



ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EVALUATION OF CUSTOMER SATISFACTION OF ANBASSA
CITY BUS SERVICE ENTERPRISE**

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DECEMBER, 2015

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ADDIS ABABA UNIVERSITY
GRADUATE STUDIES PROGRAM
FACULTY OF BUSINESS AND ECONOMICS

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A Thesis Submitted to the School of Graduate Studies of Addis Ababa University in Partial Fulfillment of the Requirements for the Masters of Public Policy Specialization in the Department of Public Administration and Development Management.

ADDIS ABABA, ETHIOPIA

DECEMBER, 2015

I, Aschalew Tsegaye Abebe, declare that; the thesis entitled, “The Evaluation of Customer Satisfaction of Anbassa City Bus Service Enterprise.” is my original work, was not copied, has not been presented for a degree in any other university as well as in Addis Ababa University, and all the sources of the material used have been duly acknowledged.

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Approved By Board of Examiners

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Acronyms and Abbreviations

AACA	Addis Ababa City Administration
ACBSE	Anbassa City Bus Service Enterprise
Ans	Answer
BPR	Business Processes Reengineering
BSC	Balanced Score Card
EMCP	Expenditure Management and Control sub-Program
FDRE	Federal Democratic Republic of Ethiopia
GPS	Global Position System
No.	Number
NPM	New Public Management
Qn	Question
SDP	Service Delivery policy
PSDIP	Public Service Delivery Improvement Policy
SERVQUAL	Service Quality

Dictionary of Technical Terms

Articulated bus - a city bus which has 18 meters long.

Bishoftu Bus- city buses assembled by Bishoftu Automotive Corporation.

Bus captain- Bus driver

Rigid bus- a common city bus which has 12 meters long.

Time Table - a table which has shown the exact time of buses starting their journey and arrival time.

Abstract

Public enterprises are organizations established and owned by government to provide different services to the public. Most of the time these enterprises give their services to the public by collecting some amount of money which is less than the market price of the goods or services provided by them and sometimes with subsidy. Their customers are important stakeholders in organizations and their satisfaction is a priority to management. Most of these enterprises apply different types of reforms to improve their service provision capacity and customers' satisfaction. Currently Anbassa City Bus Service Enterprise (ACBSE) implemented BPR to improve its service quality and maximizing customers' satisfaction. This study was conducted to assess the service delivery performance and customers' satisfaction in the aftermath of implementing BPR. To achieve the objectives of this study, data was collected through questionnaire from a sample of 192 customers and employees of the Enterprise. These respondents were selected using simple random sampling method. Additional data was collected through interview from the General Manager and Public Transport Core Process Owner of the Enterprise. The data collected using the questionnaire were analyzed using statistical tools such as mean and frequency analysis. Service delivery of the Enterprise was evaluated by using service quality dimensions designed by Parasuraman et.al. (1988). The results of this evaluation indicate that, almost in all dimensions of service quality the Enterprise service provision rated as poor and customers are not satisfied except some factors within the dimensions. Generally, the finding of this study indicates that customers were not satisfied by overall service provision of the Enterprise and the service quality declined even if the Enterprise implemented BPR to improve its services. Based on the findings of the study, the researcher forwards some recommendations like maintaining effective complaint handling, supporting the service delivery by IT, empowering employees to serve their customers in proper way, and others which help to improve the Enterprise service delivery performance.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

According to Robert and Graham (2005) service concept is a shared understanding of the nature of the service provided and received. Service concept is a key tool that can communicate the set of benefit: outcome, experience, and operation together with the psychological benefits to the customer in order to demonstrate the potential value of the service. Turban et al. (2002) stated that customer service is a series of activities designed to enhance the level of customer satisfaction, that is, the feeling that a product or service has met the customer expectations. According to Lawrence (2006) customer satisfaction is defined as the attitude resulting from what customers think should happen (expectation) interacting with what customers think did happen.

As stated in FDRE, Service Delivery Policy (SDP) (2001), service delivery basically refers to the systematic arrangements of activities in service giving institutions with the aim of fulfilling the needs and expectations of service users and other stakeholders with the optimum use of resources.

The efficiency and effectiveness of the service delivery is vital for a successful implementation of changes in policy and strategy and contributes to the establishment of administrative machinery that can face the challenges of the turmoil environment EMI, 2011 (cited in Zegeye, 2013, p.1). As stated further, improved service delivery of public service forms an integral part of the overall democratic transformation and developments of a country. According to Naido (2004) unproductive service delivery consistently shocks on the service provision results that government foresees and unquestionably refutes the equitable anticipants of all citizens.

Paulos (2001) indicates that some of the reasons for the Ethiopian government to announce the Civil Service Reform Program in 1994 were;

- The rules and regulations governing the civil service are outmoded and outdated;
- the civil service is characterized by a general lack of experience in plan execution;

- the civil service does not have a structural set up that is amenable to plan execution as well as to effective monitoring and control;
- there is a lack of clearly defined management systems and procedures in the management of personnel, finance and property; and
- there was inadequate managerial know-how, lack of standard job classification, weaknesses in manpower planning and utilization.

In order to alleviate the above problems of the civil service, the government used to restructure the central government institutions (Ministries and Commissions) and made retrenchment policy in November 1993 to reform the civil service. Besides these two policies different measures were taken to resolve the problems and the next step taken by the government of Ethiopia in 1998 as civil service reform program include the following five major sub-programs and the expected outcomes. Top Management System sub-program, Human Resource Management sub-program, Service Delivery and quality of service sub-program, Expenditure Management and Control sub-Program (EMCP), and Ethics and Judicial Reform sub-program (Mesfin, n.d.).

Among these sub-programs this study was focused on the service delivery and quality of service sub-program. According to Paulos (2001) this reform program is designed to improve the quality of service provided by public sector employees and includes the establishment of a complaint-handling mechanism. The program was aimed to made civil service institutions follow an appropriate and improved system of service delivery so as to give service to the public in an effective, efficient, transparent and impartial manner; the employees of the civil service institutions have the responsibility and obligation to provide quality service to the public fairly, equitably, honestly, efficiently and effectively.

Service quality is a global judgment or attitude relating to a particular service; the customer's overall impression of the relative inferiority or superiority of the organization and its services (Lawrence, 2006:4). The quality and level of customer service delivery has decreased, due to the lack of support or understanding at the executive and middle management level of an organization and/or a customer service policy. Providing quality service enables to satisfy the need of customers. To provide better quality service, institutions have to change their outdated working process and also have to become customer oriented.

According to Parasuraman, (1988) service quality has the following five dimensions;

- (a) The physical facilities, equipment, and the appearance of the staff (Tangibles)
- (b) The dependability and accuracy of the service provider (Reliability)
- (c) The ability to know and willingness to cater to customer needs (Responsiveness)
- (d) The ability of the staff to install confidence and trust in the company (Assurance)
- (e) The ability of the staff to provide and caring service to customers (Empathy).

In Ethiopia the Public Service Delivery Improvement Policy (PSDIP) was adopted by the Council of Ministers in 2001. Most Federal Civil Service Reform Offices have established Customer Services and Complaint Handling Units and prepared service standards (PASDEP, 2006:180). The significance of the PSDIP as a civil service-wide performance management system including: the focus on self-scrutiny for attitudinal change, business process reengineering and restructuring has been recognized by the government of Ethiopia as a critical to addressing implementation bottlenecks and improving performance of service delivery.

In general, in any organization either profit oriented or not has to give emphasis to the delivering of quality service in order to create long lasting or smooth relationships with its customers. To improve the provision of service quality organizations used different reform tools like BPR, BSC, KAIZEN, and others. ACBSE implemented BPR in 2012 to improve its performance on customer service delivery and also to maximize their satisfaction. So evaluating the performance of service delivery and customer satisfaction after the implementation of BPR in Anbassa City Bus Service Enterprise was the concern of this study (ACBSE, 2013).

1.1.1 Background of the Enterprise

Anbassa City Bus Service Enterprise is the largest City Public Transportation Company in Ethiopia established immediately after the Italian invasion in 1943 by collecting old vehicles and garage equipment from the invader. At the time its name was Public Transport and guided by Italians and other foreigners. In 1952, it was organized in to a share company by getting legal entity from the government. At that particular year the enterprise had only 10 buses to serve the people of Addis Ababa in four routes. In 1956 the enterprise bought 20 Mercedes model buses and increased its routes to 14. The management also shifted from foreigners to Ethiopians in the same. In 1973 the enterprise bought 50 city buses and strengthened its transportation service and in 1974 the enterprise ownership transferred from Share Company to the government (ACBSE, 2013).

According to the FDRE Negarit Gazeta proclamation NO. 187/94 the enterprise reorganized by paid up capital of birr 14 million and got its current name Anbassa City Bus Service Enterprise.

Currently, number of residents of Addis Ababa increased tremendously. The city is under a process of huge development and this needs a fast and modern mass transport system. To fulfill this need of transport ACBSE has its own share in the city.

Addis Ababa City Administration (AACAA) bought 550 rigid and articulated Bishoftu buses for the enterprise and the enterprise has around 320 functional old DAF buses which are bought before 18 years. By using the aforementioned number of buses the enterprise gives transportation services for more than five hundred twenty thousand people per day through 122 routes in Addis Ababa and its surrounding. To improve its service delivery process, maximizing customers' satisfaction and to achieve its strategic plans the Enterprise applied reforms in different times. Business Process Reengineering (BPR) in 2012, Quick Wins in 2013, Balanced Score Card (BSC) in 2014, and recently Change Army were among the reforms implemented in the Enterprise. This study focused on service delivery performance of the Enterprise and customers' satisfaction after the BPR implementation. Most of reform tools except BPR are not fully implemented in all departments (Quick Wins) and they are at introduction phase (BSC and Change Army) in the Enterprise and some are tools used to solve problems at a given time (Quick Wins). For the above stated reasons evaluating result of BPR on service delivery and customers' satisfaction is selected for the study (ACBSE, 2014/15).

1.2 Statement of the Problem

The dominant mode of public transport in developing countries in road based transport is the 'conventional' bus. It has wider social and environmental benefits. It is the only one affordable to the urban poor (Armstrong-Wright et al. 1987). It is the most flexible as it satisfies high short distance mobility demands. It needs less investment on infrastructure. It is feasible economically to all groups and environment friendly system. Vikash (2003) reckons how people can trade off between owning a vehicle and good quality public transport as: "most people in a city are better off if they access vehicles rather than own them."

The transportation industry has a huge share to the contribution of growth of one country and can make an economy strong and it is just in economy as there is backbone in human body. Modern and fast transportation system plays lots of new roles and making life of common consumer as well as business men easy.

Currently Addis Ababa is in a rapid change and growth and this growth creates high mobility of the public from place to place in the city. This movement demand efficient transportation system which helps to attain the growth and transformation plan of the city. Anbassa City Bus Service Enterprise (ACBSE) is public enterprise serves as the transportation choices to the public among other private and the new comer public employees transport service providers.

Establishing an enterprise which gives public transport service or licensing private sectors to participate in the public transportation market by itself is not mean that it fulfilled the need of the public who lack a transport service. Current Addis Ababa's situation regarding with public transport access indicates that there is a problem to get transport service. The city government took different corrective actions like zoning of taxies and dispatching middle buses, establishing new public employees transport service provider enterprise, initiating and supporting the private sectors to involve in the public transport industry, constructing light train railway, and strengthening ACBSE by purchasing new buses.

The major focus of this study was the issues regarding ACBSE. The city's administration invests in billions Birr to strengthen the enterprise and gave training and material supports to implement BPR in aiming that for the satisfaction of public transportation need. Several studies have been done on performance of service delivery and customer satisfaction in public enterprises in Ethiopia (Airline, Banks, Hotels, and others). Among these studies Demelash Abate's (2007) and Adem Seid's (2009) were conducted for Masters Degree focusing on ACBSE's performance of service delivery and customer satisfaction. These studies were conducted before some years when the enterprise did not implement BPR to improve its service delivery performance. The first research was done by taking 50 customers sample respondents from Legehare terminal and used questionnaire to collect relevant data and the second one was done by taking 100 sample respondents from all terminals customers. The data were gathered through questionnaires. The finding of those researches indicates that customers were not satisfied and it might be right for that situation and period of time about the enterprise service provision performance and customer

satisfaction. But it is not sufficient to give generalization about current performance of ACBSE's service delivery based on those researchers finding because there is a time gap and BPR was not implemented in that time. Now the enterprise implemented BPR and established standards for each department's job and maintains complaints handling mechanisms for customers to improve its service delivery performance after February, 2012.

According to Bennis and Mische (1995:11) implementation of BPR helps to enhance competitive positions of organizations in the environment in which they operate by improving flexibility, efficiency, effectiveness, and responsiveness of its operation in an effort to further satisfaction of customers on quality and accessibility of service they need. As such, this study evaluated the performance of service delivery after the implementation of BPR in ACBSE. Hence the researcher investigates issues related to the following research questions.

1. Are the standards established by the reform being implemented successfully?
2. Is there well designed service delivery procedure in the Enterprise?
3. Does the current service delivery process improve customer satisfaction?
4. What are the main challenges facing ACBSE to apply the principles of BPR in service delivery?

1.3 Objective of Study

The main purpose of this study is to evaluate performance of service delivery practice and customer satisfaction of ACBSE. In addition to the main objective, the study tried to meet the following specific objectives:

- To assess whether the reform standards are being implemented successfully.
- To assess whether the Enterprise serve as per the designed service delivery procedure.
- To evaluate whether the service provided by the enterprise satisfies customers or not.
- To express the main challenges facing ACBSE.
- To propose possible solutions that may help the enterprise in improving its quality service delivery and may give information for the City Administration that will enable to develop policies regarding with public transport enterprises.

1.4 Significance of the Study

Anbassa City Bus Service Enterprise was the target company which is intended to benefit from the results of the research. However, the result of the study can be applied in any public transport company, private or governmental, which is in need to improve their service delivery performance and to know the demand of customers. Generally, this research was done to achieve the following three significances;

- It enables ACBSE officials to know the status of their service delivery performance.
- ACBSE will get an opportunity to have feedback about its customers' satisfaction level and help to take the necessary actions.
- It will help those interested to acquire knowledge on service delivery of ACBSE.

1.5 Research Methodology

1.5.1 Research Design

The study has been conducted with the descriptive type of research method. This method has the power to describe the state of the problem raised. Since the intention of the study is to evaluate the present performance of ACBSE service delivery and level of customers' satisfaction, using descriptive method is more appropriate than other type of research methods because it helps to state things flexibly. Moreover descriptive method helps to describe the qualitative and quantitative data which was collected to answer the research questions.

1.5.2 Source of Data

The research was conducted by using primary and secondary source of data. Primary data was collected from customers, employees, and officials of the enterprise and secondary data was collected from different archives, books and internet.

1.5.3 Data Collection Tools

The data collection tools to gather primary data employed in conducting this study was questionnaire and interview. Two types of questionnaires were prepared; one for respondents who were selected from employees of the enterprise and the other for respondents selected from customers. The questionnaires consisted both closed-ended and open-ended questions. Semi structured interview questions were also prepared for the General Manager of the enterprise,

Public Transport Core Process and Technique Core Process owners, and Public Transport Senior Operation Officers. Reading of different books, searching archives of the enterprise, and using internet was employed by the researcher to gather secondary data.

1.5.3.1 Sampling Techniques and Sample size

A). Study Area

The population of this study consists of all customers of ACBSE in Addis Ababa who used Anbassa transport in the enterprise's four terminals (Addis Ketema, Legehar, Megenagna, and Minilik Adebabay). All the terminals have homogeneous features, provide similar services, and also have similar customers. Among these terminals Legehar terminal was selected to collect data from customers based on their convenience for data collection and other factors including the fact that:

- It has greater number of buses to dispatch throughout the year.
- The total distance covered by the buses is greater than the rest terminals.
- It transported higher passengers and collected high revenue from service charge than others.

Table1.1 Data on number of passengers, distance, and revenue in four terminals in 2014/2015 budget year.

Terminal	Total Dispatched No. of Buses	Total Distance (Km.)	Total Passengers (Number)	Total Revenue (Birr)
Addis Ketema	107,849	6,939,194.40	41,268,601	91,165,778.30
Legehar	120,319	7,375,707.20	51,450,796	95,924,658.10
Megenagna	34,665	2,369,522.10	16,507,409	31,169,140.00
Minilik Adebabay	89,624	6,784,911.15	40,959,658	69,749,783.70

Source:- 2014/2015 Annual Report of ACBSE.

All the terminals have homogeneous characteristics of services and customers. And it is acceptable that different areas with similar features provide similar findings to the study. Hence, there was the need to narrow down the focus of data collection to one of the terminals, Legehar

terminal, which took the lion share in all aspects of measurement, was the focus area to the study.

According to the information gathered from Enterprise, the Enterprise has eight supports and two core processes with 4125 employees working in them. Among these the Public Transport Core Process and Technique Core Process have a great contribution to the services of the Enterprise. They have direct interaction with customers and to each other with in themselves than the rest of Support Processes and also they have 3197 employees in them.

