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**CUSTOMER PERCEPTIONS OF SERVICE QUALITY  
(A CASE STUDY ON ST. GEORGE BREWERY FACTORY)**

**BY:**

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MBA PROGRAM**

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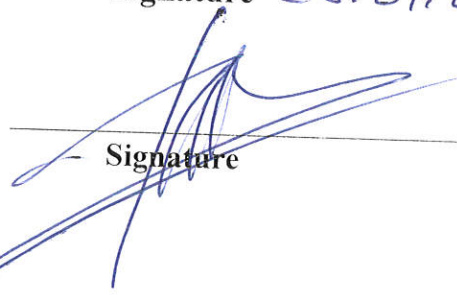


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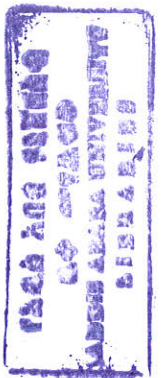
  
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## **ABSTRACT**

Competitiveness and search for profits have called more attention towards customers' satisfaction and increased researchers' interest on the topic of service quality. In this context this study applies SERVQUAL for assessing service quality in St. George brewery's service. The main objective is to assess quality service dimensions that are delivered through the perspectives of customers'. The studied company manufactures and sells different types of beers and draft beer. A questionnaire was developed based on the service quality dimensions and distributed to customers and managers of the brewery factory for gathering data. The results of this study indicate the quality dimensions and attributes that call managerial attention. Assurance and responsiveness are found most relevant for managers and customers respectively improvement on some of the quality dimensions were given. The paper also indicated that there are different perspective among managers and customers.

# CHAPTER ONE

## INTRODUCTION



### 1.1 Background

High quality goods and services are favored in the market place and high service quality performance does produce measurable benefits in profits, cost savings and market share (Anderson Fornel, & Lechman, 1996). Research also indicates that service quality has been recognized as a critical factor in the success of any business (Parasuraman, Zeithman & Bery, 1988).

✓ The assessment of service quality for any organization that provides some kinds of services has indispensable importance. It enables the organization in identifying those quality dimensions most important to customers and make sure they are delivered. It also helps the organization track customers' expectations and perceptions and threat them accordingly.

Delivering high quality service is closely linked to profits, cost saving, and market share. Unlike products where quality is often measured against standards, service quality is measured against performance. Since services are frequently produced in the presence of customers, are labor intensive and are not able to be stored or objectively examined, the definition of what constitutes

good service quality can be difficult and, in fact continually changes in face of choices, customers determine the value of service quality in relation to available alternatives and their particular needs. In general problem in the determination of good service quality are attributable to difference in the expectations, perceptions and experiences regarding the encounter between the service provider and customer.

Supplying quality goods to the market is nothing to deliver supreme satisfaction since customers could get that from competitors. Customers care would on the other hand contribute a lot in creating demand for an organization than others with similar services.

Hence this study attempted to identify quality dimensions, which rank high to customers and ultimately measured expectation – perception discrepancies.

This paper tried to investigate the perceptions of customers of St. George Brewery factory in relation to the service quality of the factory. St George is one of the best breweries in Ethiopia. It was established in Miazia, 1915 by a Belgian Entrepreneur named Mussie Devid, under an agreement with the Ethiopian Government as a share company. It started operation two years after its establishment. Its production records of the time show orderly output of not

more than 200 to 300 bottles of beer a day. There were about 135 workers including contact personal (Service provider employees).

Initial investment cost of the Brewery was birr 5,250,000. However by the time the Brewery was entirely mobilized in February 1974 its yearly production output increased to 4, 155, 799 litters. The factory has the following main purposes

- preparing and manufacturing malt, yeast, carbonic acid, gas and other ingredients
- selling its products both locally and abroad
- Engaging generally in any other business conducive to attain its purposes.

At present the Brewery capacity has increased to 20 million litters of beer annually in bottles and draft form. More than 70% of the annual output is produced in the form of draft beer. Annual sales revenue reach over 80 million of birr and there are now about 500 employees comprising mainly engineers, technologists, mechanics, electricians, operators, administrative and sales workers (including context workers). Following the Ethiopian Government privatization policy, the company transferred to private limited company on October 31, 1998 and is now owned by BGI Ethiopia Private Limited Company.

## **Customer service in St. George Brewery factory**

Besides making sure that the products conform to quality standards, the company provides various packages of services before the products are delivered to ultimate customers. These include:-

- Equip customers with refrigerators and provide maintenance service.
- Pump cylinders with carbon dioxide for free
- Sanitary services
- Decoration and promotion works
- Even after the product are delivered to beer dealers the factory devises and provides technical support on product handling methods

To make beer dealers have better knowledge about the company's product and deliver appropriate service and to their customers, the factory gives technical training to its customers.

### **1.2 Statement of the problem**

Quality service requires constant follow up of the dynamics in the internal and external business environment through information gathering analysis and action aimed at increasing customer satisfaction. This makes quality service practice critical for any organization.

For an organization which produces products (tangible) and offers service (intangibles), it is becoming clear that conforming to quality standards is not

sufficient. The firm should also assess what effects the company's services have on customers' perception. It is the interaction of the quality specifications of the firm and customer's perception that determine the long-term relationship of the two. This is to say that company set quality standards for its products and services and try to conform to it while customers determine whether to stay in business with the company based on their expectation perception gap.

Organizations upon delivering their services don't consider the impact the defined service qualities have on customers' perception. Customers usually tend to compare the service quality they expect with what they perceive the organization has delivered to them. Future purchasing behaviors depend on the expectation-perception gap customers' experience. If such organization can trace customers' perception of service quality, they are in a better position to accommodate customers with the required service packages.

In addition to the above facts organizations don't have the insight as to which service package customers respond highly. Obviously identifying customer's priority has a paramount importance to address them accordingly.

Despite the increased interest in customers' service quality perception, little effort has been made to test the generalizability of the literatures in the Ethiopian context.

Hence the study tried to answer the following questions.

### **Research Questions**

- Do customers' service quality expectations significantly differ from perceptions of service performance?
- Do customers assign equal importance to all service quality dimensions?
- Does the overall customers' service quality definition differ significantly from managers' definition?

### **1.3 Purpose statement of the study**

This survey study is intended to assess customers' perception of the quality of service provided by St. George Brewery. Service quality is measured along 10 dimensions and customers' expectations and perceptions are measured using their dimensions.

### **1.4 Scope & Limitations of the Study**

#### ***a. Delimitation***

Eliciting responses through questionnaires was confined to members of the sample randomly selected from one of the sub-cities (Yeka kifle ketema) which was selected randomly. It would have high generalizability if the samples were

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taken from all the sub-cities, which won't be possible because of time and financial constraints.

### **b. Limitations**

- Analyzing the data using SERVQUAL instrument might not accurately indicate actual service quality for the end users have not been used as participants or subjects for this study.
- Operationalization of service quality with limited dimensions might decrease the accuracy of the study. This is because there have been suggestions to include other dimensions that increase exhaustiveness but not proved yet.

## **1.5 Methodology**

### **Research Design**

The study employed a survey design. Survey design provides a quick, inexpensive and efficient means of assessing information about a population (Zikmund, 1997). Data was collected through self-administered questionnaires at one point in time. Self-administered questionnaires have high geographic flexibility, require standardizes format, avoids interviewer bias and creates respondents convenience to answer though it has the disadvantage of minimum control over return of questionnaires.



