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ADDIS ABABA UNIVERSITY

**COLLEGE OF BUSINESS AND ECONOMICS
Department of Public Administration and Development Management**

**Assessment of the Efficiency of Service Delivery: In Case Addis Ababa
Electric Utility Corporation.**

By

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Declaration of Originality

I hereby declare that this submission is my own work towards the Masters of Development Management (MPDP) to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the university, except where due Acknowledgment has been made in the text.

Amha Mamo

GSD/0335/07

Signature

ENDORSEMENT

This thesis has been submitted to Addis Ababa University School of Graduate Studies for Examination with my approval as university advisor.

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Abstract

The performance of Ethiopian Electric Utility in providing quality service is not in a position to meet the expectation of service users. The complaints on the efficiency of service delivery and response from the employees for lack of the services were indicative of poor service delivery performance in the Corporation. Therefore, the major purpose of the study is assessing efficiency of service delivery of EEU. It also tries to identify the major areas of problem in relation to service delivery. The analysis was conducted using a descriptive survey method by clustering the respondents into employees and officials; where the main focus was taken to the employees, hence their service delivery reflects the actual service provision of the Corporation. Then questionnaires were distributed to 19 employees and team leaders by using simple random sampling technique. Both primary and secondary data were used in the study.

Moreover, structured questionnaires and interviews are tools used to gather relevant information and statistical tools like percentage and tables are used to analyze the data. The research comes up with the following findings: there was poor service quality and poor performance in service delivery process like new connection, complaint handling and recovery of service failure procedure. So the Corporation failed to meet such requirements in order to provide efficient service. Therefore, the Corporation should come up with an appropriate efficient service delivery standards, proper complaint handling mechanisms, relevant training for its front line employees, developing various payment mechanisms and adequate resource management in order to give quality service to its customers.

Key Terms: - Efficient service delivery.

CHAPTER ONE

I Introduction

1.1 Background of the Study

As Gant (1979) pointed out, the principal reason for the emergence of the public enterprise sector in a country is the government's decision to intervene directly and actively in the economy in order to achieve the objective of its development plan. Most frequently, decision on the creation of public enterprises is based on the analysis and findings that show the institutional needs for development, which the government believes the private sector, will not meet, at least by itself. In other words, the rationale for setting up public enterprises is that they are better instruments for promoting developmental goals.

Delivery of various public goods and services is one basic responsibility of the State. Though with expansion of the market many services were available in the private sector, some of the core services would continue to be delivered by the state only, because of nature of such services. Those include important regulatory services for maintaining order in the society by ensuring that adequate norms of public behavior are established through Acts and Rules, which everyone has to comply with (e.g. maintaining law and order, administration of justice etc). This is also important for protecting human rights as well as allowing everyone to enjoy certain freedoms and carrying on various social and economic functions for their earning and well-being Joseph, Carmell(2002).

The State has a very important role to play in making available some essential public services which ensures certain minimum level of well-being to everyone in need of those. Financial and other resources under command of the State are always limited and, therefore, the services are to be delivered efficiently and effectively to ensure desired level of well-being to all the citizen and within as short time as possible Moor, Mark(1995).

In Ethiopia, there were different approaches towards providing public services, at different times and regimes. During the military rule of the 70's and 80's, public service delivery was conducted through centralized approach. There is the claim that the quality of service must be low under centralized governance. This is because the field offices are uninformed about local conditions as well as the needs of the residents, and thus they cannot produce a high quality of service judged

from local resident's point of view. Also, they are free from the control of local politics and thus do not respond adequately to the needs of local residents Henok Seyoum(2017)

1.2 Statement of the Problem

Many authors agree that service quality leads to customer satisfaction. Although; high quality doesn't always results in high customer satisfaction, quality judgment is just one of the many aspects of determining customer satisfaction about services. Chase and Bowen cited by Tjosvold, D. (1993) identified some major determinants of service efficiency which are mentioned in the following paragraph. preparing to serve customers, coordination between back and front offices, reliability and consistency of service, effective use of technology, appropriate degree of standardization in serving, appeal and functionality of facilities, logic and consistency of business hours, handling of non -routine demands and emergencies, availability of materials, orientation of new customers, and selection and training employees.

One of the major factors that play vital role in the day to day activity of the people is electric power service. Unless this sector is organized and managed in proper way in order to give quality service effectively, it has its own negative impact on future success of the corporation, living condition of the people, as well as the development of the nation. Service quality has to be looked from organization's decentralization philosophy. Sometimes customers are dissatisfied, if the service person dealing with customer lacks discretion to facilitate the service delivery.

EEU as a service provider faces various problems especially with rendering quality service by a well- designed delivery system for its customers that favor customer's satisfaction. Hence, the researcher tries to study issues related to the following research questions.

Besides, quality of access, time taken to deliver, associated easiness or harassment, ambience in which service is delivered, payment of hidden cost (bribe) and attitude and behavior of the service provider are some of the factors that erode efficient service delivery. In this regard this paper will try to the look into the efficiency of service delivery and factors rendering efficient service delivery.

1.3 Research questions

1. Is the organization efficient in delivering services?
2. What factors determines efficient service delivery in this organization?
3. What challenges do exist in this organization so as to provide services efficiently?

1.4 Objective of this study

1.4.1 General objective

The general objective of this study is to measure efficient service delivery in Ethiopian electric utility corporation (EEU).

1.4.2 Specific objectives

This study has the following specific objectives:

1. Measure the efficiency of service delivery in organization.
2. Explore the negative impact to the efficient service delivery of the corporation.
3. Find out problems or challenges of efficient services delivery.

1.5 Scope of the study

The population of this study is Ethiopian Electric Utility in Addis Ababa Region Service Centers, while the unit of analysis focuses on assessment of efficient service delivery in Addis Ababa EEU Service Center related to the service delivery.

The study attempts to see the efficiency with which EEU uses resources in providing services. In addition the factors which may contribute to efficiency will be addressed here.

1.6 Significance of the Study

The research provides an overview on the existing performance of public service delivery and factors that affect efficient public utility delivery. The study will identify factors for efficient service delivery; hence help to improve service delivery in this organization.

1.7 Limitations of the Study

Efficient service delivery covers all aspects of an organization performance. However, due to budget and time constraints this study is limited its scope to the assessment of efficient service delivery particularly by taking the Ethiopian Electric Utility (EEU) Addis Ababa Region customer service center Eight. Furthermore, since the sample is only Addis Ababa particularly at customer service center was not large enough to represent the entire organization nationwide. Therefore, the finding of this study should be considered as showing the circumstance of efficient service quality in EEU. Another study with a large sample size may be required in the further to arrive at reliable conclusion about Ethiopian Electric Utility quality/efficiency service delivery system.