So to gather information about the change in performance and challenges of service delivery after the BPR implementation of the Enterprise it was necessary and relevant to involve these two core process employees and managers as a source of information. For information from the bus captains, fare collectors, and senior operation officers was gathered from employees who are dispatched in Legehare terminal and this terminal was the study area because it had greatness from other terminals as indicated in the above Table 1.1. The study area for the Technique Core Process employees was the Yeka depot because this depot contains around half of the technical employees in it (356 works in Yeka out of 711) from the total technique department employees.

B). Target Population

Target population of the study consists of all type of customers (who travels short, medium, and large distances) Public Transport core process employees within the selected terminal (Legehare terminal), technical employees in Yeka depot, and key informants, General Manager and Public Transport Core Process owner of the enterprise.

C). Sampling Procedure

Based on the information that the researcher got from the IT department of the enterprise, averagely there are around 141,000 passengers who use the terminal as an initial or destination point for their journey per a day. This number of passengers includes the passengers who enter in to the buses out of the terminal to get transport service. It is difficult to get correct number or to estimate close to exact number and knowing size of customers who start their journey from the terminal. By considering this difficulty and to carrying out a sampling program on a large scale in terms of practicability and economic feasibility, it was better to set up a modest program in which a special sampling is selected and defined (Mohammed Hussen, 2008 as cited by Zeritu

Fikre, 2010). In line with this explanation, the researcher tried to set up samples that represent most of the customers of selected terminal which could be contacted.

Therefore, the estimated daily average passengers were the population for this research. From the above mentioned estimated average number of passengers per a day the researcher decided to collect information through questionnaire from 100 passengers by taking the homogeneity of passengers' behavior, practicability and economic feasibility of the study in to account.

In addition, structured questionnaires were distributed randomly to 72 bus captains, bus fare collectors and operation officers. This is 10 percent of 712 employees who are expected to work on 178 buses dispatch per a day in the terminal (the terminal dispatched 178 buses through 31 routes per a day). Other source of information which is collected through questionnaires was employees of Technique Core Process. There are 686 employees who involved directly maintaining buses in the enterprise three depots. Taking in to account that all three depots have similar working atmosphere and employees' condition, there are around 356 employees worked in the Yeka depot and 36 of them (10 percent of the total) was taken as a sample size to gather information through questionnaire.

And interviews were conducted with the General Manager and Public Transport Core Process Owner of the Enterprise. Generally, the total sample size for the study to gather primary information through questionnaire was 208 (100 customers and 108 employees) and also there were two managers involved as a key informant.

1.5.3.2 Data Presentation and Analysis

The method of data analysis was mainly descriptive type and the analysis had been handled in a way that each issue included in the study is addressed. Both qualitative and quantitative descriptions were applied. Data entry and analysis of the sample was made by the researcher with the help of statistical tools such as simple frequency tables and mean. To find the mean the researcher used grading responses of respondents from one up to five (one represents the bad situation and five represents the best situation), add up the multiple result of respondents and the given graded number for the situation, and divided by the total number of respondents.

1.6 Scope of Study

So far the enterprise has three depots, four terminals, and ten departments; this study takes place mainly in Yeka depot, Leghare terminal, and Public Transport and Technique Core processes. The findings of this study on service delivery and customers' satisfaction would have had paramount importance if all the depots, terminals, and support processes had been included in the research. However, it was practically unattainable to assess all described areas due to lack of time and financial resources.

1.7. Limitations of the Study

Customers' service delivery covers all aspects of an organization performance. Even if the researcher gathered the data by himself to manage the budget and time constraints faced him during the study, this study limited its scope to the evaluation of performance of customer service delivery and customer satisfaction particularly by taking the Anbassa City Bus Service Enterprise main office (Yeka Depot) and Legehare terminal. Furthermore, since the sample is only from these two places (from the depot; employees of the enterprise and from the terminal; customers of the enterprise) is not large enough to represent the entire enterprise and its customers. Therefore, the finding of this study should be considered as showing the circumstance of customer service delivery performance and customer satisfaction in ACBSE. Another study with a large sample size may be required in the further to arrive at reliable conclusion about the performance of Anbassa City Bus Service Enterprise customer service delivery system and customers' satisfaction.

1.8. Organization of the Paper

The research thesis has four chapters. The first chapter deals with research preliminaries including background, statement of the problem, objectives, scope of study, methodology used and outline of the paper. In the second chapter, conceptual frame work of the study and different related literatures about the issue is presented in a detailed manner. In the third chapter, facts and figures obtained from both primary and secondary sources are presented, discussed and analyzed. Based on the third chapter, conclusions and possible recommendations are made in the fourth chapter. The thesis also consists of other formal sections like Bibliography, Appendices, etc

CHAPTER TWO

2. Review of Related Literatures

The review of literature of this thesis is organized under the following major headings: service concept, characteristics of service, quality and customer service, measuring service quality, customer satisfaction and over view of public sector management reform and new public management.

2.1 Service Concept

Services have become the focus of increasing managerial attention for several reasons. They have experienced significant growth over the past several decades; they now represent a major portion of the economies of the world's more industrialized countries. Even in lesser developed countries; services still represent a significant portion of their economies (Davis and Heineke, 2003). As they pointed out further, there are three elements or forces that managers need to recognize in this rapidly changing environment. These are: speed or quick delivery, intangibility or less focus on goods, and connectivity or electronic communications between organizations and individuals and even within organizations.

Unlike business organization in which their ultimate goal is obtaining profit, customer service in public service organizations shall create initiative and commitment to management and employees and enables to properly address the rights of service users to get public services in a fair and equitable manner (EMI, 2011). Thus, public services are those services provided by government service organizations to the public implying the implementation of a service framework that will insure the provision of such services in a sustainable manner to the public (EMI, 2011). The Federal Democratic Republic Ethiopia (FDRE) Service Delivery Policy defines public service as those activities of government institutions aimed at satisfying the needs and insuring the well being of the society as well as enforcing laws, regulation and activities of the government (FDRE, 2001).

2.1.1 Definition of Service

Service can be defined in various ways. According to Kotler and Armstrong (2006), service is any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. From customer's perspective, Johnston and Clark (2008), define service as the combination of customers' experience and their perception of the outcome

of the service. The customer experience is the customers' direct experience of the service process and concerns the way the customer is dealt with by the service provider. It includes the customer's personal interaction with the organization, its customer facing staff, technology and facilities.

The experience results in a set of outcomes. The outcomes for a service will include benefits provided, the resulting emotions, judgments and intentions as noted by Johnston and Clark (2008).

2.1.2 Characteristics of Service

A service is an activity or series of activities of more or less intangible nature that normally, but not necessarily take place in interactions between customer and service employees and/or physical resources and/or systems of the service provider, which are provided as solutions to customer problems. A service has many characteristics as viewed by different scholars. Services share a common set of attributes that distinguish them from manufactured goods (Fitzsimmons and Fitzsimmons, 2001 and Davis and Heineke, 2003). These characteristics of service include:

- 1. Intangibility:-** services are intangible. It is more difficult for both service provider and the customers to measure and evaluate objectively. We cannot actually touch a medical examination performed by a doctor, a financial transaction at bank, a teacher's lecture in a class room etc (Fitzsimmons and Fitzsimmons, 2001).
- 2. Perish-ability:-** because the customer is present and participates in the delivery of a service, the capacity of the service operation is considered to be perishable. Service capacity that is not used immediately and remains idle cannot be saved for use in the future. Services are also perishable and consequently cannot be produced in advance of demand and held in inventory (Davis and Heineke, 2003).
- 3. Simultaneity (inseparability):-** the fact that services are created and consumed simultaneously and, thus cannot be stored is a critical feature in the management of services (Fitzsimmons and Fitzsimmons, 2001). Services are produced and consumed at the same time, meaning that either a customer or a possession of the customer is involved in the process while the service is being delivered. They are inseparable from their providers, whether the providers are persons or machines. Since the client is also present as the service is produced (during the

actual delivery of the service). Provider-client interaction is a special feature of service marketing.

4. Heterogeneity (variability):- The combination of the intangible nature of services and the customer as a participant in the service delivery system results in variation of service from customer to customer. Their quality depends on who provide them and when and where they are provided. These distinctive characteristics of service suggest enlarging the view to include the customer as a participant in the service process. The customer is viewed as an input that is transformed by the service process into an output with some degree of satisfaction (Fitzsimmons and Fitzsimmons, 2001).

2.1.3 Service Package

The service package is defined as bundle of goods and services that is provided in some environment. This bundle consists of the following five features:

1. Supporting facility:- the physical resources that must be in place before a service can be offered . Examples are a golf course, a hospital and an airplane.

2. Facilitating goods: - The material purchased or consumed by the buyer, or the items provided by the customer. Examples are golf clubs, skis, food items and medical supplies.

3. Information: - operations data or information that is provided by the customer to enable efficient and customized service. Examples include patient medical records, seats available on a flight, customer preferences from prior visits, and location of customer to dispatch a taxi.

4. Explicit services - the benefits that are readily observable by the senses and that consist of the essential or intrinsic features of the service. Examples are the absence of pain after a tooth is repaired.

5. Implicit services: - psychological benefits that the customer may sense only vaguely, or the extrinsic feature of the service. Example is the status of a degree from a university.

All of these features are experienced by the customers and form the basis of his or her perception of the service. It is important that the service manager offer a total experience for the customer that is consistent with the desired service package (Johnston and Clark 2008).

2.1.4 Service Quality

Service quality has significant impact on the customers' satisfaction level. According to Hoffman and Bateson (2006), service quality (SERVQUAL) is a 'diagnostic tool that uncovers a

firm's broad weaknesses and strengths' in service quality. The SERVQUAL model (performance minus expectation) focuses on the five 'gaps' affecting the delivery of excellent service quality.

There are five dimensions of the SERVQUAL scale that used to measure the performance of service delivery Parasuraman et al., (1988).

- The physical facilities, equipment, and the appearance of the staff (Tangibles);
- The dependability and accuracy of the service provider (Reliability);
- The ability to know and willingness to cater to customer needs (Responsiveness);
- The ability of the staff to instill confidence and trust in the company (Assurance);
- The ability of the staff to provide and caring service to customers (Empathy).

The service quality literature initially focused on measurement issues. Following the introduction of the SERVQUAL, attention centered on the determinants of perceived service quality with particular emphasis on the service delivery process.

SERVQUAL is designed to measure service quality as perceived by the customer. Consumers in the focus groups discussed service quality in terms of the extent which service performance on the dimensions matched the level of performance that consumers thought a service should provide. A high quality service would perform at a level that matched the level that the consumer felt should be provided. The level of performance that a high quality service should provide was termed as consumer expectations. If performance was below expectations, consumers judged quality to be low. To illustrate, if firms responsiveness was below consumers expectations of the responsiveness that a high quality firm should have, the firm would be evaluated as low in quality in responsiveness. Basic model was that consumer perceptions of quality emerge from the gap between performance and expectations, as performance exceeds expectations, quality increases; and as performance decreases relative to expectations, quality decreases. Thus, performance-to-expectations "gaps" on attributes are used to evaluate the quality of a service from the theoretical foundation of SERVQUAL Parasuraman et al. (1985).

However other literatures, Cronin and Taylor (1992) argued that service quality should be conceptualized as "similar to an attitude" approach and should be operationalized by the "adequacy-importance" model. Cronin and Taylor (1992), using a performance-based approach, developed the SERVPREF measurement instrument. It also maintained that performance based

measurements display a slightly higher predictive power of customer perceptions of service quality.

Other empirical researchers Pitt et al. (1997); and Babakus and Boller (1992), also provide evidence that the performance-based measure is superior. Moreover, Zeithaml et al. (1993) also conceded that the performance-based measurement was more appropriate if the primary purpose of research was an attempt to explain the variance in a dependent construct. The dimensions of service quality have also been debated in the literature. For example, Gronroos (1982) proposed technical (the tangible aspects of service delivery) and functional (the expressive performance of the service) qualities as two critical dimensions of service quality.

Alternatively, Parasuraman et al. (1988) proposed five service quality dimensions, namely, tangibles, reliability, responsiveness, assurance and empathy. Rust and Oliver (1994) developed a three-component dimensional model and concluded that the service product (i.e. technical quality), the service delivery (i.e. functional quality), and the service environment were critical dimensions of service quality.

2.1.5 Service Quality Models

There are factors that raise the level of service quality such as *security, consistency, attitude, completeness, condition, availability, and training of service providers*. Besides this, *physical quality, interactive quality, and corporate quality* also affected the service quality level. The service quality model developed by Grönroos (1984) measured perceived service quality based on the test of qualitative methods. *Technical quality, functional quality, and corporate image* were used in the model as the dimensions of service quality. Technical quality is about customer evaluations about the service. Functional quality which is more important variable for consumer perceptions and service differentiation than technical quality refers how consumers take the service. Technical quality is interested in what was delivered whereas functional quality is interested in how the service was delivered. Corporate image has a positive impact on customer perceptions.

2.1.6 Measuring of Service Quality

Asking each and every customer is advantageous in as much as the company will know everyone's feelings, and disadvantageous because the company will have to collect this information from each customer (NBRI, 2009). The National Business Research Institute (NBRI) suggested possible dimensions that one can use in measuring customer satisfaction, e.g.:

- Quality of service
- Innocently
- Speed of service
- pricing
- Complaints or problems
- Trust in your employees
- The closeness of the relationship with contacts in your firm
- Other types of services needed
- Your positioning in clients' minds

The above criteria used to measure levels of performance of service delivery which are vital to the long-term success of any business. Besides the above criteria the five dimensions of the SERVQUAL scale that used to measure the performance of service delivery is described here under in the table Parasuraman et al., (1988).

Table 2.1 SERVQUAL

Dimensions	Item
Tangibles: physical facilities, equipment, and appearance of Personnel	1. should have up-to-date equipment 2. physical facilities should be visually appealing 3. employees should be well dressed and appear neat 4. appearance of physical facilities should be in keeping with the type of services
Reliability: to perform the promised Service dependably and accurately	5. should do things by the time they promise 6. when customers have problems, they should be sympathetic and reassuring 7. should be dependable 8. should provide their services at the time they promise 9. should keep accurate records
Responsiveness: to help customers and provide prompt service	10. should not be expected to tell customers when services will be performed* 11. not realistic for customers to expect prompt service* 12. employees do not always have to be willing to help customers* 13. is OK if they are too busy to respond to requests promptly*
Assurance: courtesy knowledge, ability of employees to inspire trust and confidence	14. customers should be able to trust employees 15. customers should feel safe in their transactions with these stores' employees 16. the employees should be polite 17. employees should get adequate support to do their jobs well
Empathy: caring, individualized attention the firm provides its customers	18. company should not be expected to give customers individual attention* 19. employees cannot be expected to give customers personal attention* 20. unrealistic to expect employees to know what the needs of their customers are* 21. unrealistic for them to have customers' best interests at heart* 22. should not be expected to have operating hours convenient to all customers*

* reverse coded

Source: compiled from Parasuraman et al., 1988; Finn and Lamb, 1991.

The major focus of this study is to evaluate performance of ACBSE regarding with the customer service delivery during the provision of public transport service. As described in the above paragraph satisfied customers used as a measurement for quality of service of the organization. So some general theories and concepts of service, quality of service, and customer's satisfaction regarding with transport service will be discussed here under.

2.1.7 Service Quality in Public Transport

The evaluation of service quality and customer satisfaction in public transport can be obtained according to different methods by different authors: Mazzula and Eboli (2006) indicates that evaluation can be done by asking customers the perception/satisfaction on service quality, by asking the expectation/importance, or by asking both perception and expectation; in addition, perception can be compared with the zone of tolerance of expectations (the range defined by the maximum desired level and minimum acceptable level of expectations). A rating or ranking of individual service attributes can be asked to customers.

There are techniques that presume the selection of some service quality attributes. According to Prioni and Hensher, 2000) cited in Mazzula and Eboli (2006) all the attributes are grouped in macro-factors defined by one or more attributes. Examples of these are

- transport network design (e.g. number and regularity of bus stops, having stops near destination),
- service supply and reliability (e.g. frequency, regularity and punctuality of rides),
- comfort (e.g. availability of seats on bus, bus overcrowding),
- fare (e.g. fairness/consistency of fare structure, ease of paying fare),
- information (e.g. availability of information on schedules/maps, explanation and announcement of delays),
- safety (e.g. safe and competent drivers, security against crimes),
- relationship with personnel (e.g. friendly, courteous personnel),
- customer preservation (e.g. repayment, complaint number),
- environmental protection (e.g. use of vehicles with low environmental impact),
- quality of system (quality of stops furniture, cleanliness of bus exterior).

All the above attributes contribute to global service quality each one in a different measure. Therefore to measure the performance of service delivery, there is the necessity to quantify the importance of each one.

2.1.8 Standards of Transport Service Quality

The quality of transport service refers to the level of comfort the service offer during travel/ride. According to Armstrong-Wright et al. (1987) and Armstrong-Wright (1986) indicates that standards for quality of service are:-

1. Waiting time:- is the time passengers have to wait at bus stop for buses. Longer waiting times indicate poor adequacy. In developing countries to achieve a reasonable level of service, the average waiting time should be in the average of 5 to 10 minutes, with a maximum waiting time of 10 to 20 minutes under the prevailing conditions (Armstrong-Wright et al 1987).

2. Walking distance to bus stop:- is the distance that passengers have to walk to and from bus stops. It is an indicator of the coverage. For well-served urban areas it should be in the range of 300 to 500m from home to work place. Distance in excess of 500m may be acceptable in low-density area but the maximum should not exceed 1000m (Armstrong-Wright et al 1987).