## **Sampling**

This study took into account St. George Brewery's primary customer in Addis Ababa. The company produces and distributes different beers and draft. The study was directed to those distributors who sell draft and district managers of the company. These customers are chosen because they operate using the company's equipments and are expected to receive various types of services. The city was divided into to sub-cities and a sub city was selected randomly. Based on lists of customers, which was obtained from the company, a random sample of 200 customers was selected from the selected sub-city. Also a sample of 15 district mangers in Addis Ababa was considered.

## **Instrumentation**

Data was collected through an instrument which was developed using ten service quality dimensions (tangibles, reliability, responsiveness, competence, courtesy, credibility, assurance, access, communication and customer understanding) with ten questions aiming at improving the response rate. The answers were offered using a 9 point likert scale from (1- extremely low to 9 - extremely high). The scale was applied to customers' and managers' quality expectation, quality perception and the minimum service level customers and mangers consider acceptable.

## **Data analysis**

For each service quality dimensions the observations were averaged that reflect average expectation, perceived and acceptable service quality. The means of acceptable service quality were ranked to determine whether customers and managers have priorities among dimensions. The expectation - perception gap was measured through the weighted average technique at each service quality dimensions. This can enable to assess discrepancies between customers' and managers' expectations and perception. Finally, the overall mean discrepancy was computed to see the total effect of all dimensions.

## **1.6 SIGNIFICANCE OF THE STUDY**

The study of customers' perception of service quality has an invaluable importance for many reasons. First, understanding customers' perception of service quality enables St. George to evaluate its service quality. Second it will know how well it is performing on those factors regarded most important by its customers. Third, differentiating customers' expectation of the organization from customers' perception allows tracking of both features overtime.

## **1.7 ORGANIZATION OF THE RESEARCH**

The study consists of five chapters. The first chapter presents the introductory part and the second chapter assesses the various literatures dealing with the issue. The data that was collected from customers is a part of the third chapter.

The data which was analyzed using the SERVQUAL instrument is shown in the fourth chapter. The Summary, conclusions and recommendations are forwarded in the last chapter.

## **CHAPTER TWO**

### **REVIEW OF LITERATURES**

#### **2.1. Meaning and significances of service and service Quality**

Many scholars offered various definitions of service. For example, Ramaswamy described service as “the business transactions that take place between a donor (service provider) and receiver (customer) in order to produce an out come that satisfies the customer (Ramaswamy,1996,p.15). Zeithmal & Bitner (1996) defined service as “deeds, processes, and performances”. Gronroos (1990) pointed out that a service is an activity or serious of activities of more or less intangible nature that normally, but necessarily, take place in interactions between the customer and service employees and\or systems of the service provider, which are provided as solutions to customer problems.

Some researchers view service from the perspective of a system-thinking paradigm:

“A production system where various inputs are processed, transformed and value added to produce some outputs which have utility to the service seekers, not merely in an economic sense but from supporting the life of the human system in general, even may be for the sake of pleasure” (Lakh and Mohanty, 1995,p.22).

Yong reviewed these definitions of service and pointed out that the following features of service are noteworthy in order to better understand the concept. First, service is a performance. It happens through the interaction between consumers and service providers (Sasser, Olsen & Wyckoff, 1996). Second, other factors such as physical resources or environments play an important medium role in the process of service production and consumption (Gronroos, 1990). Third, service is needed by consumers to provide certain functions such as problem solving (Ramaswamy, 1996). These three points put together lead to the conclusion that, “a service, combined with goods products, is experienced and evaluated by customers who have particular goals and motivations for consumers for consuming the service” (Yong, 2000, pp.219-225). Customer service is a task other than consumer operations that involves interactions with consumers in person, or by telecommunication, mail or automated process.

“Customer service is customer care that seeks to acquire new customers, provide superior customer satisfaction and limited customer loyalty. It is the action companies can take to add values to the basic goals and services” (James, 1996, p.35).

## Definition of terms

- **Customer service**- it is a customer care that seeks to acquire new customers, provide superior customer satisfaction, and build customer loyalty.
- **Customer service quality** – it is a measure of how closely a product and the way it is provided conform to customer' needs, wants and expectations.
- **Service quality dimensions** – characteristics which can be applied deliberately to measure service quality
- **SERVQUAL**- an instrument used to measure the survive quality based on service qualities dimensions
- **Likert – scale**- it is a progressive scale which measures attitudes, perceptions and expectations of respondents

## 2.2. Significance of Customer Services

Customer service allows a company to build a number of important strength. Thus managing a company to meet customer needs become very important. Reasons for such importance of customer service include: first to differentiate the company from its competitors. A lot of products are becoming commonly these days. There is little to tell them apart. Despite all advertising claims in different products, and prices aren't usually much different either (Koob, 1995,pp.125-126). As a result the main reason customers choose one another



is because it better meets their needs in some way: service, ease of use or ability to do what it promise to do. Second customer service allows a company to build a market share. As studies on contributors to market share indicate, over the long run company can't maintain market share with unique features alone, because competitors will catch the company. Hence company can increase market share only through excellent services (Peers, 1998). Finally customer services enable company to be a legend. The evidence for final importance is clear to be a hero in the eyes of customers, one need to listen to what they want and deliver it.

### **2.3. Evaluating Service Quality**

Quality is a measure of how clearly a product conforms to customers' needs, wants and expectations. It is the degree to which a product conforms to customer expectations and specifications.

Nash Swean & Nash Derek (2003) express their definition of service quality and it contribution to customer satisfaction:

“Quality has been defined as “conforming to requirements”. This implies that organizations must establish requirements and specifications. Once these specifications are established, the quality of the various functions of an organization is to comply strictly with them. Quality can be defined only by

customers and occurs when organizations supply goods or services to a specification that satisfies customer needs.”

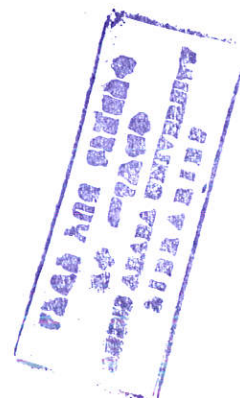
Recently discussion arouse regarding whether satisfaction leads to quality or whether quality results in satisfaction. The results were mixed. Nevertheless, many authors point very clearly that service quality is regarded mostly as antecedent of satisfaction. So the satisfaction judgment is based on quality.

Understanding the issue is important since quality determines satisfaction to a large extent, which in turn will affect customer retention and the relationship life cycle.

“In evaluating service quality, an assessment of the overall performance of an organization is not enough. This provides little or no insights into the shortcoming and excellent parts of the service delivery. Managements can’t take any decision based on such an overall judgment. It is there are necessary to describe services by a number of characteristics, which can be applied deliberately to measure service quality” (Denton: 1989).