1.8 Organization of the Study

The research thesis has five chapters. The first chapter deals with research preliminaries including background, statement of the problem, objectives, scope of study and outline of the paper. In the second chapter, review of related literature was presented in a detailed manner. In the third chapter, research design and methodology was presented. In the fourth chapter facts and figures obtained from both primary and secondary sources are presented, discussed and analyzed. Based on the Forth chapter, conclusions and possible recommendations were made in the fifth chapter. The thesis also consists of other formal sections like Bibliography, Appendices, etc.

CHAPTER TWO

2. REVIEW OF RELATED LITRATURE

2.1. Overview of Public Services and Service Delivery

According to Gaster and Squires, (2003) Public services is a term usually employed to mean services provided by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the services, and it is associated with a social consensus (usually expressed through democratic elections) that certain services should be available to all, regardless of their income. Even where public services are neither publicly provided nor publicly financed, for social and political reasons they are usually subject to stricter regulation than most economic sectors. Public goods are non-excludability and non-rivalry. Non-excludability refers to the difficulties to exclude potential users from the services. Non-rivalry refers to the enjoyment of services without diminishing the benefits for other users.

Public services have distinguishing characteristics from private goods and services. Public services are paid through general taxation or means-tested payment or direct fees. Individual payments by choice and profit motives, which are common in the private sectors, are rare in public services. Public services operate within a legal and financial framework that is very different from the profits-driven private sector (Gaster and Squires, 2003).

Service delivery is tied to performance at the organizational level. It means fulfilling organizational goals and objectives, especially in satisfying customer needs, employee needs and investor needs. Quality service delivery is an increasingly important initiative being pursued by organizations to improve efficiency, productivity and hence profitability

There are many definitions for public services and public service delivery. However, the central concepts are the same. For instance, Humphreys (1998) defines public services as those services which are mainly, or completely, funded by general taxation or means-tested payment or direct fees. According to Humphreys (1998), individual payments by choice and profit motives, which are common in the private sectors, are unusual in public services. He further explains, public services operate within a legal and financial framework. Public services clearly vary from

commercial services in that most operates under central and/or local government, the health authorities, education, defense, justice/home affairs and noncommercial semi-state organizations and do not normally function for profit Humphreys, (1998).

Another Scholar (Ole, 2001) defines public services as it is a service provided impartially, fairly, equitably and without bias throughout the set targets for increasing the access to services and the public service clean, effective, and free from corruption. According to Ole (2001), public service delivery aim is achieved when service is delivered efficiently, effectively and economically based on public needs/interests. Public institutions must therefore strive to provide such services as required by the community as customer.

On the other hand, service delivery is defined as a product or service, promised to deliver by a government or government body to a community, or which is expected by that community' (Humphreys, 1998). According to Humphreys (1998), efficient service delivery would thus imply the satisfaction of service delivery goals with the economical use of resources.

Goldstein, S.M., Johnston, R., Duffy, J. And Rao, J; defines service delivery as providing efficient, quick and friendly service, building strong relationships with customers, handling complaints quickly and responding to customers' issues in time. At the center of service delivery, there should be quality customer service which is the best way to keep customers coming back, thus ensuring long-term success. Effective service delivery is about providing the services that the users actually use because it meets their needs (Goldstein, Johnston, Duffy, & Rao. 2002)

Generally public services are;-services to the public, Services providing public goods, services accountable to the public and so on. Services are delivered by public and private sectors .public services are imposed by public authorities in order to ensure that certain public interest objectives are met. The term services are currently economic and political changes.

Another scholar defines how and what of service meaning, and mediates between customer needs and the organization's strategic intent. The service concept is a means for the service provider to identify the value being delivered to customers and the value expected by customers from the organization Parasurama, Zeithaml, & Berry, (2017).The term value is an individualized customer perception based on a composite judgment of a number of product/service attributes such as perceived quality, perceived costs; monetary or personal and

other high level abstractions, intrinsic and extrinsic attributes such as prestige, accessibility and performance.

The intended objectives of a facility can only be achieved if it is located strategically. In business firms locate themselves at points that provide ample access by customers, workers, material input, among others. This helps the firm to achieve its profit maximization objective.

On the other hand the government should locate its service points at places where its goals can be attained. Therefore the ease of access by customers, who are the citizens and staff are key factors in determining strategic location for service facilities.

Service delivery point affects the quality and efficiency on service delivery. A good system provides services at places that are acceptable and satisfying to recipients of services (Jones & Gessaman, 1974). Thus public services must be both accessible and acceptable to the citizens or the respective people upon which such services are directed to.

In order to serve many people centers must be strategically located so that the public can access the facility without encountering difficulties. Drezner et al (2012) argues that services should be delivered at demand points. The attractiveness of a service facility is measured by the speed at which people obtain services.

2.2 Classification of service

According to Palmer (1995:p42-51) service can be classified into the following ten points.

1. Marketable Vs. Unmarketable Service

The first classification distinguishes between services that are freely traded and those considered by the social and economic environment of the time to be more appropriately distributed by non-market based machines. For the latter groups, many government services are provided for the public benefit but no attempt is made to change users of the service.

Producers Vs. Consumers

Service Consumer services are provided for individuals who use up the service for their own enjoyment or benefit. On the other hand, producer services are those provided to a business in order that the business can produce something else of economic benefit.

Status of the Service in the product offering

Service can be classified according to the role of the services in that total quality offering. Three principal roles can be identified:

- a pure service exists when there is little, if any, evidence of tangible goods
- a second group of services exist in order to add value to a tangible product
- a third group of services may add value to a product more fundamentally by making it available in the first phase.

Tangible vs. Intangible Services

The level of tangibility present in a service offer derives from four principal sources.

- Tangible goods that are included in the service offer and consumed by the customers.
- The physical environment in which the service production/ consumption process takes place.
- Equipment used in the service production process
- Tangible evidence of service performance

Extent of Customer Involvement

Some service can be provided only with the complete involvement of customers whereas others require them to do little more than initiate the service process.

Degree of Variability

Two dimensions of variability can be used to classify service:

- The extent to which production standards vary from a norm, in terms both of outcomes and of production process.
- The extent to which a service can be deliberately varied to meet the specific needs of individual customer

Pattern of Service Delivery

Whether the service is supplied on continuous basis or supplied casually or within an ongoing relation between buyer and seller. 8. Pattern of Demand Service can be classified according to the temporal pattern of demand they face very few services face a constant pattern through time.

People Based Vs. Equipment

Based Services Some services involve labor-intensive production methods. At the other extreme there are services which involve equipment.

Significance of the Service to the Purchaser

Some services are purchased frequently, are of low value, are consumed very rapidly by the recipient and are likely to be purchased on impulse with very little pre-purchased activity.

2.3 Principles of Public Service Delivery

Setting Service Standards: - Service standards must be relevant and meaningful to the individual user. This means that they must cover the aspects of services which matter most to users, as revealed by the consultation process, and they must be expressed in terms of relevance and easily understood ways

Ensuring Courtesy:- The concept of courtesy goes much wider than asking public servants to give a polite smile and to say “please” and “thank you”, though these are certainly required.

Providing More and Better Information:- One of the most powerful tools at the customer’s disposal is exercising his or her right to good services.