3. Interchanges between routes and services

An Interchange between routes and services refers the number of buses to reach their destination. If the majority of passengers used only one bus to reach at their destination in every side of the city it indicates that there is well designed and accessible service.

Table 2.2 Interchanges between routes and services

	Average	Maximum (less than 10% of commuters)
Interchanges of passengers between routes and services	0-1	0-2

(Armstrong-Wright et al 1987)

4. Journey time:- is the total time spent to reach a destination from a given origin. It includes the walking time, waiting time, on vehicle time and walking to the destination. It should not be more than two to three hours per a day. Excessive journey time reflects inadequate bus supply or poor scheduling or routing (Armstrong-Wright et al 1987).

Table 2.3 Journey time of passengers

Hours traveling each day to and from work	Average	1-1.5 hours
	Maximum	2-3 hours
Journey speed of buses	Dense area in mixed traffic	10-12 Kph
	Bus only lanes	15-28Kph
	Low density areas	25 Kph

(Armstrong-Wright, 1986)

5. Travel expenditure

Household expenditure on travel as a percentage of household income has to be 10 Armstrong-Wright et al (1987).

2.2 Customer expectation and satisfaction

The customer is an input resource for many service operations and thus not only do we need to know how to manage the customer but also we need to understand what they expect from the operation. Most importantly, they are in most cases the final judge as to how well the quality of the service matches up to the requirement, and by their continuous suggest determines its long-term success. The major focus of the management is to satisfy their customers. This should be more than sufficient motivation for operations managers to insure that there is a match between expectation and service delivery in order to satisfy or even delight their customers.

2.2.1 Customer expectation

Customer expectations according to Davis and Heineke (2003, p.402) is the customer's preconceived notions of what level of service they should receive from a particular service. It is also viewed as what customers feel a service provider should offer rather than would offer (Simon and Foresight, 2009). Expectations can be derived from several sources; advertising, word of mouth, and previous experiences with similar types of operations Davis and Heineke (2003).

As Johnston and Clark (2008) described the customer is an input resource for many service operations and thus not only do we need to know how to manage customers but also we need to understand what they expect from the operation. The purpose of understanding customer's expectations is to try to insure that service can be designed and delivered in order to meet those

expectations. Thus expectations and indeed perceptions are key components in delivering a quality service. Customer expectations about service delivery vary from person to person, product to product, service to service, culture to culture, etc. and failure to meet adequate service delivery expectations results in customer dissatisfaction (Fogli, 2006). He further explained that when customers experience long wait times, late deliveries, incompetent service, or complicated procedures, they respond with dissatisfaction in various ways.

2.2.1.1 Managing Customer Expectations

Managing expectations is a reasonable way to increase satisfaction. Customers will be satisfied only if the service meets their expectations and the service performance is colored by the customer's perceptions of the quality of service. If customers have better information about the service provider enterprise and its service provision process and standards they expect to get quality service as per the standard they gathered from different sources. The relationship between expectations, service performance, and the perception of that performance can be indicated like the following:

Satisfaction = Perception of performance – Expectation.

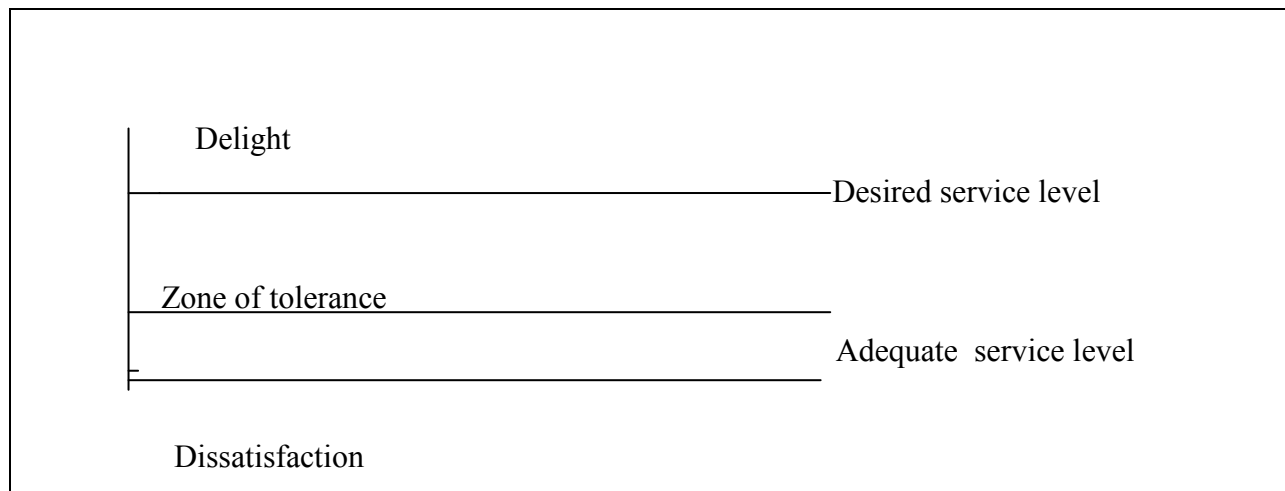
The relationship in this equation implies that there are two ways to increase satisfaction as defined Johnston and Clark (2008).

- a) To improve the customer's perception of performance and
- b) To decrease expectations (setting expectations law).

2.2.1.2 Levels of Expectation

According to Davis and Heineke (2003) there are different levels of expectations that customers hold about service. The highest can be termed desired service, which is the level of service the customer hopes to receive and believes should be received. The second level is adequate service level which is to have a lower acceptable level of expectation by recognizing factors that limit a service's ability to deliver the desired service. The standards for desired service and for adequate service define the upper and lower boundaries of an expectation zone called the zone of tolerance. The zone of tolerance is the level at which the customer will be satisfied with the service provided.

Figure 2.1 Zone of Tolerance



Source: (Davis and Heineke, 2003, p.356)

If the service performance is below the adequate level, customers will be dissatisfied, disappointed, frustrated, and even angry about the service. If the performance level is higher than the desired level of service, customers will be surprised and delighted with the service provided.

2.2.2 Customer Satisfaction

According to Davis and Heineke (2003) customer satisfaction is defined as the comparison between a customer's expectations of a service's performance and customer's perception of that performance. Satisfaction is a person's feeling of pleasure or disappointment resulting from comparing a product's or service's perceived performance (or outcome) in relation to his/her expectation. In other way customer satisfaction is a personal feeling of either pleasure or disappointment resulting from the evaluation of services provided by an organization to an individual in relation to expectations. It is a function of perceived performance. If the perceived performance meets expectations, then the customer is satisfied; if it exceeds expectations, the customer is highly satisfied or delighted; and if the performance falls significantly short of expectations, then the customer is dissatisfied (Biruk, 2007). According to Simon and Foresight (2009), customer satisfaction is process of customer overall subjective evaluation of the service quality against his/her expectations or desires. The ultimate aim of an organization is to insure that the customers that receive the service are satisfied. Customer satisfaction can be described as the degree to which an organization's product or service performance matches up to the expectation of the customer.

Johnston and Clark (2008) on their part have indicated that customer satisfaction is a good measure of how effective the service delivery system is, because it links the level of service that the company is currently providing to its customers, the customers' perception of that service, and the customers' future behavior toward the firm. Thus satisfaction is the result of customers' assessment of a service based on a comparison of their perceptions of service delivery with their prior expectations (Johnston and Clark, 2008).

As stated by Davis and Heineke (2003), researchers have identified four common themes as the source of customer Satisfaction/Dissatisfaction: Recovery, Adaptability, Spontaneity, and Coping as described below.

- The recovery theme involves incidents in which there have been failures in the service delivery system and an employee must respond in some way to the customer's frustration, disappointment or complaint.
- The adaptability theme relates to the service systems ability to deal with a customer's special needs or requests.
- The spontaneity theme relates to the unprompted or unsolicited actions by service workers.
- The coping theme relates to how service employees interact with problem customers. These incidents were related by service employees themselves rather than customers, but they illustrate how customer behavior can be the cause of customer dissatisfaction. A positive example of coping might be the service employee who, when confronted by an angry and verbally abusive customer, acknowledges the customer's frustration and thereby "diffuse" the situation.

Because these four themes seem to be major drivers of satisfaction or dissatisfaction with the service encounters that customers consider being memorable, it is important that service organizations train their workers to deal with them properly. Formal training, including role-playing of challenging situations, can help workers prepare for these kinds of situations so that they are not taken by surprise and consequently unable to meet the customer's needs.

2.3 The Relationship between Customer Satisfaction and Service Quality

To achieve a high level of customer satisfaction, most researchers suggest that a high level of service quality should be delivered by the service provider as service quality is normally considered an antecedent of customer satisfaction (Cronin and Taylor, 1992). However, the exact

relationship between satisfaction and service quality has been described as a complex issue, characterized by debate regarding the distinction between the two constructs and the casual direction of their relationship. Parasuraman et al. (1988) concluded that the confusion surrounding the distinction between the two constructs was partly attributed to practitioners and the popular press using the terms interchangeable, which make theoretical distinctions difficult. Interpretations of the role of service quality and satisfaction have varied considerably (Cronin and Taylor, 1992; Parasuraman, et al. 1988). Parasuraman et al. (1988) confined satisfaction to relate to a specific transaction as service quality was defined as an attitude. This meant that perceived service quality was a global judgment, or attitude, relating to the superiority of the service. Cronin and Taylor (1992) argued against Parasuraman et al.'s categorization. Cronin and Taylor (1992) found empirical support for the idea that perceived service quality led to satisfaction and argued that service quality was actually an antecedent of consumer satisfaction. Cronin and Taylor (1992) asserted that consumer satisfaction appeared to exert a stronger influence on purchase intention than service quality, and concluded that the strategic emphasis of service organizations should focus on total customer satisfaction programs.

To improve the service delivery performance of different governmental institutions which established to serve the public, governments take different actions. There are different theories and reform tools applied to improve their performance. Currently governments used BPR as a tool in their institutions. Here under an overview of why the reform is needed in Ethiopian civil services and theories of BPR from different point of view is presented.

2.4 Why Ethiopian civil services need reform

As soon as the current government came to power, it started rigorous reforms in three fronts: economic, political and constitutional reforms. The question was whether Ethiopia has a bureaucracy that is capable of carrying out those reforms or not. The government employed domestic and foreign consultants to study the capacity and effectiveness of the bureaucracy. The consultants identified that Ethiopia's bureaucracy was characterized by:

- A very hierarchical structure with many non-value adding works/positions/staff
- Nepotism, lack of transparency and accountability
- Lack of leadership capacity
- Input based and not output based i.e. output not measured (Assefa, B. 2009).

The government recognized that it was difficult to undertake reforms with this bureaucracy. The consultants recommended the establishment of new institutions, for instance, the Ministry of Capacity Building with the mandate of undertaking reforms in all public institutions. Overtime, it was believed that an important condition to undertake the reforms was to implement BPR. It was believed that BPR would help solve the problems of hierarchical bureaucracy by eliminating many non-value adding works/positions, nepotism, etc. BPR is currently under implementation in most public institutions. The reason why the Ethiopian government adopted BPR was that the existing system had to be completely changed and redesigned and BPR can do this task.

2.4.1 Definition of Terms and Concepts of BPR

Hammer and Champy (1993, 32) define as the “fundamental rethinking and radical redesign of business process to about dramatic improvements in critical, contemporary measures of performance; such as cost, quality service and speed.”

BPR is about creation of entirely new and more effective process (Robson and Ullah 1996), systems and structures to organize around outcome by challenging fundamental assumptions on which the organization is built (Linden 1994, 73).

Reengineering is reinvesting the enterprise by challenging its existing doctrine, practices and activities and then innovatively redeploying its capital and human resource into cross functional process” (Bennis and Mische 1995, 10).

Andrew and Stalick (1994, xiii) argued for organizational integration aspects of BPR and define it as, “radically changing how people work- changing business policies and controls, systems and technology, organization relationships and business practices, and reward programs”.

Generally, BPR is defined by different scholars differently; however the central ideas of their definition revolve around the same concept. Therefore, BPR is an approach that is aimed at changing traditional and outdated ways of doing process by restructuring organizations in a new fashion around outcomes rather than around highly specialized function areas and by empowering lower level employees for their job in order to respond the need of today’s business environment including increasing demand of customers and competition.

2.4.2 Principles of BPR

According to Coulson-Thomas, 1994 cited in Wanna(2010:16) the principles of BPR emerged during the early 1990`s are as follow:

- Externally, focus on end customers and the generation of greater value for customers
- Give customers and users a single and accessible point of contact through which they can harness whatever resources and people are relevant to their needs and interests
- Internally, focus on harnessing more of the potential of people and applying it to those activities which identify and deliver value to customers. This principle tends to be overlooked
- Encourage learning and development by building creative working environments. This principle has been almost forgotten in many organizations, the current emphasis being to squeeze more out of people and working them harder, rather than improving the quality of work life and working more cleverly
- Think and execute as much activity as possible horizontally, concentrating on flows and processes(including communication) through the organization
- Remove non-value adding activities, undertake parallel activities, and speed up response and development times
- Concentrate on outputs rather than inputs, and link performance measures and rewards to customer related outputs
- Give priority to the delivery of value rather than the maintenance of management control. The role of the manager is being redefined and an emphasis on command and control is giving way to empowerment, and the notion of the coach and facilitator
- Network related people and activities. Virtual corporations are becoming commonplace in some business sectors
- Implement work teams and case managers extensively throughout the organization
- Move discretion and authority closer to the customer, and re-allocate responsibilities between the organization, its suppliers and customers
- Encourage involvement and participation. This requires error-tolerant leadership
- Ensure people are equipped, motivated and empowered to do what is expected of them
- Where ever possible, people should assume full responsibility for managing and controlling themselves. This requires planning skills

- Work should be broadened without sacrificing depth of expertise in strategic areas
- Avoid over-sophistication. Don't replace creative thinking with software tools
- Keep the number of core processes to a minimum (approx. 12). They all should be directed to external customers. Management processes such as corporate planning processes which deliver too late to have any real impact can lack both internal and external customers
- Build learning, renewal, and short feedback loops into business processes.
- Ensure that continuous improvement is built into implemented solutions. Experience of business reengineering can re-awaken interest in total quality management; both are natural complements. This is widely overlooked.

2.4.3 Objective of BPR

BPR is not random behavior or chance happening rather it is consciously planned course of action. Therefore, according to Manganelli and Klein (1994) reshaping business process in a holistic approach so as to reduce number of organization's hierarchy and promoting team work, improving efficiency, effectiveness, flexibility, and quality of key processes of business, training and developing human resources and as well improving support of information technology and others are major objectives of BPR. In other words, goals of reengineering can be increasing productivity, optimizing value to shareholders, achieve quantum result, consolidating function and eliminate unnecessary level and work (Bennis and Mische 1995, 11).

1. Improve efficiently of the key process of business with view to improve quality and reduce cost.
2. Encouraging team work and reducing a number of layers in the organization.
3. Re-shaping business process in a holistic approach and not in isolation like taking only one of the functions or residing it separately.
4. Train and develop human resources and improve information technology downsizing of necessary as a result of increased efficiency of the key process.
5. Identifying competitive strength with a clear focus on goals to be achieved.

In short the major objective of BPR initiation is enhancing competitive position of organizations in the environment in which they operate by improving flexibility, efficiency, effectiveness and

responsiveness of its operation in an effort to further satisfaction of customers on quality, affordability and accessibility of service they need.

2.4.4 Importance/ benefit of BPR

Among various benefits of BPR implementation reallocation of jobs and processes and integrating them in order to be accomplished by least possible number of workers, restructuring of organizations and empowerment of employees, achieving flexibility in jobs and processes so as to fit customers need and others which in turn results in cost reduction, higher quality service, shorter cycle time (speed) and improvement in total customer service and so their satisfaction are the major one (Zigiariis, 2000).

Concerning benefits that can be realized from BPR implementation we can say much about increasing customer satisfaction through improved quality of service, efficiency in terms of cycle time due to restructuring, effectiveness and employee motivation from empowerment, which all ensure success of the organization as whole. According to Thilakasiri (2010) implementation of BPR in one organization has the following benefits.

1. Save a company which is running at a loss
2. By changing the present process through BPR a losing business can make profits
3. Can find new business dimensions
4. BPR will open up new dimension into the existing business
5. Continues improvements will enhance the business performance
6. Over all change could enhance the performance of the business
7. Improves quality
8. Improves the quality of service delivery and customer satisfaction
9. Speedier

Even if it has the upper benefits it has also the following drawbacks;

1. Could be a costly process.
2. Need to invest huge sum of money to introduce such a system.
3. Time consuming process.

4. It takes lot of time to design such a system and some time take years to plan properly.
5. Extensive planning required.
6. Need experts to implement and monitor.
7. Lack of experts.
8. It is bit difficult to find real experts on BPR, since; you are going to invest a huge sum of money you need to have such experts to run the show

2.4.5 Role of Information Technology

Information technology is another element of reengineering; so by understanding its importance as critical enabler and strategic necessity of BPR, organizations need to make effective use of their information resource to be competitive and even to survive since it had profound effect on what we produce and how produce it (Hammer and Champy 1993; Tsai 2003).