Although there have been many efforts made to understand the concept of service, there is no consensus among researchers on the characteristics of service: According to Yong (2000), the conceptualization could be divided in to

two groups. First, some researchers view the concept from the perspective of service itself- they pay attention to the discrepancy between the marketing strategies of service and goods. This approach difference service (intangibles) from goods (tangibles), which suggests that different marketing strategies should be taken for each of these concepts, Parasuraman, Zeithmal, and Berry (1985), and Zeithmal and Bitner (1996) identified four features of service that distinguish from goods. Service is intangible, heterogeneous, simultaneous in production and consumption and perishable. This approach distinguishes service from goods, by pointing out the unique features of service. It advances the understanding of the concept. However it advances many critiques. On the one hand, the four characteristics mentioned above are not universal in all service sectors. Wright (1995) criticized this first approach for four reasons. First a service industry depends more on tangible equipment to satisfy customers' demand while some customers don't care about whether goods are tangibles or not. Second, some service businesses are well standardized such as franchise industries. In addition, in some cases, customers value the equality and fairness from the service provided. Third many services are not simultaneously produced and consumed. Fourth, highly technological and equipment-based services could be standardized. On the other hand, this approach focuses on service and ignores the role of customers (Wyckham, Fitzory Mandry, 1985).



The second approach is based on the ideas of some researchers view service from the point of view of service customers. They focus on the utility and total values that the service provides for the customer. This approach points out that service combines tangible and intangible aspects to satisfy customers during the business transaction (Gronroos, 1990; Ramaswamy, 1996). This approach implies that because consumers evaluate service quality in terms of their experiences, customers' subjective perceptions have great impact upon service success or failure (Shostack, 1997).

## **2.4. Conceptualization and Operationalization of Service Quality**

Although researchers have studied the concept of service for several decades, there are no consensuses about the conceptualization of service quality (Cronin & Tylor, 1992,p.274). Different researchers focused on different aspects of service quality. Reeves & Bednar (1994) noted that “there is no universal, parsimonious, or all encompassing definition or model of quality”

The most common definition is the traditional notion that views quality as the customers' perception of service excellence. That is to say, quality is defined by the customers impression of the service provided (Berry, Parasuraman, and Zeitham<sup>1</sup>, 1988; Parasuraman, et al, 1985). The assumption behind this definition is that customers form the perception of service quality according to

the service performance they experience and based on past experiences of service performance. It is there for the customer's perception that categorizes service quality.

Many researchers accept this approach of service quality. For example, Bitner and Hubbert (1994) defined quality as “the consumer's overall impression of the relative inferiority/superiority of the organization and its services”. For instance, Bitner and Hubbert's (1994) definition of service quality differs from that of the traditional approach. The traditional approach for defining service quality emphasizes that service quality perception is a comparison of consumer expectations with actual performance (Gronzoos, 1984; Lewis and Booms, 1983; Parasuraman, et al. 1985; Parasuraman, Zeithmal, and Berry, 1990). Parasurman, et al (1985) viewed quality as “the degree and direction of discrepancy between customers' service perceptions and expectations”. According to this approach services are different from goods because they are intangible, heterogeneous and are simultaneously produced and consumed. Additionally, as the disconfirmation paradigm states, service quality a comparisons between consumers' expectation and their perceptions of the service they actually receive.



## **2.5. Service Quality Models**

Based on the traditional definition of service quality, Parasuraman, et al. (1985) developed the “Gap Model” of perceived service quality. This model has five gaps: (a) the gap between management perceptions of consumer’s expectations and expected service, (b) the gap between management perceptions of consumer expectation and the translation of perception into service quality specification, (c) the gap between translation of perceptions of service quality specification and service delivery, (d) the gap between service delivery and external communications to consumers, and (e) the gap between the consumer’s expected level of service and the actual service performance. As mentioned above, this disconfirmation paradigm conceptualizes the perception of service quality as a difference between the expected level of service and the actual service performance. They revealed the following 10 secondary dimensions that are used by consumers in assessing service quality in a broad variety of service sectors: (a) tangibles, [b] reliability, (c) responsiveness, (d) competence, (e) courtesy, (f) credibility, (g) security, (h) access, (i) communication, (j) understanding (Parasuraman et al-, 1985,pp25-29).

Using these 10 dimensions, Parasuraman et al. (1988) made the first effort to operationalize the concept of service quality. They developed an instrument to assess service quality that empirically relied on the difference in scores between expectations and perceived performance. The instrument consisted of 22 items

divided along the 10 second-order dimensions previously listed, with a in-point answer scale accompanying each statement to test the strength of resolutions. These 22 items were used to represent ten dimensions: Reliability, Responsiveness, competence, Access, courtesy, Communication, credibility, Security, Understanding/Knowing the customer/ & Tangibles. (Yong, 2000, pp220-225)

**Reliability:** involves consistency of performance and dependability. It means that the firm performs the service right the first time. It also means that the firm honors its promises. Specifically, it involves, accuracy in billing, keeping records correctly and performing the service at the designated time.

**Responsiveness:** Concerns the willingness or readiness of employees to provide service. It involves timeliness of service, mailing to transaction slip immediately, calling the customers back quickly, and giving prompt services.

**Competence:** means possession of the required skills and knowledge to perform the service. It involves knowledge and skill of the contract personnel, and operational support of personnel as well as research capability of the organization.

**Access:** involves approachability and ease of contract. It means the service is easily accessible by telephone; waiting time to receive service is not extensive, convenient house operation, and convenient location of service quality.

**Courtesy:** involves politeness, respect consideration and friendliness of contact personnel (including receptionists, telephone, operators etc). It includes considerations, of the customers properly, clean and neat appearance of public contract personnel etc.

**Communication:** means keeping customers informed in language they can understand and listening to them. It may mean that the company has to adjust its language for different customers. It involves: explaining the service itself, explaining how much the service will cost and assuring the consumer that a problem will be handled.

**Credibility:** involves trustworthiness, believability, and honesty. It involves having the customers' best interest at hand. Contributors to credibility are: company name, company reputation, personnel characteristics of contact personnel and the degree of good will involved in interactions with the customer.

**Assurance:** freedom from danger, risk or doubt. It involves physical safety, financial security and confidentiality.

**Understanding/knowing** the customer: involve making the effort to understand the customers' needs. It involves: learning the customer's specific requirements, providing individualizing attention and recognizing the regular customers.

**Tangibles:** include the physical evidence of the service: physical facilities, appearance of personnel, tools or equipment Used to provide the service and physical representation of the service.

## **2.6. SERVQUAL – As An Instrument To Measure Service Quality**

**SERVQUAL** Is a method to measure service quality based on service quality dimensions deliberately chosen measures for the first time service quality as a gap between expectation and perception in an appliance repair and maintenance firm, several retail banks, a long – distance telephone provider, a securities broker, and credit card companies (Parasuraman et al., 1988,pp25-30). This study provided a comprehensive conceptualization of service quality with an instrument to measure perceived service quality for the first time in service quality studies. It becomes very popular among service quality researchers.

However, several researchers challenged the usefulness of the SERVQUAL scale as a measure of service quality by pointing out its shortcomings. For example, Carman (1990) selected four services setting that were quite different from those used in the original test. He found that in some situations, SERVQUAL needs to be customized by adding items or changing the measuring service

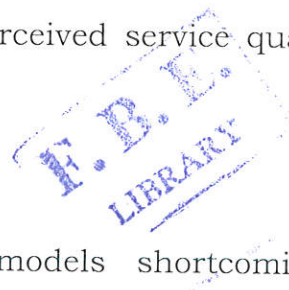
quality at any sector. In addition, he also suggested that the five dimensions in SERVQUAL are problematic.

