



**ETHIOPIAN INDUSTRIAL PARK DEVELOPMENT
CORPORATION'S SERVICE QUALITY AND ITS IMPACT ON
INVESTORS' SATISFACTION: THE CASE OF BLIP.**

BY

TIGIST GIRMA MEKONEN

A THESIS SUBMITTED TO THE DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT ADDIS ABABA UNIVERSITY
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER'S
IN DEVELOPMENT MANAGEMENT

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

I hereby declare that this MSC/MA thesis is my original work and has not been presented for a degree in any other university, and all sources of material used for this thesis proposal have been duly acknowledged.

Student's Name: _____

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Date: _____

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ABBREVIATIONS AND ACRONYMS

| | |
|------------------|---|
| EIPDC | – Ethiopia Industrial Parks Development Corporation |
| BLIP | – Bole Lemi Industrial Park |
| IP | – Industrial Park |
| FDI | – Foreign Direct Investment |
| SERVIQUAL | – Service Quality Measurement Model |
| SPSS | – Statistical Package for Social Science |

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ABSTRACT

The study was conducted to assess the Ethiopia Industrial Parks Development Corporation service quality and its impact on investors' satisfaction in Bole Lemi industrial park. The study was trying to analysis the office's service quality on investor's satisfaction with SERVQUAL. To conduct this study the researcher employed quantitative research approaches and census survey to collect the primary data. As a means to get data for the study questionnaires were distributed to administrative officials of the available enterprises found in Bole Lemi industrial park. Secondary data were collected from different published and unpublished documents such as relevant theoretical concepts, textbooks, and journals. The data were analyzed using SPSS version 20 using descriptive statistics (frequency, percentage) and inferential statistics like correlation and regression analysis. Finally, based on study findings the conclusion drawn and the researcher recommends the mentioned ideas for betterment and improvements of service quality of EIPDC.

Key words: *Service Quality, Customer Satisfaction, SERVQUAL*

CHAPTER ONE

1. INTRODUCTION

1.1. BACKGROUND OF THE STUDY

Service quality is a basic and important issue for any organization seeking to increase productivity from the point of quality. It, like other sectors, plays undeniable role on the development of industrialization which has its own significant contribution on the country's economy. Since this sector could not happen without quality service, therefore, the government must provide a continuous excellent service to investors in order to compete it with other sectors.

After World War II, industrialization expanded dramatically, and it is now one of the most important development theories and practices in the world economy. And, like most developing countries, Ethiopia also felt the necessity to make a major change in its economic structure from agriculture to industrialization to achieve a rapid economic growth and has been identified as one of the development sectors to accelerate the development progress towards the intended middle-income status goal of 2025. The government underlined industrialization as a key component to sustaining growth and driving economic transformation, which constitutes 24.77% of the county's GDP in 2019 and is expected to grow more with the government's expanding activity in the sector.

Also since Industrial Parks are catalyst for rapid industrialization, underprivileged countries become more aware on the development of Industrial Parks which is defined as “a tract of land developed and subdivided into plots according to a comprehensive plan with or without built-up (advance) factories, sometimes with common facilities and sometimes without them, for the use of a group of industrialists”. The principal rationale for establishing an IP is thus it enables industry to settle at a selected location and to improve their productivity, for this reason it became a vital tool within a country's border industrial and structural policies UNIDO, (1997).

According to Farole (2011), Industrial parks are one of the most important issues supporting positive economic development with extraordinary growth and high employment by attracting investment in the manufacturing sector. It also will maximize resource integration for limited production factors in developing countries within a specific scope (UNIDO, 2018). In addition,

more studies show that industrial parks are key instruments for promoting technological learning, upgrading innovation, and attracting FDI which is a major means for capital in-flow and has huge significant on achieving economic transformation. Hence, apart from Agriculture and the Service sectors the Ethiopian government has recognized the need for the development of industrial parks to promote industrialization and implemented it to restructure the country's economy.

Though industrialization has been introduced in early 1960s, the idea for development of industrial parks as a policy instrument for the economic growth came late in Ethiopia in a year 2000. Consequently, the government has established several industrial parks in all over the country to provide industrial infrastructure. There are about 16 IPs developed by the federal government, 04 parks developed by regional governments and 04 private parks that are engaged in production of garment, pharmaceuticals, agro-processing, assembling, transportation where some of them are in operational stage and the others under construction and planning stage.

According to proclamation 886/2015 industrial parks are established with an objective of

- regulating the designation, development, and operation of business park
- contributing towards the development of the country's technological and industrial infrastructure
- encouraging private sector participation in manufacturing industries and related investments
- enhancing the competitiveness of the country's economic development
- Creating ample job opportunities and achieving sustainable economic development.

Furthermore, in order to give the necessary service for the investors and enhance industrial parks' development, the government also established Ethiopian Industrial Park Development Corporation (EIPDC) in 2014 with a committed mission to boost its development through highest standards of professionalism; to drive industrialization, promote exports, create employment opportunities; and with its own institutional values of highest level of integrity and professionalism, learning organization, concern to the environment, effective and efficiency and customer satisfaction. Through the available branches found in each industrial park, the EIPDC

provides different investment services including building sheds that are equipped with all-encompassing utilities and infrastructural facilities and safe and secured environment (www.EIPDC.gov.et).

