airport.

Regarding attributes of service providers such: as courtesy, willing to help, appear neat and well-dressed staffs were available in acceptable position to help passengers as well as to deliver quality service. To the contrary ability of international languages needs some improvement to communicate with passengers came from different parts of the world.

Measurement of airport service experience should account not only for domestic travel, but also international travel. Immigration and customs control is the first service encounter that incoming international passenger's experience upon their arrival at the airport. Thus, the data obtained from passengers depicted the processing time at immigration control wasn't play significant role in creating burden for delay of passengers while processing time at customs clearance needs a bit improvement to fasten service delivery. The airports are at risk or terror attacks and crime; various passenger security threats have the potential to significantly affect operations. The likelihood of such events was low for continuity of operations as indicated in passengers' responses.

Other than passengers of the airport understudy questionnaires were distributed to front line service providers to asses factors affecting quality service delivery in the organization under study, since employee satisfaction, customer satisfaction and service quality are the three things that are very important (Lam, Zhang, & Baum, 2001).A strong relationship between employee satisfaction and customer satisfaction with the service quality is considered very important for managerial strategy that focuses on a comprehensive approach to manage service quality.

Employee satisfaction often depends on both internal and external factors, tangible and intangible. However, this is generally true that when individual needs are satisfied, employee morale increases (Hurley and Estelami, 2007).

With this regard indicators on employees' satisfaction in their institutions' policy like benefits, trainings, conflict management, workload, team spirit, participation in decision making, availability of accountability for failure of responsibility, performance management system, guidance and counseling, compliant handling mechanisms; from tangible factors availability of suitable office arrangements, availability and fair distribution of office equipment and machine were incorporated in the questionnaire to be evaluated by first line service provider respondents.

The training provided for employees to increase their knowledge and skills were less in number and lacks fairness and transparency in selection. If organizations facilitate with more effective leadership, communication and good conflict management skills it will create more staff cohesion and higher perceived work effectiveness (service quality). Facilities with more effective leadership, communication and conflict management are expected to have greater staff collaboration and higher perceived work effectiveness. Hence indicators that measure such factors were incorporated in the questionnaires distributed to the front line service providers of obtained from front line service provider respondents about their organization's policy dimensions played a cognizant role in building team spirit among colleagues, well communicates with bosses, participation in decision making, having performance management system that is periodically evaluated and done up on indicators pre-agreed with bosses since evaluated as acceptable and more than it in directing them to serve their customers appropriately. Contrary to this, other variables such as: the existence of accountability to failure of responsibility, guidance and counseling for poor performances, fair distribution of workloads and availability of compliant handling mechanisms in their institutions' were not played cognizant role to motivate front line service provides and support quality service delivery.

Man and machines are associations that work together to achieve a goal in many businesses. Proper equipment or technology is a one of the many components of a successful operations and it is a fact that technology is increasingly central to modern life. The office arrangements suitable for works, the distribution of working equipment and machines on requirements were insufficient to manage tasks in terms of speed time and effectiveness.

5.3. Recommendations

The prime objectives of many airports have to maximize customer satisfaction by aiming for high service levels. Currently, however, this concept is necessary to enable cross comparisons of design or physical standards and operational standards affecting passenger perceptions. Thus, airport authorities and airport managers should be able to develop updated operational standards based on passenger perceptions to provide more comprehensive service levels to maximize their satisfaction.

Airport managers need to have information to enable them to monitor performance and to identify areas that are performing well and those that are not. Once performance is known, management can examine the underlying processes taking place so that appropriate corrective action can be proposed.

Based on the above conclusions and implications, the following recommendations are made for implementation by the airport management and concerned bodies to alleviate the incidence of delivering quality service in Addis Ababa Bole International Airport.