Einn and Lamb, (1991), found that “the SERVQUAL measurement model is not appropriate in a retail setting”. They argued “that retailers and consumer researchers should not treat SERVQUAL as an off the shelf measure of perceived quality. Much requirement is needed for specific companies and industries”. According to Brown Churchill, and Peter (1993) using the difference in scores causes a number of problems in such areas as reliability, discriminate Validity, Spurious correlation and variance restriction. Finally, Cronin and Taylor (1992) argued that the disconfirmation paradigm that SERVQUAL applied was in appropriate for measuring perceived service quality. They pointed that the disconfirmation paradigm measures customer satisfaction instead of service quality. In their study Cronin and Taylor (1992) used the performance scale (SERVPERF) only, and found that SERVPERF out performed SERVQUAL.

SERVQUAL’S shortcomings result from the weakness of the traditional definition that it applies. It is noted that there are several problems in the traditional (disconfirmatory) definition of service quality (Yong, 2000). First, customers’ needs are not always easy to identify. If their need is not correctly identified, conformance to a specification is not proper. Schnieder and Bowen



(1995) pointed out that customers bring a complex and multidimensional set of expectations to the service encounter. Customers come with expectation for more than a smile and hand shake. Their expectations include conformance to at least ten service quality attributes (i.e., Parasuraman, et al, 's 10 dimensions – reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding and tangible). Second, the traditional definitions failed to provide a way to measure customer's expectation, which determines the level of service quality. Customer's expectations may fluctuate greatly over time (Reeves and Bednar, 1994). Therefore, it is not valid to use the difference in scores between expectation and perceived service quality to measure service quality.



Oliver (1997) also pointed out the traditional models shortcoming by distinguishing quality from satisfaction. First, while quality perceptions could come from external mediation instead of experience of service, satisfaction has to be experienced by consumers in person. In addition quality judgments standards are based on ideals or perceptions of excellence, while satisfaction judgments include predictive expectations, needs, product Category, norms, and even expectation of service quality. Moreover, while quality judgment is mainly cognitive, satisfaction is an affective experience (Bitner and Hubbert, 1994; Oliver, 1993). Service quality is influenced by very few variables such as external cues like price, reputation, and various communication sources,

while satisfaction is more vulnerable to cognitive and effective processes such as equity, attribution, and emotion. Quality is primarily long-term while satisfaction is primarily short – term.

Yong (2000) summarized analyses by researchers' discussions of service quality definitions and pointed out that service quality should be clarified as follows. First, from the above analyses, it could be noted that the disconfirmation paradigm, which compared the perceived service quality and expectation, is not appropriate in defining service quality (Yong, 2000). Second because service quality may not require the customers experience and consumption, the disconfirmation paradigm does not clarify service quality (Yong, 2000). Third, service loyalty is easier to measure if the judgment occurs primarily at the attribute – based cognitive level. Fourth, a customer's perception quality has been the main focus of the service quality research. Fifth, the overall impression of consumers determines service quality. Sixth, service is not uniform – in different service sectors consumers' perception of service quality may be different. Seventh, service quality is multidimensional or multifaceted. Eighth, service quality should be clearly differentiated from customer satisfaction.

Several researchers approached service quality from perspectives quite different from Parasuraman et al. (1988). On the one hand, some scholars provide multi – dimensional models of service quality. At first, Gronroos (1984) used a two –

dimensional model to study service quality. The first dimension is technical Quality that refers to the out come of the service performance. The second dimension is functional quality that refers to the perception of the interactions between consumers and service providers. According to his model, these two dimensions of service performance are compared to the customer's expectation and eventually the customer has his/her own service quality perception. Later, Mc Dougall and Levesque (1994) added a third dimension – physical environment to Gronroos (1984) model and proposed the three-factor model of service quality. It consists of service out come, service process (Gronroos 1984) model and the physical environment. They tested the model by a confirmatory factor analysis using the dimensions of the SERVQUAL scale, which provided empirical support for the model.

On the other hand, Dabholkar, Tharpe, and Tanty (1996) proposed a hierarchical model of service quality. This model suggests that service quality is a multi – level and multi – dimensional construct, including –

- (a) Consumers overall perception of service quality
- (b) A dimension level which consists of physical aspects, reliability, personal interaction, Problem solving and policy, and
- (c) A sub-dimension level which recognizes the multifaceted nature of the service quality dimensions. They found that quality of service is directly



influenced by the perceptions of performance levels. In addition, customers' personal characteristics are important in assessing value, but not quality.

At last, Brady (1997) combined these two lines. He developed a hierarchical and multidimensional model of perceived service quality by combining Dabholkar et al. (1996) hierarchical model and McDougall and Levesque's (1994) three-factor mode. There are three dimensions in this model. Interaction quality, outcome quality, and physical environment quality. Each of these dimensions consists of three corresponding sub dimensions: (a) Interaction Quality-Attitude, Behavior, and Expertise, (b) outcome Quality-Waiting time, Tangible and Valence, (c) physical Environment-Ambient condition, Design, and Social Factors. This hierarchical and multidimensional approach is believed to better explain the complexity of human perceptions than the conceptualizations currently offered in the literature (Dabholkar, et al. 1996; Brady, 1997). The empirical test of this model shows that the model is psychometrically sound.

Yong (2000) further developed Brady's (1997) model in his study of service quality in recreational sport. He proposed that perception of service quality consist of four dimensions. They are as follows: (a) program quality-range of activity programs, operating time, and secondary services, (b) interaction quality, (c) outcome quality, and (d) environment quality. He tested the model



using the two-step approach of structural equation modeling and supporting the multi-dimensional conceptualization of service quality perception.

In short, perception of service quality is a controversial subject with no consensus having been reached on how to conceptualize or to operationalize the construct. SERVQUAL, which applies the traditional disconfirmatory mode, was the field of service quality; it is insufficient because of its inherent weakness. More recent models such as Brady's (1987) hierarchical multidimensional model synthesize prior approaches and represent the complexity of the construct of service quality perception.

## **2.7. Comparison of Literatures**

As can be seen, models for measuring service quality is either viewed as a measure of the discrepancy between consumers' perceptions and expectations (e.g Parasuraman et al., 1985) or a tool for assessing the perceived quality (Teas, 1993). Yet, further alternative models have been offered by other authors (Cronin and Taylor, 1992; Bolton and Drew, 1991). A literature review those models can be found in Cauchick Miguel and Salomi (2004), from which the table 1 summarizes their main characteristics.