It assists in implementation, enabling product and service innovation, improve efficiency, and coordinate vendors and customers in the process and others. As it is essential part of any engineering endeavor it is no longer possible to separate IT from business process, because it transforms how organizations create value and how it is managed. It helps to minimize uncertainty and enhances continual organizational learning, continuous process improvement, and knowledge management. Its major role is to facilitate design of new business processes rather than simply creating new ways for performing old ones and it supports critical decision making tasks and enables managers to work in a new way or different ways to attain the benefits of business transformation. So without innovative use of IT there is no such thing to be called BPR (Tsai, 2003).

2.4.6 BPR and Customer Satisfaction

As the central essence BPR is adding value for customers, overall success depends on their requirement and systems ability to fulfill these requirements which are the major focus of BPR and it is easy to understand as products/ services total consumer value consists of two elements- direct product/ service value which is determined by value of product/ service itself and additional value that can be added as a result of superior service, fast delivery, etc (Simon 1994).

Customer satisfaction is a critical component of profitability which is measure of how products of services supplied by an individual/ organization meets or exceed customer expectation and it is key performance indicator.

Sometimes firms' internal requirement for reengineering is based on short term financial returns from saving which may not be in line with customers need and expectations, while reengineering customer facing process goes beyond providing traditional products and services. This implies customer value driven reengineering efforts lessen disruptions, increase quality and reduce overall costs to customers (Roth, 1995).

Due to the fact that time has something in connection to satisfaction of customer "provide service according to customer's needs, not according to the presence/ absence of competitors and ensure the process is as short as customers want it with choice of continuously improved products" (Wilmington 1995).

Customer satisfaction helps to retain customers for longer period of time, to deepen customers' relationship with an organization, to demonstrate less price sensitivity and to recommend organizations product/service for other; therefore there is direct link between customer satisfaction and their loyalty which contributes for sustainable profit/ success of the organization (Kotelnikov 2007a).

From what we have discussed above it is possible to summarize that effort in BPR is in favor of processes which face high customer contact in order to create value for customers as it met their needs and expectations or to bring high customer satisfaction in relation to office arrangement, customer reception and responsiveness, service quality, timeliness, cost, one-stop-shopping and so on.

2.4.7 Implementation of BPR

Implementation of BPR program brings visions of organization into reality and achieves sustainable service delivery for its respected customer, as a result activities like developing strategy, creating action plan, establishing the new structure, assessing current skills and capabilities of work force, developing training curriculum, management development, incorporating process improvement mechanisms and others are done sequentially (Covert 1997).

On the other hand this stage is stage at which redesigned process is implemented, new organizational system, new jobs and structures are to be installed; and people's values and beliefs are built. Being most failure prone phase of reengineering due to organizations natural resistance to change there are different steps involved to move organization from where it is now to where it is desired (Simon 1994).

BPR as a change management approach aims at achieving quantum improvements in business performance, a detail plan as how the new process are tested, employees are redeployed, offices are arranged, resources are decided and the communication plan, change management strategies, controlling and monitoring as well as implementation arrangements are the main components of BPR implementation plan (Hammer and Champy, 1993). Effective BPR implementation planning that spells out the work that needs to be done, with time frames, milestones, decision points, and resource allocations; is essential for smooth transition from task orientation to process orientation (GOA, 1997; Jackson, 1997).

As a matter of fact in any planned change regardless of its content, purpose and who initiates it there are step by step course of action right from idea development up to its implementation. The same is true for BPR program application which starts from understanding current/ old way of doing business or process of identify need for change up to its elevation to judge effectiveness in achieving purpose for which it is intended.

2.4.7.1 BPR Implementation Strategies and Techniques

As BPR strategy directs effort and work flow into integrated process, consideration of the strategy to guide change and alignment of corporate strategy with BPR strategy are crucial for the success. Moreover, communicating the need to change throughout the organization which implies making clear about the importance of BPR for the whole members of organization, cultural change-internal change in theories, policies and practices of an organization, selection of strategic and value added process for redesign, automation and organizational restructuring which means making possible the complex structure of an organization through use of information system, effective use of project management techniques and organizing team of employees for each process and assigning responsibilities and roles (empowerment) for each process and its employees are particularly important for implementation of BPR (Hammer 1990).

2.4.8 BPR Success and Failure Factors

There are so many different factors that results in successful BPR implementation. Change management system and culture including revising reward and motivation system, effective communication, empowerment and as well as training and education are important factors that contribute much for successful implementation of BPR in a given organization. In addition management competence, commitment, and skill with adequate job integration and allocation of responsibility, adequate resource and IT investment, use of appropriate methodology and effective use of consultants have considerable implication to realize intended result (Al Mashari and Zairi 1999).

On top of this Simon (1994) argues as, organizing people who actually do reengineering is key factor for the success to be achieved. These are: leader, process owner, reengineering team (actual doer of reengineering), core staff (reengineering czar) and strategic committee. This is because success is on people hand, not on hand of chance.

Generally due to the fact that, the above factors are too critical for effective and sustained full scale implementation of BPR, absence of one or all of them may results in failure of the program and these interrelated and non-mutually exclusive factors may exist and determine success or failure in an organization.

Another scholar Farazmand, (2006) indicates that it is important to acknowledge and understand that BPR is not a foolproof method of success. As with all activities it runs the risk of failure.

According to him BPR program can be successful if:

- Customer needs are made the priority and this vision is used to appropriately direct business practices.
- There are cost advantages to be achieved that help the organization become more competitive in its industry.
- A strategic view of all operational processes is taken with relevant questions being asked about the established way of work and how it can be developed over the long term into more efficient business practices.

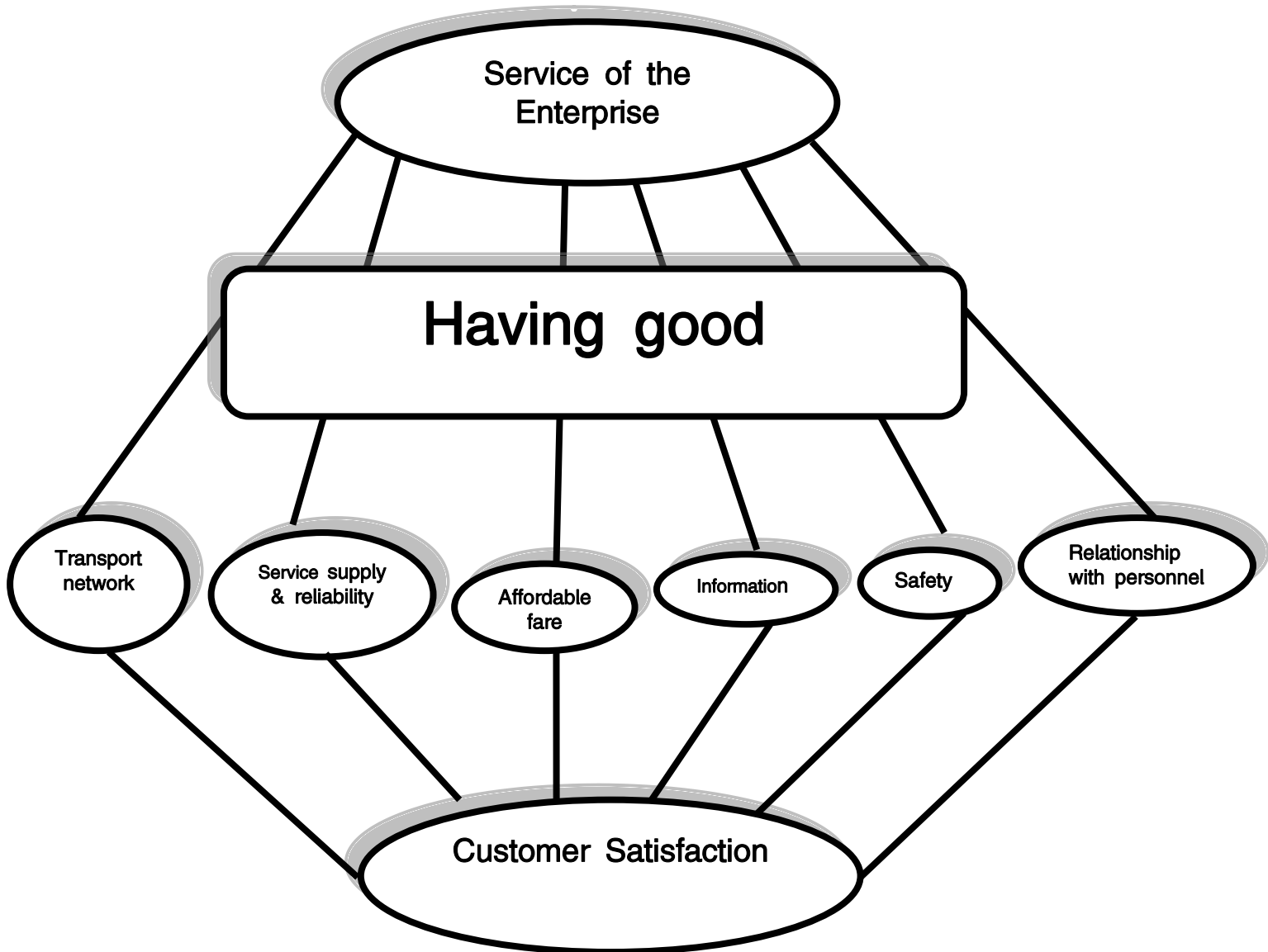
- There is a willingness to look beyond tasks and traditional functional boundaries with a focus on outcome. Through this, entire processes can be eliminated or amalgamated into fewer but more relevant and powerful processes throughout the organization.
- There is a real desire to simplify the way of work by objectively assessing all activities and tasks and eliminating any that add less value and more complexity.

A BPR program will fail if:

- It is seen as a way to make minor adjustments and improvements to existing processes. If there is no clear willingness to put all existing processes onto the chopping block, there is no chance of success.
- It is seen as a one-time cost cutting exercise. In reality, cost reductions are often a by-product of the activity but not the primary concern. It is also not a one-time activity but an ongoing change in mindset.
- There is no success in gaining dedicated long term commitment from management and the employees. Bringing people onboard is a difficult task and many BPR initiatives never take off because enough effort is not put into securing support
- There is less effort to redesign and more to automate.
- One department is prioritized at the expense of the process. There needs to be an openness towards studying every single process in detail and a willingness to change whatever is needed to achieve overall efficiency.
- There is too much internal focus and not enough of an eye on the industry and what competitor best practices can be used as benchmarks.

2.5 Conceptual Framework

Service quality has significant impact on the customers' satisfaction level. There are so many methods to evaluate the quality of transport service. If ACBSE able to provide its service as per this quality attributes which is indicated in the figure below, customers become satisfied and the Enterprise achieved its establishment goal.



CHAPTER THREE

3. DATA PRESENTATION AND ANALYSIS

In this part of the paper, the researcher attempts to present the facts about the service delivery and customer satisfaction with data collected from customers, employees and management by using tools mentioned in the methodology part of chapter one. The same data have been analyzed in Tabular forms. The first part of data presentation and analysis focused on customers' responses and then followed by responses of employees and management.

3.1 Assessment of Service Delivery and Customer Satisfaction

3.1.1 General Information about the Respondents

Information which is relevant to the accomplishment of the study was collected through questionnaires, interview and archives of the Enterprise. The facts about number of questionnaires distributed and returned presented hereunder.

Table 3.1 Number of Questionnaires Distributed and Returned

Respondents	Number of distributed Questionnaires	Number of returned Questionnaires	Percent
Customers	100	92	92
Employees	108	100	92.6
Total	208	192	92.3

Source: Field Survey, August 2015

A total of 208 questionnaires (i.e. 100 for customers and 108 for employees of the Enterprise who work in Operation and Technique Core Processes) were distributed. Out of which, 192 (92.3 percent) of the questionnaires were filled and returned to the researcher.

In addition, the data were collected from the General Manager and Public Transport Core Process Owner of the Enterprise by using semi-structured interviews.

Two types of structured questionnaires were distributed for customers and employees of the Enterprise to get information. The data gathered from these respondents presented hereunder separately, first the customers' and secondly the employees' responses.

To get precise information from customers about the service of the Enterprise the time of waiting being as a customer is necessary. Living large number of years with the Enterprise as a customer gives a chance to evaluate the changes on service provision performance of the Enterprise.

Table.3.2. Duration of Customers

Item	Frequency	Percent
More than ten years	41	44
Six to ten years	43	47
One to five years	8	9
Less than one year	0	0
Total	92	100

Source: Field Survey, August 2015

As it can be seen in Table 3.2 below, out of 92 respondents of customers 8(9 percent) of the respondents are within the range of one to five years, 43(47 percent) of them are within the range of six to ten years, the rest of 41 (44 percent) of them are within the range of above ten years and no one was below a year. This indicates that the majority of the respondents are customers of the Enterprise for more than five years. Thus, the larger numbers of these respondents are expected to have a lot of experience about the service delivery practice of the Enterprise and they can easily measure performance of the Enterprise and their satisfaction level.

3.1.2. Customers Response on Service Delivery Practice and Their Satisfaction

In this part of the paper, the data related with the study is presented and analyzed in detail. This section is further categorized into three broad proportions. These are general information related with the connection between Enterprise and the customers, customer satisfaction regarding with standards of public transport and service delivery process, and their satisfaction with the service quality of the Enterprise.

3.1.2.1 Connection between Customers’ and the Enterprise

According to Fogli (2006), customer is anyone who receives products or services. The purpose of business is to find and keep customers and to get existing buyers to continue doing business with you rather than your competitors. So, customer service is important in an organization’s

quest to kept customer. Based on this, customers were asked where to go, which type of distance they used, and why they prefer to use buses of the Enterprise.

Table 3.3 Destinations, type of distance, and reason of preference for using buses

Item		
I. Where to go	Frequency	Percent
School	7	7.6
Work	69	75
Other place	16	17.4
Total	92	100
II. Type of distance		
Short distance	23	25
Medium distance	35	38
Long distance	34	37
Total	92	100
III. Reason of preference		
It is easily available	-	-
It provides fast transport service	13	14.1
It is cheap	79	85.9
It is comfortable	-	-
Total	92	100

Source: Field Survey, August 2015

As it can be seen in Table 3.3 of item I above, the majority 69(75 percent) of the respondents used buses to go to work, 16(17.4 percent) for other personal affairs and the rest 7(7.6 percent) are used to go to school.

Concerning travelling distance mentioned in item II of Table 3.3; 23(25percent) of the customers used buses to travel short distance, 35(38 percent) of them used medium and 34(37 percent) long distance. For the question why they choose to use the buses 13(14.1 percent) of the respondents

replied that they get fast transport service, the rest 79(85.9 percent) of the respondents prefer it because of its price and no one said it is comfortable.

3.1.2.2. Standards of the Bus Services

The quality of transport service can be measured by the level of comfort the service offer during travel/ride. As it is discussed in the literature part there are standards that indicate the quality of city bus services. According to Armstrong-Wright et al. (1987) waiting time of passengers, walking distance to bus stop, and the total journey time are among the standards used to measure the quality of the city bus services. Regarding with these, different questions was raised to customers of the Enterprise.

Table.3.4. Standards of the Bus Service

Item	Alternative Choices	Frequency	Percent
How long do you walk to and from bus stops?	300m-500m	39	42.4
	501m-1000m	41	44.6
	Above 1000m	12	13
	Total	92	100
How long do you wait at bus stop to get buses?	5-10min	-	-
	10-20min	7	7.6
	Above 20 min	85	92.4
	Total	92	100
How long do you spend for a journey on buses throughout the day? (it includes walking time, waiting time and travelling time)	Less than one hour	6	6.5
	1-1.5 hour	28	30.4
	2-3 hours	58	63.1
	Total	92	100

Source: Field Survey, August 2015

As we can see from table 3.4 above, the total 92 respondents replied for those questions raised on the standards of the quality. For the question how long they walk to and from bus stops 39(42.4 percent) of the respondents walk from 300 to 500 meters, 41(44.6 percent) from 501 to 1000 meters, and the rest 12(13 percent) walk above one kilometer to and from bus stops. The result gathered from respondents indicates that coverage of the Enterprise service and accessibility to

customers is in a good condition when comparing to standards. When coming to the second item from the above table 85(92.4 percent) of the respondents answered that they waited above 20 minutes for buses and the rest 7(7.6 percent) waited from 10 to 20 minutes on bus stops. This indicates that, there is gap between the standard expected from city buses discussed in literature part and actual performance of the Enterprise. Finally, length of journey time is one of the standards to measure quality of city bus services. Regarding with this assumption 58(63.1 percent) of the customers spent two to three hours per a day, 28(30.4 percent) of the respondents replied that they spent from one up to one and half hour, and the rest 6(6.5 percent) of them travels less than an hour. This shows that most of the customers spend excess time that may cause from inadequate bus supply, road congestion, or any other internal or external problems of the Enterprise.