Increasing openness and transparency: Openness and transparency are the hallmarks of a democratic government and are fundamental to public service transformation process.

Redressing Wrongs:- The capacity and willingness to take action when the things go wrong, is the necessary counter part of the standard setting process

Accessibility: - Extent to which a consumer or user can obtain a good or service at the time it is needed.

Speed:-The longer it takes to respond to a complaint the more dissatisfied customers will become.

Fairness: - Complaints should be fully and impartially investigated

Confidentiality- The complainant's confidentiality should be protected so that they are not deterred from making complaints by feeling that they will be treated less sympathetically in future.

Responsiveness- The response to a complaint, however trivial, should take full account of the individual's concerns and feelings.

Review: - customer feedback system should incorporate mechanisms for review and for feeding back suggestions for change to those who are responsible for providing the service.

2.4 Core Elements of Service Management

Service Strategy

Service Strategy provides advice and guidance on designing, developing and implementing service management – both as an operational capability within an organization but also how to use that capability as a strategic asset. It tries to ensure that consideration is given as to why a particular activity is to be performed - before an organization begins to think about how it will be performed.

Service Design

The Service Design stage of the lifecycle starts with a set of new or changed business requirements and ends with the development of a solution designed to meet the documented needs of the business. This developed solution, together with its Service Transition Pack, is then passed to Service Transition to build, test and deploy the new or changed service and on completion of these activities control is transferred to the Service.

Service Transition

The Service Transition stage of the lifecycle provides guidance on ensuring that the introduction, deployment, transfers and decommissioning of new or changed services is consistently well managed. Service Transition ensures that the transition processes are streamlined, effective and efficient so that the risks relating to the service in transition are minimized. The Service Transition stage of the lifecycle receives input from the Service Design stage and provides output to the Service Operation and Continual Service Improvement stages of the service lifecycle Operation stage.

Service Operation

Service operation is responsible for all aspects of managing the day-to-day operation of services, ensuring that processes and activities are operated (and continue to be operated) on a 'business as usual' basis. Its key purpose is to coordinate and perform the processes and activities that support the delivery of the services at the levels defined in the relevant Service Level Agreements. The scope of Service Operation covers the services, the service management processes, the underpinning technology used to deliver those services - and the people used to manage all of these aspects. Continual Service Improvement

The Continual Service Improvement

It is not a lifecycle stage, but a wrapper used throughout the whole service lifecycle. It has inputs and outputs for all lifecycle stages. It focuses on the overall health of Service Management within the organization <http://www.foxit.net/pages/solutions/>

Quality of Customer Service

Quality is a measure of how closely a product confirms to customers' needs, wants and expectation. It is a degree to which a product conforms to customer expectation and specification. Customers service quality expectation is formed by their past experience, word of mouth, service firm advertising and personnel needs. They compare the perceived service with expected service. If the perceived service fall below the expected service customers lose interest in the provider and if the perceived service meets or exceeds the expectation they are opt to use the provider again. Service quality is a focused evaluation that reflects the customer's perception of elements of service such as interaction quality, physical environment quality and outcome quality. These elements are in turn evaluated based on specific quality dimensions. (Zeithmoal.M 2003;86)

2.5 Determinants of efficient service delivery

Service Standards

Standards of customer service are to be improved to levels comparable with best practice and people are to be more readily involved in decision making, service design and service reviews (Adrienne Curry, 1999).

According to Adrienne Curry Sound operational management involves putting in place the right arrangements for managing services more effectively and ensuring that managers have greater control over resources, decision making and performance.

Excellent service can also be energizing because it requires the building of an organizational culture in which people are challenged to perform to their potential and are recognized and rewarded when they do.

Service standards are a basis for measurement of service delivery. Standards help to measure the extent to which service is being improved. The established service standard should be available to the public in order to meet its objectives. Unless there is a predetermined service standard, it is very difficult to satisfy the needs of customers because of the subjectivity of the service provisions Without predetermined service standards, it is difficult to build transparency, responsibility, and accountability .

Accessibility of services

The access to service delivery principle states that all employees should have equal access to service to which they are entitled. Predetermined service standards are essential for customers to know about the services they are going to be provided so that they will be able to complain if services are not rendered according to the standards. The Authority is committed to utilizing customer feedback in order to maintain and improve the quality of services provided.

Fairness

Perception of Fairness:-employee satisfaction is also influenced by perception of equity and fairness employees perceive. Fairness is central to customer's perception of satisfaction with products and services. The complaint handling system process must be fair. This means complainants must be given the option to identify the individual(s) they are complaining about;

- Both parties of a complaint are entitled to be listened to and to have their views taken into account;
- The person being complained about must know all the claims that are made against them and have the opportunity to put respond and their case forward;
- All information relevant to the case must be taken into account; and the decision made must be fair and unbiased.

Transparency

Transparency can be defined as public's unbound access to up-to-date and trustworthy information about the public sector institution's performances and decisions. Contextually, transparency in any service delivery is about free flow of information between service provider and service users. In addition to the readiness and availability of working environment for transparency in any organization, the availability of proper media and institutions that help the system transparent is basic.

Responsiveness

Responsiveness refers to the ability of public organizations to satisfy the demands of the citizens as per their preference. On the other hand, responsiveness can work as a main toll of interlinking the demand and supply side strategies proposed by making the service suppliers to react and work as per the preferences of the service users (the demand side).

Leadership Styles

Leadership has many definitions and there is no general agreement. Some of the definitions

Scholars have proposed that a high-performance organization requires 1st class leadership.

- Leadership is the process of influencing the activities of an organized group towards goal achievement.
- Leadership is the process through which an individual establishes the purpose or direction for individuals or a group of people, and encourages them to move along together with him or her and with each other in that direction, with competence and full commitment.
- Leadership is the technique by which an individual influences organizational members towards the attainment of organizational goals.
- Leadership involves an ability to encourage organizational members towards the attainment of goals, organizational performance, the organization needs to explore new ways and instantaneously exploit what has been learned and transfer of existing knowledge.

Leadership plays an important role in shaping and maintaining organizational culture, but also different styles of leadership may develop different ways of encouraging employees. Leadership is an important ideal for top management in their role to encourage learning, share knowledge with and transfer it to employees by means of appropriate styles in different situations for the purpose of achieving organizational goals. It has been suggested that the transformational leadership approach is more effective than others in creating change in an organization, especially compared with transactional leadership (Rusliza, Yahaya, Fawzy & Ebrahim, 2016).

The roles of leadership to be effective learned from their own experience and the experience of others. Leadership styles should be challenging, inspiring, enabling, modeling and encouraging (Rusliza, Yahaya, Fawzy& Ebrahim, 2016).Today's organizations consist of complex matrices of social relationships in which leadership has considerable consequences for success or failure.