- AABIA airports is facing various challenges like lack of toilets, shortage of seats related to high growth number of passengers, The airport management should make tight follow up to complete the terminal expansion project within its time limit.
- The services delivered at airports are not delivered by the airport administration alone. Effective coordination is needed among these stake holders in the airport therefore; the airport administration should play a vital role to coordinate stakeholders act as one team to give end to end service for passengers.
- Since passengers have a global perception of the quality of the entire airport services, all element of service should be of good quality of all of the process. It is therefore essential to equip the AABIA with world class technologies and facilities.
- Passengers are complaining about lack of signs for way finding and information display about their flight plans. Hence management of AABIA should work to improve these services.
- Airport management should aim to make airports a place where passengers feel comfortable spending time. All the processes should be well-managed to ensure smooth functioning of the airport and management of AABIA must work towards creating a

stress free environment for their travelers by making Comfortable seating arrangements, clean toilets and resting areas,

- Since passengers have hours of air travel ahead of time, Airports are a places passengers want to feel relaxed, the airport management should work for availability of verity of foods in the restaurant chain with reasonable price.
- Today's traveler brings inherent expectations each time they look to connect their device to the airport's Wi-Fi network. It becomes more important for business managers to get a good internet service to manage their business over the internet; other passengers expect to use some of the basic internet services and applications that help them to entertain or get connected with their friends, family, and relatives while waiting for flight. For this reason the airport management of AABIA needs to prepare the necessary infrastructure and manage the band width requirements associated free and fast Wi-Fi network without service interruptions.

- Man and machines are associations that work together to achieve a goal in many businesses. Proper equipment or technology is a one of the many components of a successful operations and it is a fact that technology is increasingly central to modern life. Hence management of AABIA should provide suitable office arrangements, equipment and machines based on the requirements of the work of their employees.
- Training is critical factor for all employees especially in operations. Since the employee needs knowledge and skills to perform their job management of Addis Ababa Bole International airport should give more training than ever that increases employee's efficiency and be fair in selection for trainings.

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Appendix I

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINSTRATION
AND DEVELOPMENT MANAGEMENT

Questionnaires to service user/passenger respondents

My name is Wubshet Belayneh. I am attending Master's program in Public Management and Policy at Addis Ababa University and I am conducting a study on factors affecting airport quality service. Currently I am collecting information related with factors affecting airport service. Therefore, as a passenger of this airport, your participation in this study will be valuable and greatly appreciated.

This study is intended to assess factors affecting quality service delivery at Addis Ababa Bole International Airport. The information to be obtained from this study may be used by Ethiopian Airports Enterprise and researchers. Moreover, the main aim of this study is to write a thesis as a partial requirement for the fulfillment of Degree of Master's in Public Management and Policy.
The information that you provide us will be confidential. There will be no information that will identify you and your organization. The findings of the study will be general for the study population and will not reflect anything particular of individual persons. The questionnaire will take about 10-15 minutes, so I kindly request you to spare me this time for the study.

Instruction for filling the questionnaire

Please read each statement carefully and tick **(√)** your choice for the questions indicated in the table.

Part I: Demographic or personal information (please tick (√)

Nationality	Ethiopian	□
	Non-Ethiopian	□
Sex	Male	□
	female	□
Age	18-24	□
	25-45	□
	46 & above	□
Purpose of Travel	leisure	□
	Business	□
	Tourism	□
Traveling With	family	□
	Group tour	□
	friends	□
	own	□
Type of travel	Departure	□
	Arrival	□
	Transfer	□
No of travels made over the last 12 Months using this Airport	only 1	□
	2-4	□
	5-6	□
	7 & above	□
No of Airports Visited over the last 12 Months	only 1	□
	2-4	□
	5-6	□
	7 & above	□

Part: II Assessment the degree of satisfaction of services offered by the airport

The following question aims to assess the degree of service offered by the airport and availability of resources. Please evaluate your airport for the following service attributes. By using the Likert scale below, Please tick **(√)** the answer which best represents your recent experience with each service attribute. If you did not use the service, please answer "Did Not Use".