Table.3.5. Service Standard of the Enterprise

How do you rate the standards of service provided by the Enterprise?	Alternative Choices	Frequency	Percent
	Do not know	7	7.6
	Declined	49	53.3
	Have not changed	19	20.6
	Have improved a little	10	10.9
	Have improved a lot	7	7.6
	Total	92	100

Source: Field Survey, August 2015

As it was seen in literature part, intangibility and heterogeneity nature of the service customers rate the standard of the service provided by the Enterprise in various ways and they give different responses. Majority of the respondents 49(53.3 percent) said that there is a decreasing trend and 19(20.6 percent) didn't show any change on service provision standards. From this, one can say that the Enterprise didn't improve its service standards even if it implements various reforms to improve the transport service provision standards.

The rest, 7.6 percent, 10.9 percent and 7.6 percent of the respondents responded 'do not know', 'have improved a little' and 'no change' respectively. The enterprise were implemented BPR to improve its service standards but the result indicates that, there are some problems which need attention by the enterprise in order to reach quality excellence without any defect. Customers

were asked to give the reason why they said declined and have not changed. The main reasons are as follows:

- ❖ There is weak supply of buses to dispatch.
- ❖ The buses are not serving as per the predetermined time table.
- ❖ Technical failure of buses during journey.
- ❖ Lack of comfortable bus stops and ticketing system.
- ❖ Lack of civil servant attitude of employees and other external problems like road congestion are some of the problems discussed by the customers.

3.1.2.3 Customers' Responses on Service Provision Process of the Enterprise

As it is discussed in literature part complaint handling process and the comfort of service environment to customers is used to measure the process of service delivery process. An Enterprise which has good complaint handling policy and implementation can improve and correct its services quality. Service environment also has a significant impact on successful service provision. Regarding with these assumption customers was asked how they rate these two dimensions of service provision process.

Table 3.6 **Customers' Opinion on Complaint Handling and Service Environment of the Enterprise**

Minimum(1) = Unsatisfactory Maximum(5) = Excellent

Complaint handling	Frequency	Minimum	Maximum	Mean
Availability of clear policy and procedures to handle customer complaints	92	1	5	3.2
Availability of awareness creation practices on complaint handling procedures for customers	92	1	5	3.27
Giving punctual response for customer with problems	92	1	5	1.67
Total				2.71
Conduciveness of environment				
Crowdedness of inside of buses	92	1	5	1.48
Cleanness of buses and bus stops is	92	1	5	1.43
Hospitality of employees during the service provision is	92	1	5	2.86
Availability of information on schedules/maps	92	1	5	2.39
Employees are consistently courteous	92	1	5	2.87
Total				2.21

Source: Field Survey, August 2015

As we can see from the above Table 3.6, customers rated the activities of the Enterprise in complaint handling and conduciveness of the service environment.

A. Complaint Handling

Complaint handling procedures and implementation of the Enterprise rated by the customers below expected average mean (i.e.3). Customers rated 2.71 the activities of the Enterprise regarding with questions about having complaint handling policy and proper implementing of it. The first two items in the table indicates that the Enterprise is above the average mean 3.2 and 3.27 in having complaint handling policy and awareness creation on it respectively. But the Enterprise is poor and rated 1.67 mean by the respondents on giving timely response to customers with complain.

Overall, the responses of customers indicate that complaint handling of the Enterprise has negative outcome. Interview made with the General Manager shows that the Enterprise has different mechanisms to address customers' complaint. Customers have opportunity to complain their dissatisfaction through free call telephone (Tel. No. 8642), suggestion boxes in the terminals, they can call to leaders of the enterprise on their personal cell phone to find solution for their problem, and the enterprise has open doors for customers with complaint. The enterprise signed Citizens' Charter with its customers and announced responsibility and accountability of the enterprise and rights of customers regarding with service delivery. The General Manager answer also supports customers' response about ineffectiveness of the enterprise on giving punctual response for customers with complaint.

B. Customers' Responses on Conduciveness of Service Environment

As it is shown in the above table the other factor which is used to measure service provision process is conduciveness of service environment to customers. Regarding with this, customers were asked to rate the frequency of crowdedness of inside of buses, cleanness of buses and bus stops, Hospitality of employees during the service provision, Availability of information on schedules/maps and about employees courteous. As it is indicated in Table 3.6 above, conduciveness of service environment to customers is worse. All of the factors used to measure conduciveness of service environment have been rated "below the expected average" with maximum mean of employees courteous (2.87) and minimum of (1.43) on cleanness of buses and bus stops.

This clearly shows that service environment of the Enterprise are in a very poor condition that needs a great attention.

3.1.2.4 Customers' Response on the Service Quality of the Enterprise

According to Parasuraman et al., (1988) measuring the performance of service delivery of an Enterprise has five dimensions. These dimensions are reliability, responsibility, empathy, tangibility and assurance. By using these five service quality dimensions customers of ACBSE were asked to rate the ability of the Enterprise in delivering satisfaction to its customers.

A. Customers' Responses on Reliability Dimension of Service Quality

Customers could measure the reliability of the Enterprise by considering safety during service provision process, timely provision of service, and informing delay of buses in advance. Customers were asked to rate the reliability of the Enterprise by taking into account its activities. Their responses are illustrated in the following Table 3.7.

Table 3.7 Reliability Dimension of Service Quality

Item	Yes		No		No answer		Total	
	No.	%	No.	%	No.	%	No.	%
Services are provided with safety	49	53.3	28	30.4	15	16.3	92	100
Services are provided at scheduled time table.	13	14.1	63	68.5	16	17.4	92	100
The Enterprise announces any delay of buses ahead of time.	13	14.1	77	83.7	2	2.2	92	100

Source: Field Survey, August 2015

As we can see from Table 3.13 above, respondents rate each situation in the following way. Out of 92 respondents, 49 (53.3 percent) of them agree that they feel safe during travelling by buses, 28(30.4 percent) are not agree and the remaining 15(16.3 percent) of them keep to answer. 63(68.5 percent) of respondents didn't agree that the Enterprise provide its service as per scheduled time table, 13(14.1 percent) replied that the Enterprise served as per the scheduled time table and the rest 16(17.4 percent) of the respondents keep them to answer. Regarding with announcing in advance about the delay of buses 77(83.7 percent) of the respondents said that the

Enterprise didn't give information about the delay of buses ahead of time, 13(14.1 percent) agree and the rest 2(2.2 percent) have no answer. From this we can say that the Enterprise is performing better in providing its service with safety, but it is poor on providing its service as per the predetermined time table and announcing delay of buses to customers ahead of time which helps them to take other options.

B. Customers' Responses on Responsiveness Dimension of Service Quality.

As stated in literature part, responsiveness dimension is concerned with the willingness and readiness of employees to provide a service to satisfy the needs and desires of customers. Customers were asked to give their opinions on responsiveness dimension of the service quality of the Enterprise. The result obtained is summarized in Table 3.8

Table 3.8 Responsiveness Dimension of Service Quality

Item	Yes		No		No answer		Total	
	No.	%	No.	%	No.	%	No.	%
Employees provide good services.	64	69.7	20	21.7	8	8.6	92	100
Employees have willingness to help customers.	75	81.5	9	9.9	8	8.6	92	100
The employees tell exactly when buses will be arrived.	12	13	69	75	11	12	92	100
Employees are patient to respond to customer requests.	28	30.4	40	43.5	24	26.1	92	100

Source: Field Survey, August 2015

Table 3.8 above shows that, good service provision and willingness of employees to help customers are rated 64(69.7 percent) and 75(81.5 percent) respectively. This result shows that employees have willingness to help and good performance to serve their customers. On the other hand employees have problems in telling customers exactly when the buses arrived and answering for their questions with patience. The majority of customers are not satisfied with this activity and only 12(13 percent) and 28(30.4 percent) of the respondents replied that employees tell them about the exact time when buses will arrive and they are patient respectively.

Generally, according to customers response about service quality of the Enterprise from responsiveness dimension shows some good features and some gap which the Enterprise has to give concentration.

C. Customers’ Responses on Empathy Dimension of Service Quality

The ability of service provider who tries to put himself in the position of its customers to understand customers needs, and then providing what they want in a convenient way have the potential to satisfy its customers on this dimension of service quality.

Table 3.9 Customers’ Responses on Empathy

Item	Yes		No		No answer		Total	
	No.	%	No.	%	No.	%	No.	%
Employees know what customers needs are	20	22	56	60	16	18	92	100
Employees give customers individual attention (ex. For pregnant, elders, disables...)	85	93	7	7	-	-	92	100
The employees are able to communicate effectively with you	25	27	51	55	16	18	92	100

Source: Field Survey, August 2015

Customers were asked to evaluate the core activities of the Enterprise related to empathy dimension of service quality. 85(93 percent) of respondents replied that employees willingness to help customers with a special attention is good. Only 20(22 percent) and 25(27 percent) of them support that employees understand customers need and having effective communication with customers respectively. The rest 56(60 percent) replied that employees doesn’t know about customers need and 51(55 percent) of them said that employees are not effective in communication with customers. This indicates that majority of customers are dissatisfied regarding employees knowledge about their interest and loss of good communication.

D. Customers' Response on Tangible Dimension of Service Quality.

According to Parasuraman et al. (1988) tangible dimension of service quality focused on physical facilities, equipment, and the appearance of the employees. To measure the service quality from tangible dimension the following questions were raised to respondents.

Table 3.10 Tangible Dimension of Service Quality

Item	Yes		No		No answer		Total	
	No.	%	No.	%	No.	%	No.	%
The buses are good in their technical capacity and free from technical failure during journey.	12	13	56	60.9	24	26.1	92	100
The chairs are comfortable to sit during the journey.	63	68.5	23	25	6	6.5	92	100
The floor of the buses is safe and comfortable to stop for customers.	15	16.3	57	62	20	21.7	92	100
The Enterprise prepares comfortable bus stops (Ex. having sheds which protects customers from sun and rain).	12	13	66	71.8	14	15.2	92	100

Source: Field Survey, August 2015

As shown in the Table 3.10 above, 63(68.5 percent) of customers replied that the buses have comfortable chairs. But in the other items respondents answer indicates that the Enterprise is poor in providing quality service from tangible dimension. 56(60.9 percent), 57(62 percent), and 66(71.8 percent) of respondents rated that there is technical failure of buses during journey, the buses haven't safe and comfortable floor, and bus stops are not comfortable and clean respectively.

From this one can say that the Enterprise is weak in quality service provision from tangible dimension. However, the buses have good chairs to sit for customers and they are satisfied by it.

E. Customers' Responses on Assurance Dimension of Service Quality.

Table 3.11 below shows that, customers' responses about employee related to assurance dimension of the service. Substantial numbers of customers are not satisfied with the approach of employees during service provision.

Table 3.11 Assurance Dimension of Service Quality

Item	Yes		No		No answer		Total	
	No.	%	No.	%	No.	%	No.	%
Customers feel safe in the transaction with the Enterprise employees.	49	53.3	20	21.7	23	25	92	100
Employees are polite.	47	51.1	40	43.4	5	5.5	92	100
The employees speak with you by using an appropriately address forms (Ex. Hello, May I help you, Sir/Madam?).	12	13	55	59.8	25	27.2	92	100
The employees are trustworthy.	57	62	23	25	12	13	92	100

Source: Field Survey, August 2015

Customers feeling of safety in the transaction, politeness of employees, and trustworthy of employees are rated 49 (53.3 percent), 47(51 percent), and 57 (62 percent) respectively as a good. Except the verbal approach of employees, the other measurements satisfy assurance dimension of service quality. However, substantial no of customers did not obtain what they have desired from the employees. For instance, about 43.4 percent of the respondents disagree that employees are polite and 55(59.8 percent) rated that employees verbal approach with customers is not good. These lack of good approach to customers and substantial rate of impolite behavior of employees shows that the Enterprise did not give attention to improve the approach and behavior of its employees by providing adequate training to improve their attitude with regard to how to serve customers. From the above facts one can say the Enterprise is in a good condition on assurance dimension of service quality. However, it has to work to improve employees' politeness and manner of verbal communication with customers.

F. Customers' Response on their Overall Satisfaction on the Service Delivery Process of the Enterprise

As discussed in literature part, service quality has significant impact on customers' satisfaction level. Johnston and Clark (2008) indicated that customer satisfaction is a good measure of how effective the service delivery system is, because it links the level of service that the company is currently providing to its customers. Then customers evaluate their level of satisfaction based on the processes that exist in the Enterprise.

To see how customers rate their level of satisfaction related to the service delivery process, respondents were asked to indicate their levels of satisfaction. The result is shown in Table 3.12.

Table 3.12 Overall Satisfaction on Service Delivery Process

	Choose Option					
	Strongly Dissatisfied	Dissatisfied	Average	Satisfied	Strongly Satisfied	Total
Frequency	24	36	21	4	7	92
Percent	26.1	39.1	22.8	4.4	7.6	100

From the above Table 3.12 we can see that 24(26.1 percent) of customers are strongly dissatisfied, 36(39.1 percent) dissatisfied, 21(22.8 percent) have an average level of satisfaction, (4.4 percent) are satisfied and the remaining 7(7.6 percent) of the respondents are strongly satisfied with the service provision process of the Enterprise. These fact can be also seen by calculating the average mean in the following Table, 3.13 in order to rate customer satisfaction on quality of service.

Table 3.13 Service Quality and Customer Satisfaction

Minium(1) = Unsatisfactory Maximum(5) = Excellent

Factors	Frequency	Minimum	Maximum	Mean
Overall satisfaction	92	1	5	2.28

Source: Field Survey, August 2015

Table 3.13 indicates that the overall satisfaction of the customers in service quality is below the expected average mean, which is three. These indicate that there is service quality problem in some activities of the Enterprise. Besides, response of employees of the Enterprise agrees with customers' response about their satisfaction level. They believed that customers are not satisfied by the service of the Enterprise.

Generally, these indicate that the majority of customers are dissatisfied with the service delivery process of the Enterprise. Among various reasons of dissatisfactions which are mentioned by customers the following are the major ones.

- Unethical behavior of some drivers, fare collectors and controllers.
- Shortage on supply of buses.
- Technical failure of buses during journey.
- Delay of buses from serving as per scheduled time table.

These are the main problems mentioned by customers; hence it needs urgent attention by the Enterprise in order to assure dissatisfied customers with service delivery process of the Enterprise. Response of employees also supports this situation indirectly. They replied that they are not satisfied by the current package of salary, incentive, and reward of the Enterprise. It is known that unsatisfied employees couldn't satisfy their customers.

3.2. Data Analysis Based on Employee Responses

3.2.1 General Information about Employees

All of 108 questionnaires were distributed to employees of the enterprise who were identified by mechanism which is expressed in chapter one sampling methodology. From these distributed questionnaires 100 were returned with full information. The following Table 3.14 summarizes employee's general information based on service years.

Table 3.14 General information about employees

Service years	Frequency	Percent
More than ten years	37	37
Five to 10 years	18	18
One to four years	43	43
Less than one years	2	2
Total	100	100

Source: Field Survey, August 2015

As shown in the above Table 3.14, almost all of employees except two have more than one year service experience; hence they are expected to give reliable information about the service they provide to customers. Also these employees, who served greater than one year in the Enterprise, could evaluate the service delivery performance of the Enterprise before and after BPR implementation.

3.2.2 Assessment on Service Delivery Standards of the Enterprise and Employees' Knowledge

As indicated in the literature part, predetermined standards of the firms for their service provision helps to provide the service as per standards and to evaluate their actual performance. To provide their services as per the standards their employees have to have knowledge about the standards of service delivery. Based on this employees of the Enterprise were asked about their knowledge of service delivery standards.

Table 3.15 Service Delivery Standards and Employees' Knowledge

Item	Yes		No		Total	
	No.	%	No.	%	No.	%
Do you know predetermined service standards for each service type?	33	33	67	67	100	100
If "yes" does the actual performance measured?	23	69.7	10	30.3	33	100

Source: Field Survey, August 2015

The Enterprise implemented BPR in 2012 and set standards for each type of services. Questions were raised to employees that help to know about their knowledge with regarding to service standards of the Enterprise. One can see from the above Table 3.15 that, majority of employees does not know the existence of the predetermined service standards for each service. Only 33 percent of the respondents have knowledge about the existence of service standards. The remaining 67 percent of the respondents do not have knowledge about it. These shows that there is knowledge gap between the employees and the service standards of the Enterprise. And this gap of knowledge on service standards has negative impact on customers' satisfaction.

Variable II in the above Table 3.15 shows that response of employees who knows the availability of service standards, whether actual performance of service delivery is measured as per predetermined service standards or not. From the total number of 33 respondents who has knowledge about predetermined service standards of the Enterprise, 23(69.7 percent) of them replied that performance of the service delivery is measured whether it is as per the predetermined service standard or not. This response of employees is supported by an interview made with Public Transport Core Process Owner, according to the interview there is seasonal assessment made by the Enterprise which focused on evaluation of services whether they are as per the predetermined standards or not and customers satisfaction level.

As it is discussed in the literature part provision of quality service can satisfy customers. Quality of transport service refers to the level of comfort the service offer during travel/ride. Armstrong-Wright (1986) indicates standards for quality of transport service. Based on this assumption employees were asked does the Enterprise measure customers' satisfaction based on the predetermined service standards and take corrective action for identified problems.