2.6 Theories on public Service Delivery

2.6.1 New Public Management (NPM)

NPM paradigm emerged in the 1980s to implant a new approach into traditional public administration. (NPM reforms shift the emphasis from the traditional public administration to modernizations, which are the determinants for the rise of the new public management).It was geared toward enhancing efficiency, productivity, improved service delivery and accountability and emphasizes a result-orientation as opposed to the process-orientation of the traditional public administration.

Though evidence of the efficiency gains from NPM practices remains mixed and there is little to suggest that they have enhanced the effectiveness or equity of service provision, policy-makers across the world continue to laud the merits of new public management (Andrews, 2012 and 2013 ,Curristine & Joumard, 2007).The arguments of NPM theory is that rather than focusing on controlling bureaucracies and delivering services, public managers are now responding to the desires of ordinary citizens and politicians to be “the entrepreneurs of a new, leaner, and increasingly privatized government”. As such, the NPM is clearly linked to the notion of trust in economic rationalism through the creation of public value for public money(Hope, K.R. 2001).

There are controlling bureaucracies and delivering services of NPM that derive from ‘managerialism’i. e. Emphasizing management in government. These include management decentralization, desegregation and downsizing of government, creating a leaner and flexible organizational structures and systems, and giving managers more freedom to manage (Alexandria Brysland, Adrienne Curry, (2001). According to Alexandria Brysland, Adrienne Curry, (2001),there are ideas emanating from new institutional economics that emphasize markets and competition as a way of giving choice and ‘voice’ to others and promoting efficiency in service delivery, i.e. The use of market mechanisms such as franchising, vouchers, contracting out, internal markets, user fees and customer orientation.

According to the Economic Commission for Africa, (2003) the major NPM doctrines of what must be done are:

- Direct public sector costs should be cut and labour discipline raised so as to improve resource use.
- Private-sector-style management practices applied to increase flexibility in decision-making.
- Competition in the public sector (through term contracts and tendering) increased, as competition is the key to lower costs and improve standards.
- The public sector disaggregated and decentralized to make units more manageable and to increase competition among them.
- Controls to shift from inputs to outputs, to stress results rather than procedure.
- Explicit standards and performance measures to be established, because accountability requires clearly stated objective and efficiency requires attention to goals.
- Managers to be given powers to conduct hands-on professional management, because accountability requires clear assignment of responsibility, not diffusion of power.

The new public management techniques to public services would automatically lead to improved efficiency and effectiveness in these services Stephen, (2007). According to Stephen, (2007) the key elements of the NPM can be summarized as:

- A focus upon entrepreneurial leadership within public service organizations;
- An emphasis on inputs and output control and evaluation and upon performance management and audit
- The desegregation of public services to their most basic units and a focus on their cost management; and
- The growth of use of markets, competition and contracts for resource allocation and service delivery within public services.

2.6.2 Public choice theory

Public choice theory is a branch of economics that developed from the study of taxation and public spending Jane S. Shaw, (2002). Public choice takes the same principles that economists use to analyse people's actions in the marketplace and applies them to people's actions in collective decision making. Economists who study behavior in the private market place assume that people are motivated mainly by self-interest. Although most people base some of their actions on their concern for others, the dominant motive in people's actions, in the marketplace, whether they are employers and employees, or consumers

According to Jane S. Shaw, (2002), public choice is often referred to an outshoot of economics. In fact, it is more an approach to political science. Public choice uses the methods and tools of economics to explore how politics and government work.

The ability of the democratic process to ensure their accountability to the public limited as well as their confidence in the ability if the place market to do so. The public interest in public administration through reform guided by public choice theory is an application of classical economics to public administration and had a dominant influence on the development of the new public management.

The increase of NPM doctrine is linked with increasing popular and intellectual dissatisfaction with the growth and role of government and increasing taxation and, consequently, pressures to curb the expansion of government and shift towards privatization (Alexandria Brysland, Adrienne Curry, (2001), Particularly public choice theorists have criticized the Weber bureaucratic model as lacking cost-consciousness because of the weak link between costs and outputs which is efficiency and effectiveness. Further, the rewards system in the public sector is not oriented towards improving performance. Consequently, there are no incentives for politicians and bureaucrats to control costs. In this regard, research conducted in Ethiopia show that, there is waste and over expenditure, with public managers focusing more on delivery than on productivity and efficiency (Debela, 2009, Gaster, Lucy and Squires, 2003;). Public choice theory also argues that public bureaucracies are notoriously slow to respond to changes in the environment, as well as being unresponsive to service users.

2.6.3 The Gap Theory of Service Quality

According to The Gap Theory Service Quality is defined as the difference between expected service and the customer's perception of actual service delivery. This model identifies the different sources of gaps between the expected service and the customers' perception of the actual service delivery. A deficit in service quality (where the perceived service is less than the expected service quality) may result in customer dissatisfaction and drive away customers. If the perceived service exceeds the expected service, the customer would be happy.

Five gaps were identified as causing a deficit in service quality. Customer gap: The difference between customer expectations and perceptions the service quality. This is a result of the following five gaps.

1. Gap between expectation of customer and perception of management. In order to be able to exceed customer expectation, and in this way insure customer satisfaction, service organization management has to have a clear and accurate perception about customer expectation. Lack of such knowledge creates a gap that can be one of the main reasons for service customers to be satisfied.
2. Gap between perception of management and service quality specification. Even if management accurately perceives customer expectations, there are still chances of customer dissatisfaction that can be caused by the gap in planning quality of the service according to customer expectations
3. Gap between specification of quality and the delivery of service. Another potential area for customer dissatisfaction relates to the failure of efficiently specified quality service due to various reasons, including incompetent workforce, and inefficient working conditions.
4. The gap between the delivery of service and external communications. In cases where employees have relevant skills and willingness to offer efficiently specified quality service, still customers may be left unsatisfied due to external factors such like working environment.
5. Gap between perceived and expected service. Lastly, one of the common causes for customer dissatisfaction in service sector relates to the gap between what customers expect from the service and what they think they have received.

2.7 Public Service Delivery and Customer Satisfaction

Customer satisfaction in today's service delivery and service marketing era is believed to strongly connect with understanding consumers' behavior. To understand the consumer or customers receiving pattern as organizations or public sectors are looking to influence them, each organization seeks help from external agencies and various sources to acquire the required information via the very common consumer behavior research analysis.