• Rate each item and put "X" marks in front of each item/information provided in the table of your choice that designated as:
5= strongly agree=excellent
4=Agree, =acceptable
3= Neutral= Average
2=Disagree= Needs Improvement
1= strongly disagree=Unacceptable

Airport Access

Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Did Not Use
There is suitable ground transportation access to and from the airport	☐	☐	☐	☐	☐	☐
There is short walking distance to the terminal gates	☐	☐	☐	☐	☐	☐
Clarity of airport terminal signs and symbols help finding way easily	☐	☐	☐	☐	☐	☐
Flight Information Display is convenient to get adequate information	☐	☐	☐	☐	☐	☐

Airport Services and Facilities

Variables	**Strongly agree**	Agree	Neutral	Disagree	Strongly Disagree	Did Not Use
Processing time at check-in is short (or no queue)	☐	☐	☐	☐	☐	☐
There is enough Internet/ Wi-Fi Accessibility	☐	☐	☐	☐	☐	☐
There are enough Banking service (ATM or money changer)	☐	☐	☐	☐	☐	☐
There are enough baggage Carts	☐	☐	☐	☐	☐	☐
The rest rooms are Clean	☐	☐	☐	☐	☐	☐
The seating's in the waiting area are comfort	☐	☐	☐	☐	☐	☐
You feel safe and secured in the airport	☐	☐	☐	☐	☐	☐
There are wide-ranging concession outlets	☐	☐	☐	☐	☐	☐
The Waiting time at baggage claim is short	☐	☐	☐	☐	☐	☐

Airport Restaurants / Dining Facilities

Variables	**Strongly agree**	Agree	Neutral	Dis-agree	Strongly Dis- agree	Did Not Use
restaurants are available as per Varity of your needs	☐	☐	☐	☐	☐	☐
The price at the restaurants keeps Value for Money	☐	☐	☐	☐	☐	☐
There are quality foods and clean restaurant outlet	☐	☐	☐	☐	☐	☐

Airport Shopping Facilities

Variables	**Strongly agree**	Agree	Neutral	Disagree	Strongly Disagree	Did Not Use
Variety and of retail Outlets are available as per your needs	☐	☐	☐	☐	☐	☐
The price of goods or services at the retail outlets keeps Value for Money	☐	☐	☐	☐	☐	☐

Airport Service Personnel and Security

Variables	**Strongly agree**	Agree	Neutral	Dis-agree	Strongly Dis- agree	Did Not Use
There are Well -dressed and appear neat airport staffs	☐	☐	☐	☐	☐	☐
There are Courteous / willing airport staffs to help customers	☐	☐	☐	☐	☐	☐
The airport staffs are able to communicate using international languages	☐	☐	☐	☐	☐	☐
Processing time at a security checkpoint is short	☐	☐	☐	☐	☐	☐

Airport Environment

Variables	**Strongly agree**	Agree	Neutral	Dis-agree	Strongly Dis- agree	Did Not Use
Overall the airport compound is clean	☐	☐	☐	☐	☐	☐
Overall the airport atmosphere is safe	☐	☐	☐	☐	☐	☐
Overall interior settings and layout of the airport is in a better position	☐	☐	☐	☐	☐	☐

If you have arrived internationally to and from your airport of choice, please answer the following questions about the airport's immigration and customs service attributes. Otherwise, you can skip this question.

Airport Immigration and Customs Services

Variables	Strongly agree	Agree	Neutral	Dis-agree	Strongly Dis-agree	Did Not Use
Processing time at an Immigration control is short	☐	☐	☐	☐	☐	☐
Processing time at customs clearance is short	☐	☐	☐	☐	☐	☐

Compared to your expectations, how would you rate your airport of choice?
☐Much Worse than Expected (1)
☐Worse than Expected (2)
☐Same as Expected (3)
☐Better than Expected (4)
☐Much Better than Expected (5)
☐ Don't Know (6)

Compared to other international airports, especially those you consider 'Best', how would you rate *your airport of choice?*
☐Much worse (1)
☐Worse (2)
☐About the same (3)
☐Better (4)
☐Much better (5)
☐Don't Know (6)

Please list the problems you encountered in this airport (if any)_____
_____
_____
_____

Finally, write any ideas or comment that you feel regarding service, facilities and service providers at Addis Ababa Bole International Airport._____
_____
_____
_____
_____

Appendix II
Addis Ababa University
School of graduate studies
Collage of Business and Economics
Department of public administration and development management
Questionnaires to first line service provider respondents

Dear respondents, I am a post graduate student of public administration and development management at Addis Ababa University college of Business and Economics. Currently I am conducting a research paper /master thesis/on the on the provision of quality service delivery: the case of Addis Ababa International Airport. To this effect I prepared this questionnaire that seeks your views and experiences regarding the implementation of service delivery within AABIAP quality service provision.