Table 1- Proposed model for measuring service quality (Cauchick Miguel and Salomi, 2004)

Author	Model	Main characteristics	Application
Gronoroos (1984)	There is no mathematical representation	Quality is a function of expectations out come and image	Different types of services
Parasuraman et al. (1985,1988)	SERVQUAL $Q_i = P_i - E_i$	22-item scale using 5 quality dimensions	Different types of services
Brown and swartz (1989)	$A_i = E_i - D_i$	Use 10 quality dimensions defined by parasuraman et al. (1985).	Medical surgery
Bolton and Drew (1991)	Assessment model of service and value. There are many equations representing the model	Use four dimensions developed by Parasuraman et al (1988) and introduce the concept of value for quality assessment	Telephone services
Cronin & Taylor (1992)	SERVPERF $Q_i = P_i$	Use 5 quality dimensions defined by Parasuraman et al. (1988)	Different types of services
Teas (1993)	Model of ideal performance $Q_i = [\sum w_i / P_i - I_i / ]$	Use 5 quality dimensions defined by Parasuraman et al. (1988)	Retail stores

Where-

$Q_i$ -service quality at the  $i^{\text{th}}$  dimension

$P_i$ -perceived service level at the  $i^{\text{th}}$  dimension

$E_i$ -expected service level at the  $i^{\text{th}}$  dimension

When examining the literature, it becomes clear that there is no consensus on which model is more appropriate in a general sense. SERVQUAL heightened the interest of many researchers but there are some arguments against its validity. Criticisms include the use of different scores, applicability, dimensionality, lack of validity, etc.

Cronin et al. (1994) continue the debate between the effectiveness of SERVQUAL and SERVPERF for assessing service quality. The authors remained unconvinced of both, that including customer expectations in measures of service quality is a position to be supported, and that SERVPERF scale provides a useful tool for measuring overall service quality. Regardless of the many criticisms, the SERVQUAL is still at large and found to be superior in many service industries. Hence this research took the traditional SERVQUAL model as a framework.

## **CHAPTER THREE**

### **DATA PRESENTATION AND ANALYSIS**

#### **3.1 Data Presentation**

This study was done on 200 distributors of St. George Brewery factory found in Yeka Kifle ketema and a sample of 15 managers in Addis Ababa. These distributors get various services such as machine maintenance, carbon dioxide pumping, sanitation, decorations etc.

Data were collected through a questionnaire developed using 10 quality dimensions (tangibles, reliability, responsiveness, competence, courtesy, credibility, assurance, access, communication, and customer understanding), With 10 questions aiming at reducing questionnaire size and then improving response rate. The answers were offered using a 9-point Likert scale from (1-externly low to 9-externly high). Each service quality dimension has three customers' response i.e. customers expectation, customers service level perception and minimum service level which is adequate. Hence, three column for not questionnaire that generates separate ratings of "Expected" (E), "perceived" (P), and "minimum acceptable" [m] was provided to both customers and managers of the company.

Two hundred questionnaires were randomly distributed to customers and 180 were returned. From 15 questionnaires distributed to managers all were returned. This is because the managers had been contacted by phone continuously and partially because of the small sample size. The response rate is therefore 90% and 100% respectively. The questionnaires were distributed and collected door to door by the joint collaboration of the researcher and hired data collectors.

Two data sets had been created for this study-one for customers' and one for managers' answers' for each service quality dimensions, the average of respondents answers were computed for each of the three columns: perception of service level (P), expected service level (E) and minimum service level acceptable (M)



**Table 1- Data from customers**

No	Quality Dimensions	E	P	M
Q1	Tangibles _ Appropriateness of equipments used by service and physical facilities associated with services	7.59	7.13	6.36
Q2	Reliability – Accuracy and appropriateness of performance of service promised by the company	8.01	7.45	6.87
Q3	Responsiveness – Willingness to help customers and prompt delivery of services	7.65	7.88	6.81
Q4	Competence – skills and knowledge possessed by contact personnel to perform services	7.98	7.54	7.08
Q5	Courtesy – politeness, respect, consideration and friendliness of contact personnel to customers	7.80	8.11	7.14
Q6	Credibility – protection and safety of customers information	7.96	7.64	7.20
Q7	Assurance – Ability of contact personnel to inspire trust and confidence of customers	7.75	8.04	7.40
Q8	Access – Ease to contact and approachability of service staff	7.63	7.28	6.64
Q9	Communication- Listening to and keeping customers informed	7.67	7.90	6.95
Q10	Customer understanding- The company’s ability to care for and provide individualized attention to customers	7.80	7.59	6.92

**Table 2 -Data from managers**

<b>No</b>	<b>Quality Dimensions</b>	<b>E</b>	<b>P</b>	<b>M</b>
Q1	Tangibles _ Appropriateness of equipments used by service people and physical facilities associated with services	6.6	8.12	5.98
Q2	Reliability – Accurately and appropriateness of performance of service promised by the company	7.36	8.41	6.93
Q3	Responsiveness – Willingness to help customers and prompt delivery of services	8.03	8.31	7.41
Q4	Competence – skills and knowledge possessed by contact personnel to perform services	7.63	8.12	6.93
Q5	Courtesy – politeness, respect, consideration and friendliness of contact personnel to customers	8.40	7.34	7.17
Q6	Credibility – protection and safety of customers information	8.17	7.93	7.12
Q7	Assurance – Ability of contact personnel to inspire trust and confidence of customers	8.25	7.95	7.07
Q8	Access – Ease to contact and approachability of service people.	7.34	7.07	6.36
Q9	Communication- Listening to and keeping customers informed	7.73	7.27	6.41
Q10	Customer understanding- The company’s ability to care for and provide individualized attention to customers	7.26	8.12	6.14

## **1. Tangibles**

This dimension represents the appearance of the physical facilities and materials related to the service. The contact personnel of St. George are expected to be equipped with the necessary materials while approaching customers. It includes sanitation and maintenance of equipments.

Customers rated their expectation of tangible 7.59 points in average while managers expectation is 6.6 points with both rating tangibles 0.6 points above high moderately and high expectation respectively customers expect much more tangible than managers.

The appearance of physical facilities up on the delivery of services surpasses managers' expectation (8.12 little higher than very high performance). Customers' perception of this dimension lags behind their expectation.

From the above table it is clear that customer won't accepted any service level (tangibles) lower than 6.36 points. This is to mean that customers accept a service level related to tangibles a little higher than moderately high performance (according to a 9-point likert scale)

Manages on the other hand believe that moderately high performance is considered as minimum acceptable to them (5.98 points average).

## **2. Reliability**

The reliability of service is assured by delivering service packages promised persistently and accurately. Upon entering into a contact and the delivery of equipments needed to satisfy ultimate customers. St. George promised to supply primarily customers with its products constantly.

Customers expect very high reliability of service while managers rated their reliability expectation to be higher than high reliability.

Managers claimed that the company's reliability to provide services is much higher than what they expected (8.41 compared with 7.36 points expectation) while customers' perception of the company's reliability to deliver service lower than very high reliability expectation (8.01 average points expectation versus 7.45 points perceived reliability)

However both customer customers and managers consider high reliability as the minimum acceptable service reliability level (6.87 and 6.93 respectively)

### 3. Responsiveness

Concerns the willingness or readiness of employees to provide service. It is also timeliness of prompt service as soon as customers require. St. George's contact personnel responsiveness is measured in such service packages as delivering beer and draught, pumping oxygen carbon dioxide, mentioning drought equipments, providing sanitation service etc timely and promptly when customers demand so.

The responsiveness of the service personnel is expected to be very high by managers (8.03 average points) while above high responsiveness is expected by customers (7.65)

Perception as to the responsiveness of the contact personnel of St. George however is rated higher than expectation by both customers and managers (7.88 and 8.31 average points respectively)

As to the acceptable responsiveness level, Customers claimed that they would accept a little lower than high responsiveness, while manager rated the minimum acceptable responsiveness level to be a little lower than very high responsiveness (6.81 and 7.41 average points respectively).