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

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

2.8 Empirical Literature Reviews

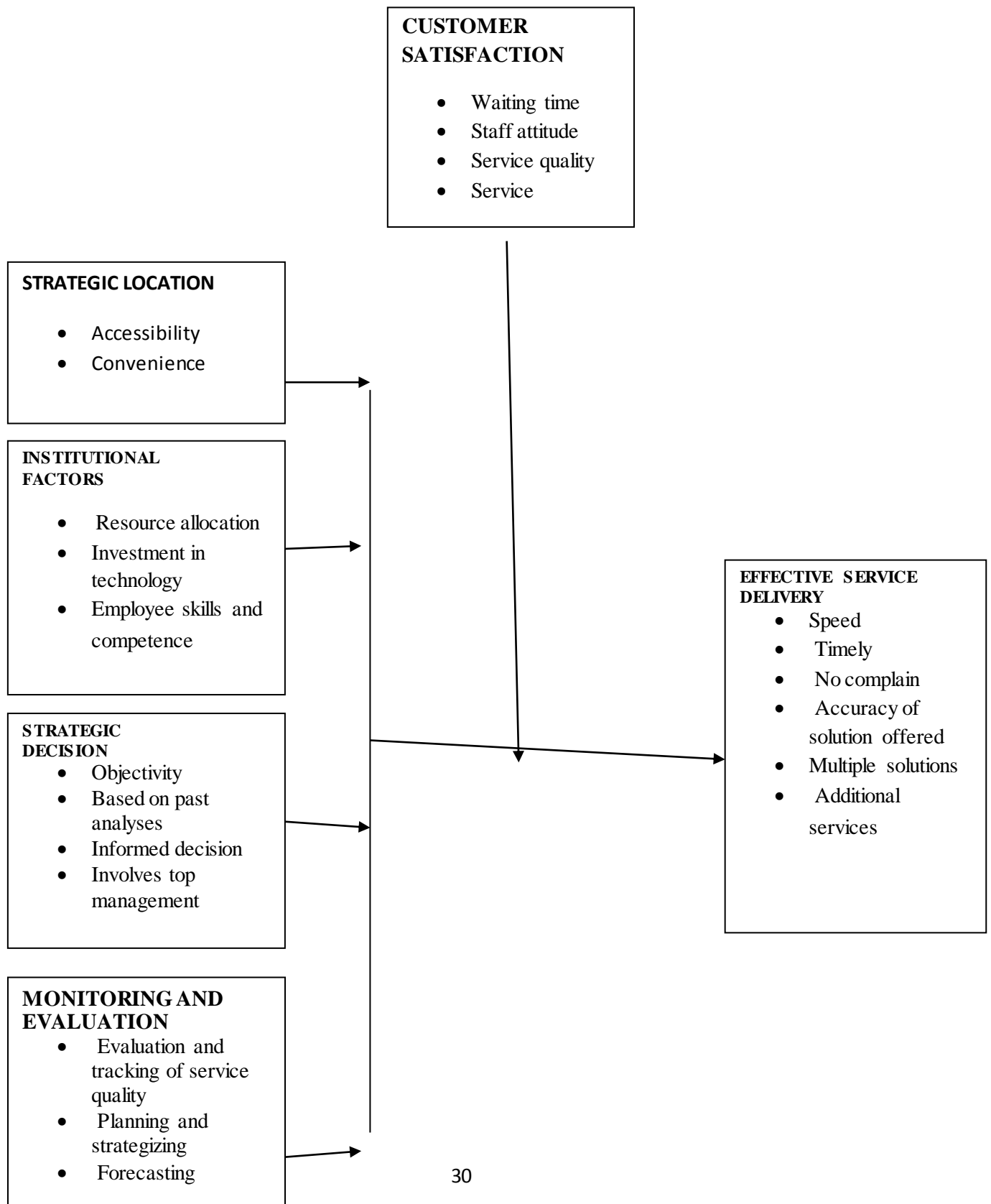
Various studies conducted in the areas of public service delivery in Ethiopian civil service institutions indicate that several problems exist and have been leading to poor quality public service delivery. In April 2001, Government of the Federal Democratic Republic of Ethiopia published a service delivery policy of the Ethiopian civil service realizing that the existing system requires reforms or adjustment to improve public service delivery. The policy came up with the assumption that effective implementation of the policy requires that all civil servants, service users and other concerned bodies have sufficient understanding of the objectives, contents, concepts and principles that enables civil service initiations to carry out what is

expected of them and makes service users (customers) aware of their rights to receive services and benefit thereafter.

Further, Zegeye (2013), conducted a research entitled as “public service delivery and customer satisfaction”. He used case study method to conduct his research at EEPCo-South Addis Ababa center. The study came up with the findings like mass dissatisfaction with the corporation indicating that there were long waiting time for getting service signifying the organization’s unresponsiveness to customers’ requests, clear procedures, and predetermined service standards were not in place and/or not posted officially; absence of communication to customers, no consultation process and feedback collection; no training for developing skills of service delivery and no consistent service delivery. Eventually, he concluded that the corporation was still could not achieve excellent public service delivery to the extent required.

2.9 Conceptual Framework

The conceptual framework is anchored on public value theory. The public value theory was developed by Moore (1995, 2003) as a framework for guiding strategic management in public sector organizations. Public value theory posits that government investments must deliver what is valuable to the public (Benington, 2011). According to Moore (1995, 2003), since the objective of private sector organizations is to generate private (economic) shareholder wealth, the goal of public sector organizations (governments and their departments) is to generate public (social) worth. Thus, public value refers to the worth, advantage or benefit that an individual or entity gives to society. Public value theory holds that government should provide services that the public values (Moore, 1995, 2003; Benington, 2011). While public value theory has been applied in public administration research, few studies have proposed plausible mechanisms through which valuable and desired public services are produced. We argue in this paper that the valuable and desirable public services and public goods are delivered through a strategic governmental decision ‘chain’, (White, 1998), that starts from policies, which must be translated into broad programs. But for governmental policies and programs to be effective, they must be executed through targeted projects, which must produce unique, valuable and desired public services and translated into programs and projects. The programs and projects are thereafter implemented to produce, what Moore (1995) calls public value.



or public goods. The formulated policies are then turned into targeted development programs and projects. In other words, for government policies to be effective and executable, they have to be translated into programs and projects. The programs and projects are thereafter implemented to produce, what Moore (1995) calls public value.

According to Moore (1995) public resources must be utilized to produce and maximize value for the public/ citizens. For citizens, public value is demonstrated in the quality, responsive and timely public services; and projects are effective mechanisms for delivering and maximizing these valued public services. Moore (1995, 2003) argued that for governmental interventions to be referred as providing public value, it must produce valuable and desirable outcomes for citizens. According to Moore (1995, 2003), these programs and projects must deliver value to the public. Thus critical role that development programs and projects play is evident in the public value that they create in the delivery of quality and timely public services. In this respect, the policies and projects developed by governments are important because they are expected to produce public value; something valuable and needed by the public. Thus, a public value theory of development projects is proposed to explain the critical role that development projects play in the production of valuable services to the public.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design and Method

Research design is a master plan specifying the methods and procedures for collection and analyzing the needed information. A research design is simply the framework or plan for a study that is used as a guide in collecting and analyzing the data. It is a blueprint that is followed in completing a study. Research design is the blue print for collection measurement and analysis of data. Actually it is a map that is usually developed to guide the research (Gibaldi, 2009).

The research methods that were used in this study are both quantitative and qualitative. Both primary and secondary data source were used to collect the required information. Purposive sampling technique were used to select the specific service centers for the study; convenience sampling to set sample size and stratified sampling were used to distribute questionnaires. Beside, structured questioners and interviews were used to obtain the required data from employees and officials respectively.