The questionnaire is purely an academic and in no way affect the personalities of any one. The information that you provide will be treated in the STRICTES CONFEDENCE. **Your name is not required.**

Your cooperation is very important for success of this study to assess progress made so far in factors affecting quality service delivery in this Airport, to identify problems that may have been encountered and to propose solutions to those problems. You are therefore requested to express your opinions and experiences as honestly and as openly as possible

- Write your response for all open questions as briefly as possible. When you are asked to "tick" please use "X" mark in front of your choice.
- Rate each item and put "X" mark in front of each item/information provided in the table of your choice that designated as:

5= strongly agree=excellent
4=Agree, =acceptable
3= Neutral= Average
2=Disagree= Needs Improvement
1= Strongly disagree=Unacceptable

Dear respondents, your cooperation are highly appreciated and the researcher is grateful to you for duly and carefully filling the questionnaire.

Thank you a lot

I. General Information of Respondents

Sex	Male	☐
	female	☐
Age	18-30	☐
	31-45	☐
	46 & above	☐
Educational Background	Below 10/12 grade	☐
	Grade 10/12 complete	☐
	Certificates	☐
	Dip/level Tevet	☐
	1st degree	☐
	2nd degree and above	☐
Total service years	Below 5 years	☐
	6-10 years	☐
	11-15 years	☐
	16-20 years	☐
	21-25 years	☐
	Above 25 years	☐
Service year in the industry	Below 5 years	☐
	6-10 years	☐
	11-15 years	☐
	16-20 years	☐
	21-25 years	☐
	Above 25 years	☐
Your monthly salary	Less than 1500 Birr	☐
	1501-3000 Birr	☐
	3001-4500 Birr	☐
	4501-6000 Birr	☐
	6001-7500 Birr	☐
	7500-9000 Birr	☐
	9001-10500 Birr	☐
	More than 10500birr	☐

Part: II Assessment the degree of satisfaction to provide quality service for passengers

1. Does your organization provide you trainings that can help you increasing efficiency and success in your work?

a. Yes b) No

2. If your answer for question 1 is yes, how many training programs did you get in the last 5 years.

a) One training program
b) Two-three times
c) Three-five times
d) More than five

No	Variables	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strong disagree (1)
1.	Selection for training programs is done in a fair and transparent manner					
2.	Your boss communicates well and gives clear instructions about your work					
3.	You work in team spirit with other colleagues					
4.	The organization has a vision and mission that inspire you					
5.	You are able to participate in decisions regarding your work					
6.	There is well established accountability system to failures to responsibility					
7.	The organization has a performance management system where performance is periodically evaluated					
8.	Your performance evaluation is done based on indicators which are agreed upon with your boss					
9.	You have been promoted based on the results of your performance evaluation					
10.	Guidance and counseling services are provided for poor performances					
11.	Your work load is fair when compared to the work load of other colleagues					
12.	You are able to utilize your knowledge and skills in your work					

No	Variables	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strong disagree (1)
13.	There is a system that can handle your complaints in the organization					
14.	The organization has office arrangements suitable to your work					
15.	The organization provides you with the \necessary working equipment and machines					
16.	The distribution of equipment and machines is done based on the requirements of the work					
17.	You are generally satisfied with your work in the institution					

Please list the problems you faced in providing service to passengers (if any)_____
_____
_____
_____

Finally, write any ideas or comment that you feel regarding providing Quality service at Addis Ababa Bole International Airport._____
_____
_____
_____