## **4. Competence**

It means the possession of the required skills and knowledge to perform the service. It involves knowledge and skills of the contact personnel and operational support provided by the contact staff. The service staffs of St. George are supposed to identify the needs and want of customers and deliver the appropriate service.

The required competence of the contact personnel is expected to be very high by customer and a little lower than very high competence by managers (7.88 and 7.63 average points respectively) it is obvious a customers require the contact personnel to have higher competence than what managers require them to have.

Managers claimed that the contact personnel possess higher competence than they expect while customers don't get them to be as competent as they expect.

According to managers if the contact personnel possess high competence in average they would consider acceptable (6.93 average points). In the other way round customers' minimum acceptable competence level is a little higher than managers' acceptable service level (7.08 average points).

## **5 Courtesy**

This service quality dimension involves human relation skills. It is the politeness respect and friendliness of the contact personnel. These people continuously meet with customers from analyzing their requirements and delivery of service to handling customers' complaints.

For a manger a good customers relation is when the courtesy of the contact personnel would be very high (8.40 average points) while customers expect it to be relatively lower than courtesy level than mangers.

The perceived courtesy level for customers is higher than their expectation (8.11 compared with 7.80 average points) while manages expectation lags behind their perception of performance (8.40 versus 7.34 average points perception of courtesy level)

For both customers and mangers the courtesy level is the minimum acceptable if it is high (7.14 and 7.17 average points respectively)

## **6. Credibility**

It involves trust worthiness of the contact personnel and the firm to keep secrecy and protect customers' information. The contact personnel have

much information about customers. They know about operation of customers' business, their financial strength the etc.

According to the responses given by managers and customers the credibility of the contact personnel and St. George brewery factory need to be very high (8.17 and 7.96 average points respectively). Here both agree the significance of safety and protection of customers' information.

Even though both groups found the performance perception of credibility be lower than their expectation the gap is higher for customers. Thus both believe that the credibility level of the contact personnel is not meeting their expectation.

If the credibility of the contact personnel and the company is a little more than high level they wouldn't complain and would be considered satisfactory by managers (7.20 and 7.12 average points respectively). In the other way round both wouldn't feel satisfied if the credibility level would be lower than high level credibility

## 7. Assurance

Customers require inspiration and high moral from contact personnel. The service staffs need to be free from doubt as to the delivery of the required service.

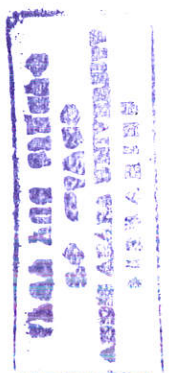
As to the expectation of customers the assurance level need to be much more than high while managers expected very high ability to inspire customers and build their confidence.

The contact personnel are found to assure customers higher than expected by customers while lower than expected by managers (8.04 Vs 7.75 and 7.95 Vs 8.25 average points respectively)

A little higher than higher assurance level is acceptable by both managers (7.07 points) and customers (7.40 points)

## 8 Accesses

It involves approachability and ease of contact. Whether the service is easily accessible by telephone, waiting time to receive service is not too much determine if the contact personnel and their service are reachable or not.



Higher accessibility of the contact personnel is expected by both customers and managers with 7.63 and 7.34 average points respectively.

Their perception as to the accessibility of the contact personnel performance is lower than it is expected. But both customers and managers would consider accessibility of the contact personnel satisfactory if it is more than moderately high level.

## **9. Communication**

The company has to adjust its language in a way customers understand. It means listening to customers and keeping them informed. It requires two-way communication. Customers of the company under study may need to know how prices move, new ways of product handling and even new products about to be introduced. It is the contact personnel through whom these information's pass to customers.

Significantly high level of communication between customers and the company is expected by both groups of respondents. Communication level was found to be lower than expected by managers (7.22 Vs 7.73) while customers perceive it higher than they expect (7.90 Vs 7.67 average points) Managers' minimum acceptable communication level needed from contact personnel is 6.41 average points and it is 6.95 average points for

customers who would consider communication ability of contact personnel are satisfactory. it is high and more than moderately high level by managers.

## **10 Customer understanding**

It involves the customer's requirements, providing individualized attention and recognizes the regular customer. Customers' requirements differ from one customer to another which will later leads to customized service delivery. Customers this study considers for example have different refrigerator size, decoration favored, and volume of produce supply requirements.

According to customer respondents the contact hasn't been met while managers don't agree. They believe that customer understanding by company and its service staff is higher then they expected.

As to the acceptable minimum level, customers accept high understanding level managers would rate it as satisfactory if it is a little higher than moderately high understanding level.



### 3.2 Data Analysis

This part holds the analysis of the data presented in the previous section. Service quality was determined by perception (p) minus expectation (E) and importance was assessed by ranking the minimum acceptable service level. The analysis part is based on the traditional definition of service quality. Table 3 and 4 summarizes the results

**Table 3 Data from Customers**

Questions	Perception score	Expectation score	Mini.Acc score	P-E gap score	M (Ranking)	P-E (Ranking)
Q1	7.13	7.59	6.63	-0.46	10 <sup>th</sup>	8 <sup>th</sup>
Q2	7.45	8.01	6.87	-0.56	7 <sup>th</sup>	9 <sup>th</sup>
Q3	7.88	7.65	6.81	0.23	8 <sup>th</sup>	3 <sup>rd</sup>
Q4	7.54	7.98	7.08	-0.44	4 <sup>th</sup>	7 <sup>th</sup>
Q5	8.11	7.8	7.14	0.31	3 <sup>rd</sup>	1 <sup>st</sup>
Q6	7.64	7.96	7.20	-0.32	2 <sup>nd</sup>	5 <sup>th</sup>
Q7	8.04	7.75	7.40	0.29	1 <sup>st</sup>	2 <sup>nd</sup>
Q8	7.28	7.63	6.64	-0.35	9 <sup>th</sup>	6 <sup>th</sup>
Q9	7.90	7.67	6.95	0.23	5 <sup>th</sup>	3 <sup>rd</sup>
Q10	7.59	7.80	6.92	-0.21	6 <sup>th</sup>	4 <sup>th</sup>
Weighted score	7.65	7.78		* -0.13		

\*Weighted SERVQUAL scale = -0.13

**Table 4- Data from Managers**

Questions	Perception score	Expectation score	Mini.Acc Score	P-E gap score	M (Ranking)	P-E (Ranking)
Q1	8.12	6.60	5.98	1.52	8 <sup>th</sup>	1 <sup>st</sup>
Q2	8.41	7.36	6.93	1.48	5 <sup>th</sup>	2 <sup>nd</sup>
Q3	8.31	8.03	7.41	0.28	1 <sup>st</sup>	5 <sup>th</sup>
Q4	8.12	7.63	6.93	0.49	5 <sup>th</sup>	4 <sup>th</sup>
Q5	7.34	8.40	7.17	-1.06	2 <sup>nd</sup>	10 <sup>th</sup>
Q6	7.93	8.17	7.12	-0.24	3 <sup>rd</sup>	6 <sup>th</sup>
Q7	7.95	8.25	7.07	-0.30	4 <sup>th</sup>	8 <sup>th</sup>
Q8	7.07	7.34	6.36	-0.27	7 <sup>th</sup>	7 <sup>th</sup>
Q9	7.27	7.73	6.41	-0.46	6 <sup>th</sup>	9 <sup>th</sup>
Q10	8.12	7.26	6.41	0.86	6 <sup>th</sup>	3 <sup>rd</sup>
Weighted score	7.86	7.68		* 0.18		

\* Weighted SERVQUAL Score = 0.18

As can be seen by result, managers over all expectations were high (a mean of 7.86) and were matched in managers' perceptions (a mean of 7.86 on a 9-point likert scale). We can see that while the over all SERVQUAL scale is positive

(0.18), this disguises the variations in some the dimensions (courtesy, credibility, Assurance, Access and Communication) that are negative. Thus the results show there is an improvement in those dimensions with negative evaluation.