Table 3.16 Measuring customer satisfaction

Item	Yes		No		I don't know		Total	
	No.	%	No.	%	No.	%	No.	%
Services are measured that they satisfy customers.	21	21	67	67	12	12	100	100
The enterprise takes corrective action based on the result	15	71.4	6	28.6	-	-	21	100

Source: Field Survey, August 2015

One can see from the above Table 3.16 that, the majority of respondents 67(67 percent) do not accept that the enterprise measured its performance of service delivery whether it satisfied its customers or not, 21(21 percent) replied that the Enterprise evaluate its service delivery, and the remaining 12(12 percent) of them don't know about it. From these we can show that the Enterprise doesn't evaluate its service delivery process and its impact on customers' satisfaction.

Item II in the above Table 3.16 speaks about taking of corrective action based on the result of evaluation. From the total number of 21 who agree with the existence of evaluation process 15(71.4 percent) of them replied that the Enterprise take corrective actions for problems identified through assessment.

To transport service provider Enterprises like ACBSE, the major instruments used to serve their customers is their buses. To measure capacity of public transport enterprises, their fleet size and dispatching capacity of buses are the major factors among others. The interview made with the Public Transport Core Process Owner indicates that currently the Enterprise has 526 fleet sizes 1007 buses to serve their customers in 122 lines. The Enterprise provides three types of services regarding with transportation. Regular public transport service, regular contract to different institutions, and contract to occasions. Capacity of supplying buses to fulfill these needs is the major factor to customers' satisfaction and employees were asked about this issue.

Table 3.17 performance of service provision of the enterprise

Item	Choose alternatives	Frequency	Percentage
Are buses supplied in full capacity?	Yes	17	17
	No	83	83
	Total	100	100
If no, Reasons for failure of supplying in full capacity	Lack of adequate skilled man power in technique department	24	28.9
	Lack of drivers	50	60.2
	Lack of managerial capacity	46	55.4
	Lack of motivation of employees	22	26.5
	Lack of spare parts	67	80.7
	Lack of maintenance tools	51	61.4

Source: Field Survey, August 2015

As can be seen from the above table, the response for question item one, about capacity of supplying buses, 83 (83 percent) replied that the Enterprise is not working in its full capacity to supply buses whereas the remaining 17(17 percent) agree with that the Enterprise is working in its full capacity.

The interview made with the General Manager of the Enterprise tell us that annual plan of the Enterprise for the budget year 2014/2015 was to supply 814 buses for dispatch but the actual performance was dispatching averagely from 690 up to 700 buses per a day throughout the year. Annual report of the Enterprise for 2014/2015 also supports this figure of the General Manager and indicates that annual average dispatch of buses was 701 per a day.

From this one can say that there is a gap in the Enterprise in using its full capacity to supply buses for dispatch.

Respondents who give negative response for the supplying of buses in full capacity were asked the reason why the gap happen. Respondents were allowed to choose more than one answer and among 83 respondents who believed that the Enterprise is not working in its full capacity, 67(80.7 percent), 51(61.4 percent), and 24(28.9 percent) of them replied that there is lack of spare parts, shortage of maintenance tools, and lack of adequate skilled man power respectively in technique department. From these responses one can understand that there are some problems in technique department of the Enterprise in maintaining buses and supplying to dispatch.

The rest 50(60.2 percent) rated that there is shortage of drivers, 46(55.4 percent) there is lack of managerial capacity, and 22(26.5 percent) of them said that employees are not motivated on their job.

The interview made with the General Manager also supports reasons selected by employees as a factor to low performance of the Enterprise in dispatching buses in its full capacity and besides he stated the causes in detail. According to him the following are the causes to the problems.

- The lack of foreign exchange
- There is lack of proper usage of maintenance tools
- The Enterprise salary is not competitive specially for drivers
- The amount of subsidy is not fair

3.2.3 Assessment Made in Empowerment, Communication, and Motivation of Employees.

As indicated in the literature part by Al Mashari and Zairi (1999), the following are among the factors that results successful BPR implementation which focused on effective service provision and customers' satisfaction. These are empowerment, training and education, effective communication, attractive reward and motivation system, and IT facility. According to the authors if these factors exist in a given Enterprise they can contribute for effective service delivery and customer satisfaction. Based on this employees were asked to evaluate the result of BPR implementation on customers satisfaction.

A. Participation of Employees in Decision Making

Participating employees in decision making especially in area related with their own service provision process has a significant impact for effective customer service delivery. But if they don't participate it may become difficult to apply what they don't accept. Considering this employees were asked about their participation in decision making.

Table 3.18 Assessment Made on Participation of Employees in Decision Making

Employees have a chance to participate in	Choose alternative	Frequency	Percentage
decision making about service delivery	Yes	18	18
	No	82	82
	Total	100	100

Source: Field Survey, August 2015

As shown in the below Table 3.18, 82 percent of employees of the Enterprise replied that they have not a chance to participate in decision making on service provision process. Generally, by showing responses of employees (only 18 percent of respondents agree with the existence of participatory decision making in the Enterprise) one can say that the Enterprise has a significant problem of participating employees in decision making process.

B. Having Training on Service Delivery

Davis and Heineke (2003) describe why service organizations have to train their workers. Training can help workers to deal with customers properly and serve in modernized way.

Experience of the Enterprise regarding with giving training and employees response about getting training is discussed here under.

Table 3.19 Training Information

Training taken	Choose alternatives	Frequency	Percentage
	Yes	29	29
	No	71	71
	Total	100	100

Source: Field Survey, August 2015

Table 3.19 above one can see that 29(29 percent) of the employees expressed that they have taken training on customer service delivery and 71(71 percent) of them have not taken any training that facilitate the service delivery process. Thus the customers' satisfaction is questionable.

C. Relationship Between Employees and their Bosses

According to Mazzula and Eboli (2006), friendly and courteous relationship of personnel in the organization is one of the macro-factor to provide quality service. Based on this employees were asked about relationship among employees themselves and with their bosses.

Table 3.20 Relationship in the enterprise

Item		Choose Options					Total
		Excellent	Very good	Good	Satisfactory	Not good	
Relationship among employees	Frequency	10	19	50	9	12	100
	Percent	10	19	50	9	12	100
Relationship between bosses and employees	Frequency	5	11	22	2	60	100
	Percent	5	11	22	2	60	100

Source: Field Survey, August 2015

The above Table 3.20 clearly indicates that the relationship between employees themselves in the Enterprise was rated as good. Majority of employees 50(50 percent) believe that the relationship between employees is good. 10%, 19%, and 9% of respondents replied that there is excellent, very good, and satisfactory relationship between employees respectively. Only 12% of them said the relationship is not good. From this we can understand that there is better relationship between employees which has good contribution to team work on service delivery.

The second item in the above table is about relationship between employees and their bosses. 60(60 percent) of employees rated that the relationship between employees and their bosses is not good. As it is shown, 5%, 11%, 22%, and 2% of respondents rated that there is excellent, very good, good, and satisfactory relationship between employees and their bosses respectively. This indicates that under such environment there can be no smooth working condition between employees and their bosses which has significant impact on customers' satisfaction.

D. Incentive and Attractiveness of Salary

Having good incentive and reward package for good performers and attractive salary contributes more for better service delivery and decreases turnover of employees. Enterprises that have competitive salary can get experienced work force from the market and can maintain them for a long period of time. Regarding with these employees was asked about their opinion on incentive and salary.

Table 3.21 Having good incentive and reward for good performers and attractiveness of salary

Item		Choose Options					Total
		Strongly disagree	Disagree	Partially agree	Agree	Strongly agree	
Incentive and reward for good performers	Frequency	30	51	15	4	0	100
	Percent	30	51	15	4	0	100
Salary attractiveness	Frequency	26	43	22	7	2	100
	Percent	26	43	22	7	2	100

Source: Field Survey, August 2015

One can see from the above Table 3.21 that, the majority of employees 30(30 percent) and 51(51 percent) strongly disagree and disagree respectively about the existence of effective incentive and reward system which initiate to serve more their customers in a better way. Only 15% and 4% partially agree and agree respectively that there is attractive incentive and reward program for good performers. The interview made with the General Manager and Public Transport Core Process Owner of the Enterprise shows that the Enterprise has financial and non financial incentive and rewarding package to employees who scored good performance on their job. Even if the interview told us that there is incentive and reward package for good performers employees are not satisfied on it.

Variable II in the above table tried to assess attractiveness of salary to employees. Like incentive and reward package employees are not satisfied by their salary amount. 26% and 43% percent of employees replied that they are strongly disagreeing and disagree respectively about satisfaction regarding with their salary. Only 22%, 7%, and 2% partially agree, agree, and strongly agree respectively on attractiveness of their salary. However substantial respondents agree with attractiveness of their salary, the interview made with the General Manager indicates one of the problems for dispatching buses in full capacity is turnover of employees especially turnover on bus drivers. The major factor for this turnover of experienced employees and problem on getting competent employees especially drivers is the lack of attractiveness of the salary when comparing with other similar enterprises.

From the above response of employees and interview of the General Manager one can say that employees are not satisfied with their salary amount and it may have negative impact on effective service provision and customers' satisfaction.

E. Contribution of Information Technology to Service Delivery

As indicated in the literature part, IT has significant impact on service delivery process of the Enterprise. Besides this it is also the backbone for effective implementation of BPR. Employees of the Enterprise were asked and their answer is presented hereunder how far the service delivery process is supported by IT.

Table 3.22 Using of Information Technology to deliver service

Item		Choose Options					Total
		Strongly disagree	Disagree	Averagely agree	Agree	Strongly Agree	
Using of Information Technology	Frequency	34	41	15	10	-	100
	Percent	34	41	15	10	-	100

Source: Field Survey, August 2015

As it is discussed in literature part, successful implementation of BPR has to be supported by Information Technology. From the total respondents, 34% and 41% strongly disagree and disagree respectively about the support of transport service delivery by IT. Only 15% and 10% averagely agree and agree about the existence of IT in service provision. The above result indicates service of the Enterprise is not that much supported by IT. As per the interview made with the General Manager the Enterprise provide information about route numbers, tariff, and travel direction of buses through mobile network to customers. Beside this service the Enterprise is on the way to modernize its customer service delivery by using IT in the future like electronic ticketing, GPS, electronic information display and others. From this one can say that currently the Enterprise service delivery is not supported by Information Technology.

3.2.4 Employees' Opinion on Complaint Handling Mechanism of the Enterprise

Constructing effective complaint handling mechanism is a difficulty area for most of service provider enterprises. Employees were asked whether there is effective complaint handling mechanism in the Enterprise or not.

Table 3.23 Assessment on Complaint handling mechanism based on employees response

Is there complaint handling mechanism in the Enterprise?	Choose alternatives	Frequency	Percentage
	Yes	Yes	38
No		62	62
Total		100	100
If yes, how do you rate the mechanism	Very good	0	0
	Good	3	7.9
	Moderate	5	13.1
	Poor	22	57.9
	Very poor	8	21
	Total	38	100

Source: Field Survey, August 2015

As shown in the above Table 3.23, 62 percent of the employees underlined that there is no well designed complain handling mechanism in the Enterprise, and 38 percent of the respondents agree on the availability of complain handling mechanism in the Enterprise. However, out of 38 respondents who give positive response for the availability of complaint handling mechanism, 22(57.9 percent) and 8(21 percent) of them rate it as poor and very poor mechanism respectively, 3(7.9 percent) and 5(13.1 percent) of them rate it as good and moderate respectively and nobody rates the complaint handling mechanism as very good.

From this one can say that there is no well designed complaint handling mechanism available within the Enterprise. However, as it is discussed in previous pages the interview made with the Public Transport Core Process Owner told us that there is good complaint handling mechanism in the Enterprise but the problem raised by customers is poor applicability on giving solution for their complain.

3.2.5 Change in service provision after the implementation of BPR

Implementing BPR in one Enterprise can create an opportunity to positive change in service provision of the Enterprise and satisfaction of customers. Regarding with these employees was asked whether there is a positive change in service provision after implementation of BPR or not.

Table 3.24 Change in service provision after the implementation of BPR

Variable	Alternatives given	Frequency	Percentage
Positive change after BPR implementation	Strongly disagree	23	23
	Disagree	44	44
	Partially agree	21	21
	Agree	9	9
	Strongly agree	3	3
	Total	100	100

Source: Field Survey, August 2015

One can see from the above Table 3.24 that, majority of employees does not agree with the positive change in service delivery process of the Enterprise after implementation of BPR. 23(23 percent) and 44(44 percent) of respondent strongly disagree and disagree respectively. The rest 21(21 percent), 9(9 percent), and 3(percent) partially agree, agree, and strongly agree

respectively about the existence of positive change after implementation of BPR. So, from this response of employees one can say that there is still a significant gap on service provision of the Enterprise after the implementation of BPR.

3.2.6 Response of Employees about Customers Satisfaction

According to Johnston and Clark (2008) customer satisfaction is a good measure of how effective the service delivery system is. Besides customers, employees of the Enterprise were asked what they feel and believe about the satisfaction of customers. From the total respondents the majority believed that customers are not satisfied. However, the interview made with the General Manager and Public Transport Core Process Owner told us that more or less customers are satisfied. They expressed to the researcher 84% of customers are satisfied out of 1000 respondents included in the study made by the Enterprise to measure customers' satisfaction .

Table 3.25 Response of Employees about Customers Satisfaction

	Choose alternative	Frequency	Percentage
Customers are satisfied by the service of the enterprise	Yes	11	11
	No	81	81
	I don't know	8	8
	Total	100	100

Source: Field Survey, August 2015

As shown in the above Table 3.25, 81(81 percent) of the employees underlined that customers are not satisfied by the service of the Enterprise. 11(11 percent) answered that customers are satisfied by the service provision and the rest 8(8 percent) don't know about it. Even if result of the interview shows that customers are satisfied, based on customers and employees responses the researcher of this paper find out that there is no customers' satisfaction in service provision of the Enterprise. Employees were asked why not customers are satisfied and they response the following as a reason.

- Lack of adequate supply of buses
- Availability of information about service is poor (example, Informing delay of buses)
- Road congestion
- Lack of serving as predetermined time schedule

3.3 Data Interpretation Obtained from Interviews

In this part, by using semi structured questionnaires, interviews were conducted with the Enterprise General Manager and Public Transport Core Process Owner.

Then response of General Manager was recorded by the interviewer at the spot and from the Process Owner the interviewer took the information through writing note.

3.3.1 Interview with Public Transport Core Process Owner of ACBSE

For the questions about the fleet sizes, number of buses, capacity of dispatch and performance of the Enterprise to serve customers the Public Transport Core Process Owner replied that the Enterprise have 1010 buses and out of these 814 are workable. There are 526 fleet sizes in 122 routes with actual dispatching capacity of averagely 690-700 buses per a day throughout the year for the 2014/2015 budget year. According to her, even if the Enterprise dispatched this amount of buses it is difficult to satisfy customers demand because different studies made by the Enterprise and other external parties indicate that the city needs more buses including these buses to satisfy demand of public transport of the Addis Ababa city residents. She said that the problem is not only the number of buses; but there is lack of facilities which are necessary to city bus service provision like bus lane. Currently the traffic congestion in Addis Ababa is difficult to travel from one place to another so having more buses by itself is not the solution.

According to her the problem which was arising from Dispatching buses department and the Operational controlling department solved by the BPR. The dispatch and controlling system of the Enterprise was done by these two departments separately before the BPR and there were overlapped duties but now the BPR corrected the structure and they became in one department. However, there is still problem on integrating the dispatch to use the buses effectively and on controlling the overall activities of employees and passengers during journey.

3.3.2 Interview with General Manager of ACBSE

According to the interview made with the General Manager of ACBSE on different questions regarding with the Enterprise, he replied that the current service standards are benchmarked from different countries and especially the operational services standards is taken from the World Bank document which is prepared for developing countries.

Regarding with the capacity of maintaining the buses, the General Manager answer indicates that the technique department is constructed with experienced and young employees. They have good knowledge and skill to give maintenance; but there are problems like shortage of spare parts (there is problem in purchasing process and availability of hard currency), lack of adequate maintenance tools, and maintenance infrastructure. Based on the above problems the Enterprise couldn't use its full capacity of maintaining the buses.

For the question how far the enterprise service is integrated with other transport service providers and the city growth his answer indicates that there is no integration among public transport providers in Addis Ababa. Addis Ababa Road and Transport Bureau is the regulatory body to the overall activities of road construction and maintenance and transportation in the city. The Bureau controls activities of ACBSE, other private city bus enterprises, taxis, and middle buses. Even if it is necessary to minimize or remove overlapping of services, the bureau doesn't give concentration to create integration until now. According to him, regarding with growth of the city the Enterprise has good trend on accessibility of services to newly established villages better than other similar service providers.

Beside its revenue generation from the services Addis Ababa City Administration subsidize the Enterprise some amount of money. The General Manager said that the amount of subsidy was 0.26 Birr per passenger, but now after many debates on the amount of subsidy it reaches 0.95 Birr per passenger and this covers about 22%-28% of annual expense of the Enterprise. However, still the Enterprise serves the public at loss. Averagely the Enterprise expense 3.11 Birr to a single trip per passenger and it incurs a loss of 1.11 Birr per a passenger. Generally there is no permanent allocated budget and the amount of subsidy is not enough and it needs some revision. And also the Enterprise gives its service in 18 routes for Oromia surrounding town residents but there is no any financial support to the Enterprise or subsidy to passengers from these Town Administrations.