This thesis used mixed research design to answer the research questions. Mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone (Ibid).

Therefore, the researcher employed both qualitative and quantitative primary data survey design for the thesis that is realized through questionnaires, interviews, and secondary data is also used from published and unpublished documents. This helped to assess the major factors that affecting condominium housing projects on process (from the initiation up to closing of the project).

By purpose, this study relatively fits into the descriptive study design. Descriptive research provides an accurate account of characteristics of a particular individual, event or a group in real-life situations (Saunders and Lewis, 2007). Therefore, this study is descriptive statistical method

of analyzes such as frequencies, percentages, averages, etc. are employed and the findings are described and presented in tabular format using Microsoft excel.

3.2 Sources and Types of Data

Population refers to the full set of cases from which a sample is taken (Saunders, 2009:21). Primary data was primarily used for this study. Additional data was used from secondary sources. A concurrent sampling in which quantitative probability and qualitative purposeful sampling are combined in this research. Purposive or judgmental sampling is used to extract qualitative data and stratified sampling is used to draw samples for the quantitative data. A purposive sampling method enables the researcher to use personal preference in selecting cases that will best enable him/her answer research question(s) and meet objectives (Saunders, 2009). Denscombe (2007) states that sample, in case of purposive sampling, is hand-picked. It is important when the researcher wishes to select cases that are particularly informative.

Hence, both data was used for this study. In order to measure the efficiency service delivery of this organizations. The data required for this study were come primarily from questionnaires and interviews from the employees. Additional from secondary data (report) was collected. The sample organization for this study was purposely selected taking in to consideration that they are public utility companies.

3.3 Sampling Techniques and Sample Size

The sample period for this study covered two consecutive years. Hence, year 2019 and 2020 is relevant period for this study. In order to measure efficiency, the researcher purposely consider these periods.

Structured questionnaires will be randomly distributed to 19 frontline employees. This is 50 percent of 38 employees who have direct contact with customers in the service center. And interviews will be conducted with two officials of the service center namely marketing and sales chief officer and marketing and sales monitoring officer.

3.4. Data collection Techniques/Tools

In this study both primary and secondary data are collected. Primary data are those which are collected afresh and for the first time, and happen to be original in character (Kohtati, 2004:95). Secondary sources are those which are made available or have been collected for other research purposes. It refers to data that are already available i.e. data which have already been collected and analyzed by someone else (Kohtari, 2004).

The data analyzed and interpreted by using descriptive methods. This method help to describe the findings and the results from the data collected. The data analysis was done from both qualitative and quantitative stand point for the purpose of achieving the objectives of the study. In order to drawn meaningful conclusion, data was summarized and presented using appropriate table format using frequencies, percentages, etc.

This plus its ability to enable the researcher gain insights into the respondents' opinions, feelings, emotions and experiences makes the interview method appropriate in this case. Among the various forms of interview, the semi structured one was used. Such interview was used since it was believed that it allows the researcher to know specific information which can be compared and contrasted with information gained in other interviews at the same time maintaining flexibility. This is helpful in gaining a fuller understanding of the various components of strategic management. The interview was conducted in the office of the respondents and followed the framework provided under the interview guide.

3.5. Data Analysis Methods

Zikmund & et.al define data analysis as the application of reasoning to understand the data that have been gathered by determining consistent patterns and summarizing the relevant details revealed in the investigation. It is done with the aim of making sense out of data collected using various methodologies. All questionnaires were deposited in one place and completeness and accuracy of each was checked. The invalid ones were excluded. The results of the questionnaire were encoded into excel. Simplistic descriptive statistic techniques including percentages are applied. This is illustrated using frequency tables that indicate the frequency counts and percentages for each of the variables. The qualitative data obtained from the interview and documents were described using qualitative analysis.

CHAPTER FOUR

4. DATA ANALYSIS AND PRESENTATION

In this part of the paper, the researcher attempted to present the practical observed facts about the efficiency of service with data collected from employees and secondary data by using tools mentioned in the methodology part of chapter three. The same data have been analyzed in Tabular forms.

4.1. Data Analysis Based on Employee Responses

4.1.1 General Information about Employees

All of 19 questionnaires distributed to 50 percent of the front line employees within the service center were returned with full information's.

Table 4.1 Employee's general information based on service years.

Year of services	Frequency	Percentage
More than ten years	3	15.8
Five to ten years	7	36.8
One to four years	-	-
Less than one year	9	47.4
Total	19	100

Source: - Field survey May 2020.

As indicated in the above Table 4.1, all employees have more than one year service of experience; hence they are expected to give reliable information and efficient service, the service that they provide to customers.

4.1.2 Assessment on Service Delivery Standards of the Corporation and their Knowledge

Table 4.2 Service Delivery Standards and Employees' Knowledge

Variables	Alternatives given	Frequency	Percentage
I. Predetermined service standards for each service type	Strongly disagree	2	10.5
	Disagree	3	15.8
	Partially agree	11	57.9
	Agree	3	15.8
	Strongly agree	-	-
	Total	19	100
II. Knowledge regarding the	Very good	6	31.6
	Good	10	52.6

standards of each service	Poor	3	15.8
	Very poor	-	-
	Total	19	100

Source: - Field survey May 2020.

One can see from the above Table 4.2 that, substantial numbers of employees do not agree with the existence of the predetermined service standards for each service. Only 15.8 percent of the respondents agree to the existence of it, while 26.3 percent of the employees do not agree to the existence of standards for each service. The remaining 57.9 percent of the respondents partially agree on this issue. These show that there is a knowledge gap between the employees and the service standards of the Corporation. To see this gap employees were asked to rate their knowledge based on the standards of the service.

Variable II in above the Table 4.21 speaks about how well employees know the standard of service delivery. The result show that 31.6percent of the respondents know the standard of service very well, 52.6percent of them have good knowledge and the remaining 15.8percent of them reply as their knowledge is poor. This implies that most of the employees' knowledge about service standards (how they perform and serve the customers) is good.

However, there is a knowledge gap among employees on service standard that has great effect on customer satisfaction. From this one can say that, there are some services which are performed by the Corporation without predetermined service standard.

4.1.3 Assessment made on training given and the reasons for absence of it

According to Schneider and Bowen, successful service organization makes a clear commitment to train the employees who interact with the customers. To see this reality employees were asked to tell any training they have taken and the reason why for those do not take any training with regard to service delivery. In other words, customers' satisfaction depends on the emphasis given by the firm. From Table 4.2 below one can see that 7(36.8%) of the employees expressed that they have taken training on customer service delivery and 12(63.2%) of them have not taken any training that facilitate the service delivery process.

Table 4.3 Training Information

Training taken	Choose alternative	Frequency	Percentage
	Yes	7	
	No	12	
	Total	19	
Reason for not taken Training	Financial problem	-	
	Negligence about its importance	14	73.68
	Problem of selection	5	26.31
	It is not important to train employees	-	
	Total	19	100

Source: - Field survey May 2020.