Customers over all expectation were not fully matched in their perception of performances. However the discrepancy is only -0.13 SERVQUAL scale. Again this small gap may conceal the genuine figures among the quality dimensions. For example most of the dimensions were negatively evaluated except dimension 3 (Responsiveness), 5 (courtesy), 7 (Assurance, and 9 (communication).

For managers tangibles (dimension 1) are evaluated the best though they are the list important of all dimensions (8<sup>th</sup> Rank). For the little importance attributed to this dimension confirmed by customers' data set, its correction wouldn't be demanding.

Dimension 2 (Reliability) is the worst quality dimension. According to customers' evaluation; however it is also the list important of the ten dimensions. This dimension is amazingly ranked second in performance and is also among top five in importance. Implied in here is managers would not need to bother about the dimensions.

Dimension 5 (courtesy), is the worst of all dimension in performance though it is the second important dimension to managers. This suggests high priority for managerial actions.

Dimension 6 (credibility) is the 5<sup>th</sup> in performance according to customers evaluation but it is a second important dimension. Hence the dimension needs to be priority for improvement.

From the managers point of view, as much as for the customers some dimensions need to be improved. Nevertheless the priority of the corrective action is slight different for the two groups. For the customers questions 5(credibility, and question 4(competence) are high priority. For the managers questions 5(courtesy), question 9 (communication), and question 7(Assurance) must be faced with priority. The other quality service issues must be improved following the classification of important. the five more important issues for each groups are shown in table 5.

Table 5 – Rank of importance

<b>Rank</b>	<b>Managers</b>	<b>Customers</b>
1 <sup>st</sup>	Q3 Responsiveness	Q7 Assurance
2 <sup>nd</sup>	Q5 Courtesy	Q6 Credibility
3 <sup>rd</sup>	Q6 Creditability	Q5 Courtesy
4 <sup>th</sup>	Q7 Assurance	Q4 Competence
5 <sup>th</sup>	Q2 Reliability	Q9 communication

## **CHAPTER FOUR**

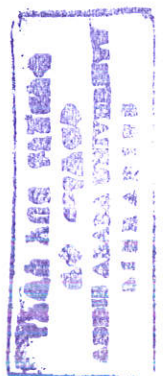
### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **4.1 Summary**

For an organization, which provides more or less services, requires listening to what customers feel about its service. Many scholars have tried to find ways of how service could be measured and operationalized. Among the many models this study employed the so called the traditional model which argues that service quality is measured by ten dimensions. At each dimension the SERVQUAL (service quality) is the discrepancy weight between what customers perceive and what they expect from the service dimension, Tangibles, reliability, responsiveness, competence, courtesy, credibility, assurance, access, communication, and customers understanding were used to get customers' and managers' answers. The company chosen for this paper produces and sells beers and beer draft with the associated services. Maintenance of machines, sanitation service, carbonating cylinders is some of the services.

The paper raised and answered three main questions.

- Whether customers do give equal relevance to all service quality dimensions.



- Whether the service quality definition of manager and customers differ significantly
- Whether customer's expectations differ significantly from their perceptions of performances.

Identifying which quality dimensions are performing well and which are relevant for customers enables the company (St. George brewery factory) to draw its attention to improvements.

A total of 200 customers and 15 managers were randomly selected with a response rate of 90% and 100%

### **Major findings of the research**

- The overall SERVQUAL value for customers is negative (-0.13 average points)
- The performance-expectation gap for dimension 5 (courtesy) is ranked first by customers while its minimum acceptable service level is ranked third

- The worst P-E gap for customers is dimension 2 (reliability) though it is seventh in M ranking.
- Assurance has the best M ranking for customers and also has the second best P-E ranking.
- The overall SERVQUAL value for managers is positive with 0.18 average points.
- For managers dimension 1 (tangibles) have the best performance-expectation gap while it is ranked eighth along the minimum acceptable service level criteria.
- Responsiveness has the best M ranking and it is one of the top five best performers on the P-E gap

## **4.2 CONCLUSIONS**

- The over all customers expectations have not been met by their perceptions. Obviously some dimensions were poorly evaluated and need improvements.

- The politeness and respectfulness of the contact personnel while approaching customers was proved being the best by customers while its importance is third.
- According to customers the reliability of the contact personnel to deliver service on time is the poorest of all dimensions and also its importance is seventh.
- The ability of the contact personnel to inspire customers and make them rely on their performance is the priority of customers, this dimension (assurance) is however the second performers in meeting the expectations of customers.
- The expectations of managers have been surpassed by their perceptions of the services provided by the company especially by the contact personnel. Their disguised future however may not conceal the fact that some dimensions still need improvements.
- The physical facilities and the appearance of the contact personnel while delivering service is the best performer dimension for managers where as it is the eighth in importance.
- For managers the responsiveness of the contact personnel to customers' problems needs to be addressed first before all other dimensions.

Managers also believe that the responsiveness of the contact personnel is one of the five top performers.

- The fact that managers aren't aware of the opinions of customers is reflected in their ranking of performance and importance of service dimensions.

### **4.3 Recommendations**

Based on the conclusions made in the previous part the following recommendations are given.

- The company needs to design and practice a fair pricing system. This action could strengthen the credibility dimension if work is done to construct a solid reputation.
- The competences of the contact personnel need to be improved. The company should also restrain from promising customers on technical issue supposed to be beyond the capability of its contact staff.
- To improve the courtesy level of the service staff, employees need to be qualified to attend on customers. Periodic follow up and complaint assessment are also required to make sure the politeness and respectful of the contact personnel.



- New properties and ways of handling the factory's products ought to be communicated to customers timely. This also requires to listening to customers' requirements and service demands.
- For each type of problem, standard must be defined so that services targeting those standards could be delivered.
- Managers need to assess the priorities set by customers and address accordingly.
- Although actions to be taken need to be in synchrony with the priorities set by customers dealing with other dimensions which are not important for the time being is vital to tackle future complaints and creating new awareness.
- In addition to the recommendations given above the company need to improve some of the dimensions according to both managers' and customers' ranking of importance. For example improvements should start from responsiveness followed by courtesy, credibility, assurance, and reliability according to managers. Assurance need to be addressed first followed by credibility, courtesy, competence, and communication according to customers.