The Enterprise has two core processes (Public Transport and Technique) which give the service directly to customers. For drivers and fare collectors it gives an incentive but not for mechanics. The General Manager was asked about this discrimination between these two department employees and he answered that the Enterprise paid an incentive of 0.03 Birr to bus drivers and 0.02 Birr to fare collectors per a passenger when they give transport service. This incentive

package initiates employees which have direct contact with customers to serve more and it has also an opportunity to evaluate good performers among employees. But it is not easy to measure the performance of mechanics and enter in to incentive package because they work in group and not easy to evaluate individuals' contribution. In order to initiate these good performer employees there is career structure which allow them to get promotion on their position and salary incremental. So there is no any discrimination between them.

It is expected that implementing BPR in one organization creates a positive change on service delivery. The questions were raised about the achievements and the challenges with regard to service delivery after BPR implementation in ACBSE. For this question the General Manager replied that the major achievement in the Enterprise after BPR implementation is that it strives to serve as per the predetermined standards and becomes responsive to customers. Customers have information about these standards and also they have clear access to complain if there is any dissatisfaction through telephone, suggestion boxes, and personal contact. There are many challenges the Enterprise face to achieve the target of BPR implementation. The most challenging problem is that it doesn't support by Information Technology.

The researcher raised a question about the feeling of the General Manager on customers' satisfaction by service of the Enterprise. And he replied that the assessment made on customer's satisfaction by the Enterprise indicates that 84% of customers are satisfied by the service. According to him even if this result indicates that customers are satisfied, there are many problems in service provision process that leads customers dissatisfied. Among these problems, the total number of buses in the city including private sector which are established to give public transport service is not enough for effective public transport service provision. So this gap between demand and supply by itself creates dissatisfaction of customers.

For the question what improvements have been made to increase customer satisfaction the General Manager answered that the Enterprise applied various reforms to increase customer satisfaction. For instance, civil service reforms, result oriented activities; Quick win, business process reengineering and Kaizen are implemented. On top of that, the Enterprise is on the way to change its old buses to new within five years, and it get donation of Birr 390 million to modernize ACBSE from the World Bank for the purpose of establishing electronic ticketing, GPS, passenger information center, and generally IT facilities.

CHAPTER FOUR

4. Summary of Findings, Conclusions and Recommendations

In developing countries like Ethiopia Public Enterprises is mostly under control of government and they have been considered as a key operational instrument to achieve economic and social development of the country. It exists primarily to represent the government's interventionist objectives in the economy.

Presently, in Ethiopia there are some enterprises owned by government because of lack of interest or capacity in private sector to invest in them. Among these enterprises ACBSE is one of them providing transport service with subsidy to the lower income group of Addis Ababa's residents. In this regard, the government and the public expected quality service and customers satisfaction from the Enterprise.

ACBSE implemented BPR with the objective of improving its service delivery performance and customers' satisfaction. But its service delivery performance and customers' satisfaction after the reform was not evaluated before this study. In this part of the Thesis, the summary of findings of the study is derived from the analysis of both the primary and secondary data. However, the data source is mainly emphasized on the primary data that had been collected from different respondents through questionnaires and interviews.

Based on the analysis of the service delivery practice and customer satisfaction, the following findings are identified.

4.1 Findings:

1. About 69% customers used the buses to go to work and the remaining customers used to travel or personal affairs and to go to school. They traveled all type of distances and 85.9% of them prefer to travel by buses because of its cheapness.
2. Concerning standards for quality transport service 57.6% of customers walk above 501 meter, 92.4% spent more than twenty minutes in order to get service after their arrival at the terminals or bus stops. Regarding with journey time 63.1% of customers spent two-three hours per a day to travel from place to place by buses.

3. Most of the customers (73.9%) rated the service provided by the Enterprise have not changed and declined. However, substantial portion of customers agree that there is improvements in the service. According to customers the reasons for decreasing of service standard is weak supply of buses, lack of serving as per scheduled time, technical failure of buses, uncomfortable bus stops, and lack of civil servant attitude of employees.
4. Even if the availability of clear policy and awareness creation practices are rated above the expected average mean, customers rate the overall complaint handling process below the expected average mean because the Enterprise is rated as weak in giving timely response for complains. This fact is also repeated by the employees that 62 percent of them do not agree to the availability of effective complaint handling mechanism in the Enterprise.
5. Conduciveness of service environment is rated as poor that makes the customers to dissatisfied.
6. Even if customers feel safe from accident during journey, the Enterprise doesn't provide its services as per scheduled time table, and mostly it does not announce to customers about the service delay ahead of time.
7. The majority of customers agreed that employees of the Enterprise have willingness to help them and provide good service, but they are not satisfied in employees' response because they don't tell them the exact arrival time of buses and there is also lack of patience to respond customers' question.
8. Substantial number of customers believes that employees do not understand what customers needs from them regarding with the service and also there is no effective communication between employees and customers. However, the majority of customers replied that employees give more concentration to individuals with special problems like disables and others.
9. From the view point of tangible dimension majority of customers agreed that the buses have comfortable chairs, but in contrary they said that the buses are not free of technical failure during journey, the buses have not safe and comfortable floor, and the bus stops are not clean and comfortable.

10. The majority of customers feel safe in the transaction with employees and they also agreed that employees are polite and honest. However, substantial number of customers responds that some employees have lack of good verbal approach.

11. About 65.2 percent of customers are dissatisfied with the overall service delivery process of the Enterprise. Besides customers, 67percent of employees disagree that services of the Enterprise have improved. In all aspects of measuring the service delivery process, customers' and employees response shows that the Enterprise is in a poor condition.

12. The overall satisfaction of customers in service quality is below the expected average mean. This fact is also supported by employees. 81percent of employees rated that the Enterprise couldn't satisfy its' customers. These clearly show that there is service quality gap on services of the Enterprise.

13. Substantial numbers of employees (67%) have not knowledge and information about the standards of services and from the employees that agreed with the existence of standards 69.7% percent of them said that the actual performance of standards is measured.

14. Even if the result of interview made with the key informants indicate that customers' satisfaction level is measured, the majority of employees answer is that the Enterprise don't measure its' customers satisfaction.

15. Supplying the needed amount of buses to customers has a significant impact to effective service delivery. However, in case of different factors stated by them 83percent of employees believed that the Enterprise is not supplying buses for customers by using its full capacity. This lack of supplying capacity has its own contribution for defects of service provision and customers' dissatisfaction.

16. The majority of employees have not a chance to participate in decision making related with their service provision activity.

17. The majority (71percent) of employees didn't take training on customers' service delivery. This may lag employees from providing services effectively.

18. Having good relationship of employees with their bosses and among employees each other contribute more for better customer service delivery. The majority (88%) of employees agreed

that there is good relationship among employees, but in contrary 60% of them claim that the relationship between employees and their bosses is not good.

19. Even if the interviews made with the key informants indicate that there is financial and non financial incentive and reward package for good performers in the Enterprise, 81% of employees said that the existing package is not fruitful in encouraging them.

20. The same as incentive and reward package the majority of employees disagree about the attractiveness of their salary. The General Manager also said that the major problem of the Enterprise to get qualified employees and attaining them in the Enterprise, especially bus drivers is having low salary scale which is less than other similar transport organizations.

21. Effective transport service provision and successful BPR implementation needs to be supported by IT. 75percent of employees replied that services are not supported by IT. In these days services without IT is not achievable. Thus customers' satisfaction and success of BPR implementation is questionable without IT.

4.2. Conclusion

1. ACBSE is one of the governmentally owned Enterprise which serves the low income group residents of Addis Ababa and its surrounding. According to the findings of the study, most of its customers used the buses to go to work.

2. The service given by the Enterprise is below the standards settled for developing countries and the quality of services is poor.

3. The satisfaction level of customers is highly affected by poor performance of the Enterprise in its giving timely response for customers complain practice and conduciveness of service environment. There is poor complaint handling mechanism and service environment.

4. The Enterprise has a service quality gap with every dimension of the service quality.

5. Simultaneously, majority of customers are not satisfied with the process of service provision and the overall service quality of the Enterprise also rated below the expected average mean.

6. There is knowledge gap between employees and service standard of the Enterprise.

7. The Enterprise does not have continuous measurement of customers' satisfaction level and correcting the problems discovered from the assessment.

8. Currently the Enterprise does not use its full capacity to supply the buses for dispatch because of lack of spare parts, shortage of maintenance tools, lack of adequate skilled man power in technique department, shortage of bus drivers, lack of managerial capacity, and lack of motivation of employees.
9. The majority of employees have not a chance to participate in decision making related with their service provision activity.
10. The Enterprise is weak in providing adequate training for all of its employees who have direct interaction with customers about service provision.
11. There is good relationship between employees each other but the relationship between employees and their bosses is not good.
12. The Enterprise service provision is not supported by IT and still most of the services are provided in a traditional way.
13. The majority of employees disagree that there is no positive change on service provision of the Enterprise even if it implemented BPR. This lack of positive change on service provision affect the quality of services and this leads customers to dissatisfaction. So from employees point of view customers are not satisfied by the service of the Enterprise.

4.3 Recommendations

1. In the case of internal and external factors the Enterprise couldn't serve customers as per the time table and it is also weak on customers' complaint handling process and on having conducive working environment. Thus the Enterprise has to revise its service process, procedure and working environment based on gathering feed backs from both employees and its customers.
2. Employees' knowledge about the predetermined service standard is vital to provide quality service and to take corrective action if there is any gap. Based on the findings, even if there is service standard, employees of the Enterprise have no adequate knowledge about it. Thus, the Enterprise has to reorient service standards to its employees.
3. ACBSE has to focus to the fulfillment of IT infrastructures like electronic ticketing, electronic customer information display, Global Position System (GPS) and others.

4. Even if the Enterprise implemented BPR, the result of assessment from customers and employees indicate that the service delivery after implementation of BPR is still low. So the Enterprise has to revise the BPR and reset its service provision standards.
5. To increase customers' satisfaction level, the Enterprise should provide continuous training to its employees which help to improve their serving capacity.
6. The Enterprise has shortage of spare parts, maintenance tools, skilled man power, and especially bus drivers. All the above mentioned reasons are major problems for dispatching buses in its full capacity and serving the public. Thus, the Enterprise has to maintain effective resource management system to solve shortage of materials. In addition to this, for shortage of employees it has to create a mechanism which helps to attract and retain its skilled man power.
7. Keeping customers informed is one of the ways to satisfy customers by making them informed about any service provided for them. Whatever it is or even if it is a service delay, let them know as soon as possible.
8. There is weak relationship between employees and their bosses in the Enterprise. The way employees are treated by their management has a direct impact on the way those employees treat the customers. Therefore, the Enterprise has to treat its employees as it wants them to treat its customers by giving recognition and rewards for those who perform well.
9. The Enterprise has to give more concentration for quality maintenance of the buses by supplying adequate spare parts and maintenance tools and giving technical training for its mechanics.

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Addis Ababa University
Faculty of Business and Economics
MPA Program
(Questionnaire for Customers)

Dear respondents, I am a student of Public Management and Policy (specializing in Policy), Masters Program at Addis Ababa University. The purpose of this questionnaire is to collect data for the study entitled “The Evaluation of Customer Service Delivery performance in Anbassa City Bus Service Enterprise”.

Your genuine, frank and timely response is vital for the success of this study.

The researcher wants to underline that *the data collected are kept confidential and used only for academic purpose. No respondent will be identified by his name or position.*

General Description

- It is not necessary to write your name
- Where alternative answers are given, encircle your choice and put “√” mark where necessary.
- Kindly, do not hesitate to explain your true feeling

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

Sincerely,

Aschalew

Part 1. Demographic Information

1.1 Sex 1) Male 2) Female

1.2 Age 2) 25 and below 2) 26-35 3) 36-45 4) 46 and above

1.3 Educational level 1) up to grade 12 2) diploma 3) degree
4) above degree

1.4 Occupations: Student Government official

Private Employee Self employee

Questions related to the topic

1. For how long have you been a customer of the enterprise?
More than 10 years 1- 5 years 6 – 10 years Less than 1 year

2. For what purpose do you use the transport service of the buses? To go to:
School Work Other places

3. Based on the type of distance, which type of service do you use?
Short distance Medium distance Long distance

4. Why do you choose to use bus transport? Because,
It is easily available
It provides fast transport service
It is cheap
It is comfortable
Other reasons, if any

5. How long do you walk to and from bus stops?
100m-300m 300m-500m 500m-1000m above 1000m

6. How long do you wait at bus stop to get buses?
5-10min 10-20min above 20 min

7. How long do you spend for a journey on buses throughout the day? (it includes walking time, waiting time and travelling time)
Less than one hour 1-1.5 hour 2-3 hours

8. How do you rate the standards of service provided by the enterprise?
 - a. Cannot rate
 - b. Improved little
 - c. Declined

d. Did not change

e. Improved a lot

9. If your response to question number 8 is “declining or not changed,” what do you think are the reasons?

10. How do you rate the following service provision process in the enterprise?

1= Unsatisfactory 2= Satisfactory 3= Good 4= Very Good 5= Excellent

Factors used for assessment	1	2	3	4	5
10.1 Complaint handling					
a) Availability of clear policy and procedures to handle customer complaints					
b) Availability of awareness creation practices on complaint handling procedures for customers					
c) Giving punctual response for customer with problems					
10.2 Conduciveness of environment					
a) Crowdedness of inside of buses					
b) Cleanness of buses and bus stops is					
c) Hospitality of employees during the service provision is					
d) Availability of information on schedules/maps is					
e) Employees are consistently courteous					

11. How do you rate service quality in the enterprise related to the following service quality dimensions?

Factors used for assessment	Yes	No	No Answer
11.1 Reliability			
a) Do the buses provide safe services? (Free from car accident, having competent drivers, security against crimes and others)			
b) Provide service at the scheduled time table.			
c) The enterprise announces any delay of buses ahead of time.			
d) Mostly chairs are available to you during travelling.			
11.2 Responsiveness			
a) Employees provide good services.			
b) Employees have willingness to help customers.			

c) The employees tell you exactly when buses will be arrived (for example, the operation officers informs you about arrival time of buses).			
d) Employees are patient to respond to customer requests			
11.3 Empathy			
a) Employees know what customers needs are			
b) Employees give customers individual attention (ex. For pregnant, elders, disables...)			
c) The employees are able to communicate effectively with you			
11.4 Tangibility			
a) The buses are good in their technical capacity and free from technical failure during journey.			
b) The chairs are comfortable to sit during the journey.			
c) The floor of the buses is safe and comfortable to stop for customers.			
d) The enterprise prepares comfortable bus stops (Ex. having sheds which protects customers from sun and rain).			
11.5 Assurance			
a) Customers feel safe in the transaction with the enterprise employees			
b) Employees are polite			
c) The employees speak with you by using an appropriately address forms (Ex. Hello, May I help you, Sir/Madam?).			
d) The employees are trustworthy.			
e) The employees make you feel safe during the journey.			

12. Overall, how do you rate your level of satisfaction on the service delivery practice of the enterprise?

Strongly dissatisfied

Satisfied

Dissatisfied

Strongly satisfied

Averagely satisfied

13. What do you think the main reasons are for your level of satisfaction in the previous question?

14. Do you have any comments? _____

1. እርስዎ የድርጅቱ ደንበኛ ከሆኑ ምን ያህል ጊዜ ይሆኖታል?

ከአስር ዓመት በላይ ከ1- 5 ዓመት 6 -10 ዓመት

ከአንድ ዓመት በታች

2. አውቶቡስ የሚጠቀሙት ወደ የት ለመሄድ ነው?

ትምህርት ቤት ስራ ሌላ ቦታ

3. ከድርጅቱ አገልግሎቶች ውስጥ የየትኛው ርቀት ተጓዥ ነዎት?

አጭር ርቀት መካከለኛ ርቀት ረጅም ርቀት

4. አውቶቡስ ለመጠቀም የመረጡበት ምክንያት ምንድን ነው?

1) በቀላሉ ማግኘት ስለምችል

2) ፈጣን አገልግሎት ስለሚሰጥ

3) ርካሽ ስለሆነ

4) ምቹ ስለሆነ

5) ሌላ ምክንያት ካለዎት ይግለጹ _____

5. በቀን ውስጥ ከቤትዎ ተነስተው አውቶቡስ ለማግኘትና ወደ ሚፈልጉበት ቦታ ለመድረስ በደርሶ መልስ ምን ያህል ርቀት በእግር ይጓዛሉ?

1) 100ሜ-300ሜ 2) 300ሜ-500ሜ 3) 500ሜ-1000ሜ

2) 4) ከ1000ሜ በላይ

6. የሚፈልጉትን አውቶቡስ ቁጥር ለማግኘት ምን ያህል ሰዓት ይጠብቃሉ?

1) 5-10 ደቂቃ 2) 10-20 ደቂቃ 3) ከ20 ደቂቃ በላይ

7. ከትራንስፖርት አገልግሎት ጋር በተያያዘ በቀን ውስጥ ምን ያህል ሰዓት ያባክናሉ (ትራንስፖርት ለማግኘት በእግር የሚጓዙትን፣ ቆመው የሚጠብቁትን እና ተሳፍረው ሲጓዙ ያለውን ሰዓት ያካትታል)?

1) ከአንድ ሰዓት በታች 2) ከ1-1.5 ሰዓት 3) ከ2-3 ሰዓት

8. የድርጅቱን አገልግሎት አሰጣጥ እንዴት ይመዘኑታል?