As indicated in the same Table, the majority of the employees are not provided with any training on efficient service delivery. The reason why they did not get training is that, 14(73.68%) and 5(26.31%) of employees claim that negligence about benefit of training and problem of selection for training. Thus efficient service deliver is questionable.

4.1.4 Employees' Opinion on Complaint Handling Mechanism of the Corporation

Table 4.4 Assessment on Complaint handling mechanism based on employees response

Availability of complaint handling mechanism	Choose alternate	Frequency	Percentage
	Yes	8	42.1
	No	11	57.9
	Total	19	100
If yes, how do you rate the mechanism	Very good	-	
	Good	4	50
	Moderate	1	12.5
	Poor	2	25
	Very poor	1	12.5
	Total	8	100

Source: - Field survey May 2020.

As shown in the above Table 4.4, 57.9 percent of the employees underlined that there is no well-designed complain handling mechanism in the Corporation, and 42.1 percent of the respondents agree on the availability of complain handling mechanism in the Corporation. However, out of eight respondents who give positive response for the availability of complaint handling mechanism, 3 (37.5 percent) of them rate it as poor mechanism, 4 (50 percent) of them rate it as good 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 corporation.

4.1.5 Assessment Made in Empowerment of Employees

Employee empowerment means giving employees the flexibility that can lead to improved customer service and increased customer satisfaction (CSSP, 2007).

Table 4.5 Assessment Made on Participation of Employees in Decision-Making

Do you participate in decision making?	Choose alternative	Frequency	Percentage
	Yes	5	26.3
	No	14	73.7
	Total	19	100

Source: - Field survey May 2020.

About 14 (73.7 percent) of the employees responded that, the Corporation does not give any chance for participation in decision making on issue related with efficient service delivery. Only 5 (26.3 percent) of the respondents agree that they have chance to participate. Employees stated that the reasons why the Corporation does not give a chance to participate in decision making are described as follows:

- Existence of dictatorship type of management
- Lack of information flow
- Existence of management problems
- Always decisions are made at top level and employee are forced to do whatever it may be
- Leave aside decision making even the Corporation does not give an opportunity to express ideas freely.

4.2. Assessment Made on Relationship between Boss and Employees

Table 4.6 Relationship between Boss and Employees

The relationship between employees and bosses	Choose alternatives	Frequency	Percentage
	Excellent	-	-
	Very good	1	5.3
	Good	7	36.8
	satisfactory	1	5.3
	Not good	10	52.8
	Total	19	

Source: - Field survey May 2020.

The above Table 4.6 clearly indicates that the relationship between employees and their bosses found in the Corporation were rated as not good. (52.8%) the majority of the employees are not satisfied with their bosses. Only 7 (36.8), 1 (5.3%) of the respondents said that there is good and very good relationship with their bosses respectively. This indicates that under such environment there can be no smooth working condition between the employees and their boss to make service delivery efficient.

4.2.1 Employees Opinion on Existence of Gap between Predetermined Goals and Actual Performance

Table 4.7 Existence of Gap on efficient Service Delivery

Existence of efficient service delivery gap	Choose alternatives	Frequency	Percentage
	Yes	10	52.6
	No	5	26.31
	I cannot decide	4	21.05
	Total	19	100

Source: - Field survey May 2020.

As it is illustrated in the above Table 4.7, the majority 10 (52.6 percent) of the employees believe that there is service gap between predetermined goals and actual performances.

Employees were also asked to list down the main problems that exist on efficient service provision, and they are summarized as follows: there is no enough resource to serve customers effectively, non-recognition of employees by the management, lack of training and development, lack of information flow, lack of any competitive firm, system failure especially for prepaid meter operation, no clear manual and procedure, and poor resource allocation are the main problems.

4.2 Data Interpretation Obtained from Interviews

In this part, with the help of semi structured questionnaires, interviews were conducted with marketing and sales chief officer and marketing and sales monitoring officer.

1. Interview with EEU Marketing and Sales Chief Officer

Qn: “Do you feel that your service deliveries are efficient enough?”

Ans: “It is difficult to say that all our service deliveries are fully satisfied because the situation now in the country is the problem of gap. So, it may not be as efficient as needed”.

Qn: “What improvements have been made to increase service delivery efficiency?”

Ans: “There are some changes. For example, for solving meter reading problem there is rapid expansion in prepaid meter connection and other services are given based on the assumption of one stop shopping (one touch service)”.

Qn: “What are the main challenges in efficient service provision?”

Ans: “There is a big demand for power, expansion of network and shortage of distribution materials”.

Qn: “Are there enough resources available to provide efficient service delivery?”

Ans: "It is the main problem of EEU during the last three years. This is because of the shortage of the hard currency."

Qn: "Have you ever made any reform in efficient service delivery system?"

Ans: "There is always follow up mechanism for improvement and continuous discussion around the reform. In addition, there is always feedback from customers and reform team members, and there is regular meeting of the employees, with the case team, region teams and management members".

4 Interview with Marketing and Sales Monitoring Officer

Qn: "Do you feel that your customers are happy with the service they receive from you?"

Ans: "It is difficult to say that all our service deliveries are efficient enough fully because the situation now in the country is the problem of gap. So, it may not be efficient".

Qn: "What improvements have been made to increase service delivery efficiency?"

Ans: "The Corporation applies various reforms to increase efficiency of service delivery. For instance, civil service reforms, result oriented activities, Quick win, and recently business process reengineering are implemented. On top of that, the Corporation reduces different contact points and makes it as one stop shopping mechanism. However, still we need to more".

Qn: "What are the main challenges in efficient service provision?"

Ans: "There is a great problem of power supply and resources. However, presently government gives more attention in construction of dams to solve power supply problem.

Qn: "Are there enough resources available to provide efficient service delivery?"

Ans: "There is a great problem of distribution materials like transformer, Kwh meter, and different type of cables. Other related materials are also not available in sufficient quantity. As a result, the Corporation is not able to deliver efficient services".

Qn: "Have you ever made any reform in efficient service delivery system?"

Ans: "Definitely. In recent time the Corporation implemented BPR and by doing this it set standards for each activity based on quality, quantity, cost and time. And now we are evaluating of BPR results".

The above information from interviews shows that there exists a very serious problem of distribution materials. The information obtained from employees and officials indicate that as a result of material shortage it is difficult to deliver desired efficient services.

Both officials believe that there may be dissatisfied customers on service delivery. They informed that various reforms are being implemented for improvement of efficient service delivery. Moreover, both officials raise the impact of hard currency and the shortage of power supply to meet the rapidly increasing demands.

CHAPTER FIVE

5.1 Summary of Findings

5.2 Conclusions

5.3 Recommendations

5.1 Summary of Findings

Public enterprises have been considered as a key operational instrument to achieve economic and social development and to bring technological innovation in a number of developing countries. It exists primarily to represent the government's interventionist objectives in the economy. In this regard, EEU recognized its functions on the basis of the principles of commercialization and decentralization to provide an adequate and efficient service. 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.