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# Appendix

**Addis Ababa University**  
**School Of Graduate Studies**  
**Faculty Of Business And Economics**  
**Department Of Master Of Business Administration**

**Questionnaire of Managers**

Dear respondents, I am a post graduate student of business administration at Addis Ababa University. Currently I am conducting a research on customers' perception of service quality on St. Georgy's customers. The study also requires to assess manager perception as well. The general questionnaire is purely an academic and in no way affect the respondent's carrier or the company's reputation. Your cooperation has therefore at most importance for the success of this study.

**General instruction**

- ❖ The questionnaire has 10 questions. For each question there has to be three answers under the three columnar titles
- ❖ Please put "X" based on the degree you assign for each columnar title designated as "E", "P", and "M"

**Description of scale**

- |                    |                   |
|--------------------|-------------------|
| 1. Extremely Low   | 8. Very High      |
| 2. Very Low        | 9. Extremely High |
| 3. Low             |                   |
| 4. Moderately Low  |                   |
| 5. Medium          |                   |
| 6. Moderately High |                   |
| 7. High            |                   |

Thank you a lot

ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
FACULTY OF BUSINESS AND ECONOMICS  
DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

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No	Quality Dimensions (Description of Questions)	Expected service quality (E)									Perceived service quality (P)									Minimum acceptable service quality (M)									
		1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	
1	The contact personnel come equipped with the equipment needed and appear appropriately (Tangibles)																												
2	The company performs the promised service dependably and accurately (reliability)																												
3	The company is willing to help customers and provide prompt service (responsiveness)																												
4	The service staff possess the required skill and knowledge to perform service (competence)																												
5	The contact personnel show politeness respect, consideration and friendliness to customers. (Courtesy)																												



No	Quality Dimensions (Description of Questions)	Expected service quality (E)									Perceived service quality (P)									Minimum acceptable service quality (M)									
		1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	
6	Customers' information is safe and protected (Credibility)																												
5	The company's service staff have ability to inspire trust and confidence (Assurance)																												
7	The contact personnel are approachable and can be contacted easily (Access)																												
8	The company's contact personnel listens to and keeps the customers informed (communication)																												
9	The company cares for and provides individualized attention to customers. (Customer understanding)																												

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**አዲስ አበባ ዩኒቨርሲቲ**  
**የድህረ ምረቃ ት/ክፍል**  
**የቢዝነስና ኢኮኖሚክስ ፋኩልቲ**  
**የቢዝነስ አስተዳደር ማስተርስ ፐሮግራም**  
**ለደንበኞች የሚቀርብ መጠይቅ**

ውድ የቅዱስ ጊዮርጊስ የቢራ ፋብሪካ ደንበኞች እኔ በአዲስ አበባ ዩኒቨርሲቲ በቢዝነስና ኢኮኖሚክስ ፋኩልቲ በቢዝነስ አስተዳደር የማስተርስ ተማሪ ስሆን በአሁኑ ጊዜ ደንበኞችን የአገልግሎት ጥራት ግምገማ ምን እንደሚመስል ጥናት እያካሄድኩ እገኛለሁ።

የምትሰጡት ግምገማ በድርጅታችሁ ላይ ምንም አይነት ተፅዕኖ የሌለው ሲሆን መልሶቻችሁም በሚስጢር የሚጠበቁና ለትምህርት አገልግሎት ብቻ የሚውል ይሆናል። ትብብራችሁ ለሚካሄደው ጥናት ከፍተኛ በመሆኑ ቀና ትብብራችሁን እጠይቃለሁ።

**አጠቃላይ መመሪያዎች**

- ❖ ይህ መጠይቅ ባጠቃላይ 10 ጥያቄዎች ሲይዝ ለእያንዳንዱም ሦስት መልሶች ያስፈልጉታል። ይኼውም በእያንዳንዱ የራስጌ ርዕስ ስር አንድ መልስ ያስፈልገዋል።
- ❖ ለእያንዳንዱ ጥያቄ እንደስምምነትዎ ጥንካሬ መሠረት የ«X» ምልክት በእያንዳንዱ የራስጌ ርዕስ ስር ማለትም «የሚጠበቁት አገልግሎት ጥራት»፣ «አገኘሁት የሚሉት የአገልግሎት ጥራት» እና «በቂ ነው የሚሉት የአገልግሎት ጥራት» ያስቀምጡ።

**የስምምነት ጥንካሬ መለኪያ መግለጫ**

- |                 |                 |
|-----------------|-----------------|
| 1. እጅግ በጣም ዝቅተኛ | 6. በመጠኑ ከፍተኛ    |
| 2. በጣም ዝቅተኛ     | 7. ከፍተኛ         |
| 3. ዝቅተኛ         | 8. በጣም ከፍተኛ     |
| 4. በመጠኑ ዝቅተኛ    | 9. እጅግ በጣም ከፍተኛ |
| 5. መካከለኛ        |                 |

ከምስጋና ጋር!

ቁ	የአገልግሎት ጥራት መመዘኛ ጥያቄዎች	ድርጅታችን ከፋብሪካው የሚጠበቀው የአገልግሎት ጥራት (expected service level)									ድርጅታችን ፋብሪካው አከናውኖታል የምንለው የአገልግሎት ጥራት (perceived service level)									በቂ ነው የምንለው የአገልግሎት ጥራት (Minimum acceptable service level)								
		1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
1	ፋብሪካው የአገልግሎት ስጭ ስራተኞች ድርጅታችን አገልግሎት ሲያስፈልገው (ለምሳሌ የካርቦንዳይኦክሳይድ መጠጫ፣ የድራፍት መቅጃና ማቀዝቀዣ ማሽኖች ጥገና የመሳሰሉት) አስፈላጊ መሳሪያዎችንና የአገልግሎት ቁሳቁሶችን ይዘው ይቀርባሉ(Tangibles)																											
2	ድርጅቱ (ቅዱስ ጊዮርጊስ ፋብሪካ) ቃል የገባልንን እና የጠየቅነውን አገልግሎቶች (ለምሳሌ ከላይ የጠቀሱትን) በአጥጋቢና በተገቢው ሁኔታ ያከናውናል:: (reliability)																											
3	የጠየቅናቸው አገልግሎቶች በፋብሪካው የአገልግሎት ስራተኞች አፋጣኝ ምላሽ ያገኛሉ:: (responsiveness)																											
4	የድርጅቱ አገልግሎት ስራተኞች የምንፈልገውን አገልግሎት ለመስጠት አስፈላጊውን እውቀትና የሙያ ችሎታ አላቸው:: (competence)																											
5	የፋብሪካው የአገልግሎት ስራተኞች ትሁት፣ ደንበኛን አክባሪና የድርጅታችን ችግሮች የመረዳት መንፈስ አላቸው:: (Courtesy)																											



## DECLARATION

I, Anteneh Eshetu, declare that this paper prepared for the partial fulfillment of the requirements for MBA degree entitled **Customer perceptions of service quality: A case study on St. George Brewery Factory** is prepared with my own effort. I have made it independently with the close advice and guidance of my advisor Dr. Salehu Anteneh.

NAME: Anteneh Eshetu

Signature 

Date 25 / PM3 / 2008



Advisor: Salehu Anteneh (PhD)

Signature 

Date 28/07/08