1) ለመመዘን አዳጋች ነው

4) ለውጥ የለውም

2) ጥቂት ተሻሽሏል

5) በጣም ተሻሽሏል

3) ቀንሷል

9. ለተራ ቁጥር 8 ጥያቄ መልስዎ ቀንሷል ወይም ለውጥ የለውም ከሆነ ምክንያቱ ምን ይመስልዎታል?

10. ከዚህ በታች የተጠቀሱትን የድርጅቱን አገልግሎት አሠጣጥ ሂደት እንዴት ይመዘኑታል?

1) አጥጋቢ አይደለም

3) ጥሩ ነው

5) እጅግ በጣም ጥሩ ነው

2) አጥጋቢ ነው

4) በጣም ጥሩ ነው

ለንጽጽር የተወሰዱ ነገሮች	1	2	3	4	5
10.1 ቅሬታ አያያዝ					
ሀ) የደንበኞች ቅሬታ ለመፍታት የሚያስችል ደንብና መመሪያ መኖር					
ለ) የቅሬታ አፈታት ሂደቱን ደንበኞች እንዲያውቁት የተደረገው ጥረት					
መ) አቤቱታ ላላቸው ደንበኞች በተቀመጠው ጊዜ ምላሽ አሰጣጥ					
10.2 የሥራ ቦታ ሁኔታ					
ሀ) የአውቶቡስ ውስጥ በተሳፋሪ መጨናነቅ					
ለ) የአውቶቡሶችና የፌርማታዎች ንጽህና					
መ) ሰራተኞቹ አገልግሎት በሚሰጡበት ወቅት የወዳጅነት ስሜት እንዲሰማቸው ያደርጋሉ					
ሠ) የአውቶቡስ የጉዞ ሰዓትና አቅጣጫ በተመለከተ መረጃ የማግኘት ሁኔታ					
ረ) የድርጅቱ ሰራተኞች ሁልጊዜም መልካም ስነምግባር አላቸው					

11. ከሚከተሉት የአገልግሎት ጥራት መመዘኛ መስፈርቶች አንጻር የድርጅቱን አገልግሎት አሰጣጥ እንዴት ይመዘኑታል?

ለንጽጽር የተወሰዱ ነገሮች	አዎ	አይደለም	ምላሽ የለም
11.1 አስተማማኝነት			
ሀ) አውቶቡሶቹ ደህንነቱ የተጠበቀ አገልግሎት ይሰጣሉ (ከመኪና አደጋ፣ ብቃት ያለው ሾፌር መመደብ፣ ከአውቶቡስ ውስጥ ስርቆትና ከመሳሰሉት)?			
ለ) በተቀመጠው ሰዓት መሰረት አገልግሎት ይሰጣሉ?			
መ) ድርጅቱ የሚያጋጥመው የአውቶቡስ መዘግየት ሲኖር ለደንበኞች ቀድሞ ያሳውቃል?			

ሠ) በአብዛኛው በሚጓዙበት ወቅት ወንበር አግኝተው የመቀመጥ ዕድል አለዎት??			
11.2 ምላሽ መስጠት			
ሀ) ሠራተኞቹ የሚገባውን አገልግሎት ይሰጣሉ?			
ለ) ሠራተኞቹ ደንበኞችን ለመርዳት(ለማገልገል) ፍላጎት አላቸው?			
መ) ሰራተኞቹ እርስዎ የሚፈልጉትን አውቶቡስ መምጫ ትክክለኛ ሰዓት ይነግሩዎታል? (ለምሳሌ ስምሪትና ተቆጣጣሪዎች)			
ሠ) ሰራተኞቹ የደንበኞችን ጥያቄ በአግባቡ መመለስ ትዕግስት አላቸው?			
11.3 የስራ ባለቤትነት			
ሀ) ሰራተኞቹ የደንበኞችን ፍላጎት ያውቃሉ?			
ለ) ሰራተኞቹ ልዩ ድጋፍ ለሚፈልጉ ደንበኞች ቅድሚያ ይሰጣሉ? (ለምሳሌ- ለነፍሰጡሮች፣ ለአዛውንቶች፣ ለአካል ጉዳተኞች እና ለመሳሰሉት)			
መ) ሰራተኞቹ ከደንበኞች ጋር ውጤታማ የሆነ መልካም ግንኙነት አላቸው?			
11.4 ተጨባጭነት			
ሀ) አውቶቡሶቹ ቴክኒካል ብቃታቸው ጥሩ የሆኑና በጉዞ ወቅት ተሳፋሪ ጭነው ከመበላሸት ነፃ ናቸው?			
ለ) የአውቶቡሶቹ ወንበሮች ተቀምጠው በሚጓዙበት ወቅት ምቹ ናቸው?			
መ) የአውቶቡሶቹ ወለል በጉዞ ወቅት ቆሞ ለመሄድ ምቹና ደህንነቱ የተጠበቀ ነው?			
ሠ) ድርጅቱ ምቹ የሆኑ የአውቶቡስ ፊርማዎች አሉት? (ከጸሀይ እና ዝናብ የሚከላከል መጠለያ መኖር)			
11.5 በራስ መተማመን			
ሀ) አገልግሎት በመስጠትና በመቀበል ሂደት ውስጥ ሰራተኞቹ ደህንነት እንዲሰማዎት ያደርጋሉ?			
ለ) ሰራተኞቹ ትህትናን የተላበሱ ናቸው?			
መ) ሰራተኞቹ ደንበኞችን በሚያናግሩበት ወቅት የክብር መግለጫ የሆኑ ቃላትን ይጠቀማሉ (ለምሳሌ - እንደምን አደሩ፣ ምን ልርዳዎት፣ እና የመሳሰሉት)?			
ሠ) ሰራተኞቹ እምነት የሚጣልባቸው ናቸው?			
ረ) የድርጅቱ ሾፌሮች በጉዞ ወቅት ደህንነት መጠበቁ እንዲሰማዎት ያደርጋሉ?			

12. በአጠቃላይ ከድርጅቱ የሚያገኙትን አገልግሎት እርካታ ልክ እንዴት ይመዘኑታል?

በጣም አያረካም

ያረካል

አያረካም

በጣም ያረካል

በመጠኑ ያረካል

13. ከላይ ለጠቀሱት የእርካታ መጠን መከሰት ምክንያቱ ምን ይመስልዎታል?

14. ከድርጅቱ አገልግሎት አሰጣጥ ጋር በተያያዘ ማንኛውም አስተያየት ካለዎት

Addis Ababa University
Faculty of Business and Economics
MPA Program
(Questionnaires for employees)

Sir/Madam, the purpose of this questionnaire is to gather data regarding the evaluation of customer service delivery of Anbassa City Bus Service Enterprise. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study.

Therefore, I kindly request you to respond to each question item carefully and oblige.

Note:

- No need of writing your name.
- Where alternative answers are given, encircle your choice and put “√” mark where necessary.
- Please return the completed questionnaire in time.

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

Sincerely

Aschalew

Your position _____

Questions related to the study topic

1. For how long have you been in the service of the enterprise?

More than 10 years 1- 4 years
5 – 10 years Less than 1 year

2. Do you know that there are clearly predetermined service standards for each job done by you and services provide to customers?

Yes No

3. If your answer for question number 2 is ‘yes’, is your performance measured according to the standards?

Yes No

4. Does your organization measure customer satisfaction based on the predetermined standards of the enterprise?

Yes No I don't know

5. If your answer for question number 4 is 'Yes', is there a practice of taking corrective action when the service delivery deviates from the standards?

Yes No I don't know

6. Do you agree that the enterprise is working by using its full capacity to supply the buses for dispatch?

Yes No

7. If your answer for question no. 6 is 'No' what do you think are the reasons (You can choose more than one answer).

Lack of adequate skilled man power in technique department

Lack of drivers

Lack of managerial capacity

Lack of motivation of employees

Lack of spare parts

Lack of maintenance tools

Others, if any _____

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

Yes No

9. Have you ever taken any training which improves your service delivery performance?

Yes No

10. How do you rate the relationship among employees in the enterprise?

Excellent Very good Good Satisfactory Not good

11. How do you rate the relationship between the management and the employees?

Excellent Very good Good Satisfactory Not good

12. Do you agree that the enterprise has good rewarding and incentive system for good performers?

Strongly disagree Agree Disagree Strongly Agree
Averagely agree

13. Do you think your salary is enough and attractive for your job?

Strongly disagree Agree Disagree Strongly Agree
Averagely agree

14. Do you agree that the enterprise service delivery process is supported by Information Technology?

Strongly disagree Agree Disagree Strongly Agree
Averagely agree

15. Are there well designed complaint handling mechanisms to customers in your enterprise?

Yes No

16. If your response for the previous question is “Yes” How do you rate the customer complaints handling mechanisms in your enterprise?

Very good Good Moderate Poor Very Poor

17. Do you agree that there is a positive change in service provision after the implementation of BPR?

Strongly disagree Agree Disagree Strongly Agree
Averagely agree

18. Finally, do you think that the customers are satisfied by the service of the enterprise?

Yes No I don't know

19. If your answer for question number 19 is ‘No’ please describe the reasons for this dissatisfaction?

አዲስ አበባ ዩኒቨርሲቲ ቢዝነስና ኢኮኖሚክስ ፋኩልቲ

የድህረ ምረቃ ፕሮግራም

ለድርጅቱ ሠራተኞች የተዘጋጀ መጠይቅ

የተከበራችሁ የድርጅቱ ሠራተኞች፤

የዚህ መጠይቅ ዋና አላማ የአገልግሎት አሰጣጥ ሁኔታ ምዘና በአንበሳ የከተማ አውቶቡስ አገልግሎት ድርጅት በሚል ርዕስ መረጃ ለመሰብሰብ ነው። ጥናቱ የሚደረገው ሙሉ በሙሉ ለትምህርት አላማ ስለሆነ በየትኛውም መልኩ እርስዎን የማይነካና የማይጎዳ ነው። እርስዎም የሚሰጡት መረጃ እውነተኛ፣ ተግማኒነት ያለውና ትክክለኛ መሆን ለጥናቱ መሳካት እጅግ ጠቃሚ ነው። በመሆኑም እያንዳንዱን ጥያቄ በጥንቃቄና በትክክል እንዲመልሱ በአክብሮት እጠይቅዎታለሁ።

ማስታወሻ፡-

- ስም መጥቀስ አያስፈልግም፤
- ተለዋጭ ምርጫ ለቀረበላቸው ጥያቄዎች መልሱን ይህን "✓" ምልክት በማድረግ ይመልሱ
- እባክዎን የተሞላውን መጠይቅ በሰዓቱ ይመልሱ፤

ስለሚያደርጉልኝ መልካም ትብብር በቅድሚያ አመሰግናለሁ።

አስቻለው

የሥራ መደብዎ _____

ከጥናቱ ጋር ተያያዥነት ያላቸው ጥያቄዎች

1. እርስዎ በድርጅቱ ውስጥ ምን ያህል ጊዜ አገልግለዋል?

- ከአስር ዓመት በላይ ከ1 እስከ 4 ዓመት
- ከ5 እስከ 10 ዓመት ከአንድ ዓመት በታች

2. በድርጅቱ ለእያንዳንዱ አገልግሎት እና እርስዎ ለሚሰሩት ስራ የአገልግሎት ጥራት መመዘኛ በግልጽ መቀመጡን ያውቃሉ?

አውቃለሁ አላውቅም

3. በተራ ቁጥር 2 ለተጠቀሰው ጥያቄ መልስዎ አውቃለሁ ከሆነ የስራ አፈጻጸምዎ ከተቀመጠው መስፈርት አንጻር ይመዘናል?

ይመዘናል አይመዘንም

4. የድርጅቱ አገልግሎት አሰጣጥ ለደንበኞች እርካታ እየሰጠ መሆን ያለመሆኑ በተቀመጠው መስፈርት መሰረት ይለካል ወይ?

ይለካል አይለካም አላውቅም

5. በተራ ቁጥር 4 ለተጠቀሰው ጥያቄ መልስዎ ይለካል ከሆነ ድርጅቱ ከመስፈርት በታች በሚሰጡ አገልግሎቶች ላይ የእርምጃ እርምጃ ይወስዳል ወይ?

ይወስዳል አይወስድም አላውቅም

6. ድርጅቱ ሙሉ አቅሙን ተጠቅሞ ያሉትን አውቶቡሶች ለማሰማራት እየሰራ ነው በሚለው ይስማማሉ?

እስማማለሁ አልስማማም

7. በተራ ቁጥር 6 ለተጠቀሰው ጥያቄ መልስዎ አልስማማም ከሆነ ምክንያቱ ምንድን ነው ብለው ያስባሉ? (ከአንድ በላይ መልስ መምረጥ ይችላሉ)

ሀ) በቴክኒክ የስራ ክፍል ውስጥ ልምድ ያላቸው ሰራተኞች በበቂ ሁኔታ ያለመኖር

ለ) የሾፌር እጥረት መኖር

መ) የስራ አመራሩ ብቃት ማነስ

ሠ) የሠራተኛው የሥራ ተነሳሽነት ያለመኖር

ረ) የመለዋወጫ እጥረት መኖር

ሸ) የጥገና ዕቃዎች እጥረት መኖር

ቀ) ሌላ ምክንያት ካለ ይግለጹ _____

8. ድርጅቱ ከአገልግሎት አሰጣጥ ጋር በተያያዘ ለሠራተኛው ወሳኔ የመስጠት ዕድል ይሰጣል ወይ?

ይሰጣል

አይሰጥም

9. ስራዎን በተሻለ ሁኔታ ለማከናወን የሚያስችልዎት ስልጠና ወስደው ያውቃሉ?

አውቃለሁ

አላውቅም

10. የድርጅቱን ሰራተኞች የእርስ በርስ የሥራ ግንኙነት እንዴት ይመዝኑታል?

እጅግ በጣም ጥሩ ነው

ጥሩ ነው

ጥሩ አይደለም

በጣም ጥሩ ነው

አጥጋቢ ነው

11. እርስዎ በድርጅቱ ያለውን የአሰሪና ሠራተኛ ግንኙነት እንዴት ይመዝኑታል?

እጅግ በጣም ጥሩ ነው

ጥሩ ነው

ጥሩ አይደለም

በጣም ጥሩ ነው

አጥጋቢ ነው

12. ድርጅቱ የላቀ አፈጻጸም ያስመዘገቡ ሰራተኞችን የሚሸልምበት እና ማበረታቻ የሚሰጥበት ሁኔታ አለ በሚለው ይስማማሉ?

በጣም አልስማማም

መካከለኛ ነው

በጣም እስማማለሁ

አልስማማም

እስማማለሁ

13. የድርጅቱ አገልግሎት አሰጣጥ በኢንፎርሜሽን ቴክኖሎጂ የተደገፈ ነው በሚለው ጥያቄ ይስማማሉ?

በጣም አልሰማም መካከለኛ ነው በጣም እስማማለሁ
አልሰማም እስማማለሁ

14. ለሚሰሩት ስራ የሚከፈልዎ ደሞዝ በቀ እና የሚያረካ ነው በሚለው ይስማማሉ?

በጣም አልሰማም መካከለኛ ነው በጣም እስማማለሁ
አልሰማም እስማማለሁ

15. ድርጅቱ ዉስጥ የተደራጀ የቅሬታ አቀባበል ዘዴ አለ?

አዎ የለም

16. በተራ ቁጥር 15 ለተጠቀሰው ጥያቄ ምላሽዎ አዎ ከሆነ የቅሬታ አቀባበል ሂደቱን እንዴት ያዩታል?

በጣም ጥሩ ደካማ ጥሩ
በጣም ደካማ ደህና ነው

17. ከ BPR ትግበራ በኋላ በድርጅቱ አገልግሎት አሰጣጥ ላይ አዎንታዊ ለውጥ መጥቷል በሚለው ይስማማሉ?

በጣም አልሰማም መካከለኛ ነው በጣም እስማማለሁ
አልሰማም እስማማለሁ

18. ደንበኞች እያገኙ ባለው አገልግሎት እየረከ ነው ብለው ያምናሉ?

አምናለሁ አላምንም አላውቅም

19. ከላይ ለተጠቀሰው ጥያቄ መልስዎ አላምንም ከሆነ እባክዎ ላለመርካታቸው ምክንያት ነው የሚሉትን በ.ገልጹ _____

Interview questions for Managers

1. How many fleet sizes, buses, and capacity of dispatch does the enterprise have in daily basis?
2. Do you think that the enterprise can satisfy its customers by its service provision in this amount of buses?
3. How far the enterprise service is integrated with other transport service providers and the city growth?
4. Is the dispatch and controlling system of the organization effective?
5. Does the Enterprise have good capacity in maintaining the buses?
6. Do you think that amount of the allocated budget and subsidy to the public from the city administration is fair?
7. Is there any subsidy from Oromia surrounding towns to the enterprise?
8. What do you think about the incentive program discrimination between drivers, cash collectors and mechanics?
9. What are the achievements of ACBSE and the challenges it faces with regard to service delivery as per predetermined standards established by the reform after the implementation of BPR? Explain
10. Do you feel that your customers are satisfied with the service they receive from the enterprise?
11. What improvements have made to increase customer satisfaction?