5.1.1 Findings:

- Almost all of the respondents believe that effective service delivery process and service quality are important.
- Employees of the Corporation have problems in telling customers exactly when the service will be performed. This may result in unwanted behavior.
- The majority of the customers are not satisfied for the up to date modern equipments and the ability of the physical facilities to attract customers' visions. However, customers are satisfied with cleanliness of employees and the location of office.
- There is a great problem of system failure, shortage of network, tariff problem and lack of orientation on how to use the new technology.

- Employees training contribute much to the quality service provision. However, the majority (63.2%) of them have not taken any training on customer satisfaction service. There is also negligence about benefit of training and problem of selection for training.
- The majority of employees claim that the Corporation does not give any chance for participation in decision making process on issues related to service delivery.
- Substantial numbers of employees do not agree to the existence of predetermined service standards for each service type, and there is a knowledge gap between the employees and the service standards.

5.2 Conclusions

The issue of efficient service delivery is becoming a global concern that demands continuous reform to fit the turbulent environment.

Since, energy is the most vital and dominant factor to the development of a country, the need for equitable development of the energy sector in parallel with other social and economic developments. The country is well endowed with hydro power potential, which in turn could help in the expansion of hydro-electric generation to meet the growing demand of energy in various parts of the country. It is well known that all manufacturing enterprises, service organizations and individual households are heavily dependent on electricity power.

In service rendering organizations the key components of their function is providing efficient service to their customers. This efficient service is attained through performance improvement which measures a particular process or procedure.

This study paper is prepared to assess service delivery practice of EEU in SAAR customer service centers.

To do so, both the primary and the secondary data were gathered by using structured questionnaire, key informant interviews and written documents. Structured questionnaires and interview guides were prepared to gather data from employees and key informants respectively. Both qualitative and quantitative descriptions were applied on the data gathered to analyze the information obtained. By undertaking a detailed analysis of the situation, the following points are obtained.

- The service given by the Corporation has improved from the previous times. In spite of that there is still a problem in delivering efficient service.

- There is great availability problem of material resources; like transformer, Kwh meter, cables, automatic, insulated wire and other materials which are important for technical work.
- There is no clear and predetermined service standard for each activity and there is a knowledge gap between employees and the service standard.
- The efficient service delivery level in the area is highly affected by poor performance of the Corporation in its new customer handling practice, service failure recovery procedure and complaint handling process in the Corporation. Therefore, the Corporation service is below the average expectation of the customers.
- System failure, shortage of network, tariff problem and lack of orientation on how to use the new technology have been the problems for prepaid meter users.
- The Corporation has a service quality gap with every dimension of the service efficiency. However, the empathy dimension is relatively better than others.
- The Corporation does not give adequate training to its employees on how to serve their customers properly and it does not try to empower them.

5.3 Recommendations

Concerning the efficiency of service delivery practice in EEU, the following recommendations are forwarded.

- To provide excellent efficiency service, EEU should operate in the competitive environment that should be done through contracting out some part of the service to external bodies.
- The Corporation faces big problems in service failure and recovery procedure, complaint handling and new connection process. Thus the Corporation has to revise its service process and procedure based on gathering feed backs from both employees.
- Predetermined service standard is vital to control service efficiency and performance of employees. Based on the findings, there are no clear procedures and predetermined service standards for some activities. Thus, the Corporation has to establish a clear and precise service standards and working procedures to measure each service standards, working procedures to measure each service encounter quality and its performance to take corrective action in its weak performance, and to reward its employees based on predetermined standards.
- To increase efficiency level of service delivery, the Corporation has to introduce or develop different payment mechanisms like through banking system, at kebele level, arranging working time especially for workers who can not pay at regular payment period and using new technology to pay the bill.
- Currently, the Corporation introduces new technology like prepaid meter which has its own problem. For instance, there is a problem of network, system failure, tariff problem (asking estimated tariff) and lack of knowledge how to use and operate. Before introducing a new system into the corporation intensively, the corporation has to take survey and give adequate training and development to the respective employees.

- The Corporation has great resource problems. Thus, adequate resource management is vital for the corporation. In addition to this, when there is shortage of technical materials especially for new connection activity, the customers should be allowed to purchase the material and give timely service.
- The way employees are treated by their management has a direct impact on the way those employees treat the customers. Therefore, the Corporation has to treat its employees as it wants them to treat its customers by giving recognition and rewards for those who perform well.
- The Corporation should provide continuous training to its employees regarding how to serve customers in appropriate way and empower its front line employees to give punctual service without any delay.
- The Corporation has to create effective communication mechanism internally as well as externally through effective feedback on performance in order to minimize the performance gaps in service delivery.

Appendix I

Addis Ababa University

School of Graduate Studies MBA Program

Questionnaires for employees

Sir/Madam, the purpose of this questionnaire is to gather data regarding the Efficiency of Service delivery and in power sector the case of EEU Addis Ababa region. 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.

Yours sincerely Amha.

Note: 1 No need of writing your name.

2. Please return the completed questionnaire in time.

Questions related to topic

1. For how long are you in the service of the corporation?
A. More than 10 years B. 1- 4 years C. 5 – 10 years D. Less than 1 year
2. Do you agree that there are clearly predetermined efficient service standards for each service types?
A. Strongly disagree B. Agree C. Disagree D. Strongly Agree
3. Your knowledge regarding the standard of your service delivery is?
A. Very Good B. Good C. Moderate D. Poor E. Very Poor
4. Do you agree that the customers have high expectation of service delivery from you?
A. Strongly disagree B. Agree C. Disagree D. Strongly Agree

5. Have you ever taken any training in relation to customer service quality?

A. Yes

B. No

6. If your answer for question number 5 is “No” what do you think is the reason for that?

A. Financial constrain B. Lack of knowledge about its important C. There is a problem of selection for training D. It is not important to train employees as such

7. How do you rate the relationship between employees and the boss in your organization?

A. Excellent B. Very Good C. Good D. Satisfactory E. Not Good

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

A. Yes

B. No

9. If your answer is “No” what do you think the reasons to be?

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

A. Yes

B. No

C. May be

11. Is there any well designed complaint handling mechanisms in your organization?

A. Yes

B. No

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

A. Very Good B. Good C. Moderate D. Poor E. Very Poor

13. What are the major problems in service provision in your organization?

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

Appendix II

Addis Ababa University

School of Graduate Studies MBA Program

(Interview)

Your Position _____

1. How do you deal with the customers in your Corporation?

2. Do you feel that your customers are happy with the service they receive from the Corporation?

3. What improvements have made to increase customer satisfaction?

4. What are the achievements of EEU and the challenges it faces with regard to service delivery?
Explain

5. Are the resources enough to meet customers' satisfaction? If not, specify the resources you
lack and where from to avail those? _____

6. Have you ever made any reform in service delivery system in order to satisfy your customers?

7. Is there any project/ plan related to improve service quality in future?

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