Among the several industrial parks found in Ethiopia Bole Lemi Industrial Park (BLIP) is one of the first industrial park operating under the government development strategy that was established in 2012 and has started its operations in 2014. It is located in south-eastern Addis Ababa, covering 156 hectares and consists different big manufacturing companies that produce export garment, working & fashion gloves and apparel goods. Currently due to COVID – 19 and reinvestment some of the enterprises quite doing their business with the industrial park and few are relocated to other places. As a result, the number of investors declines and currently the total number of ventures are 08. In the industrial park there are 16,751 employees who are directly hired by the investors and additional 2,000 who support the day-to-day activities of the park.

Despite the fact that the growth of industrial parks in Ethiopia is thought to be immense and the government has given a good emphasis on its development, measuring how effective the Ethiopian Industrial Park Development Corporation's service delivery is useful because it has its own influence on the existing investors' satisfaction that has a direct impact on their business continuity, expansion or even business closure which overall influences the development of industrialization.

In Bole Lemi Industrial Park the EIPDC operates bunch of activities, these are;

- industrial park lease and/or sub-lease approval
- transfer of pre-built factory sheds
- insurance certificate for leased buildings and/or factories
- issuance of IP identity cards and repairs
- access pass and replenishments
- park security service, processing, and follow-up maintenance requests
- meeting arrangement with concerned stakeholders
- transfer of sub-lease land

- One-stop-shop services
- waste management service
- fire safety and protection service
- After care service and other common facility services (www.EIPDC.gov.et).

In addition, up on the request of the investors the EIPDC also provides other support services like assisting them on legal issues, creating recruitment linkage service between the enterprises & local manpower, and generates market chains with local suppliers while they are in shortage of imported raw materials. It also gives periodically follow up services related to certification, waste treatment plan, shade and other infrastructural quality through its engineering and maintenance department.

1.2. STATEMENT OF THE PROBLEM

The very reason for establishment of EIPDC is to administer industrial parks and make necessary infrastructures accessible to industrial park's investors. That is the efficient performance of the parks' determined by the administrative & operation capacity of the EIPDC and manifested in terms of the delivery of its quality service is key element for the satisfaction of the existing investors, their investment decision and development of industrial parks in general.

However, as previous study done by Yechalwork Aynalem pointed out there are various issues identified as a challenge for the development of industrial parks in Ethiopia. Among other findings the study mentioned government office's different service problems as one of the biggest challenges that the investors encountered during their stay. Some of them are poor logistics and customs procedures, lack of access to foreign exchanges, inadequacy of infrastructure and most importantly inexperienced local management staffs on the EIPDC.

On the other hand, as industrialization could not happen without quality service or satisfied investors, the government not only has to work on attracting investors but also have to do an exceeding effort to meet their service expectations and to insure their sustainable stay on the sector. As, Gerson (1993) stated customer satisfaction is a baseline standard of performance and a possible standard of excellence for any business organization, hence, for long-term business

success it is meaningful for an organization to know how effective its service delivery is in relation to its customer satisfaction.

On this regard, this research notes it is worth of studying the current service quality of EIPDC's based on the satisfaction of investors' who are represented by their enterprises' departments and staffs that have direct service interaction with the EIPDC's office. Since their employees' perception and satisfaction reflected on the enterprises' success and have a direct effect on the owners' business decision, the study aims to assess and evaluate how quality the service delivery of EIPDC and attempts to see its relation and impact on the staffs' or customers' service satisfaction.

In addition, despite there are different studies conducted on industrial parks, to the best of the researcher knowledge there has been no serious effort done to critically examine the service quality of the EIPDC and see its impact on investors/customers satisfaction. Thus, this paper also aims to fill this knowledge gap and forward constructive result which would have wider implication in particular to the EIPDC found at BLIP and for other parks of the country in general.

1.3. BASIC RESEARCH QUESTIONS

In order to understand the service quality of EIPDC and investigate its relation and impact on clients' satisfaction this study will address the following questions.

1. How is EIPDC's service quality perceived by the investors/customers?
2. How is customer's satisfaction related to EIPDC's service quality?
3. How the provided service quality affects customers'/client's satisfaction?
4. Which service quality dimensions critically affects customers/ investors' satisfaction the most?

1.4. OBJECTIVE OF THE STUDY

1.4.1. GENERAL OBJECTIVE OF THE STUDY

The general objective of this study was to assess the service quality of Ethiopia Industrial Parks Development Corporation provided at Bole Lemi industrial park and examine its relation and impact on customers service satisfaction. To analyze these and use the results for the improvement of the service quality of EIPDC, this study will be undertaken with the following specific objectives:

1.4.2. SPECIFIC OBJECTIVE OF THE STUDY

- To understand investors'/customers' perception or real experience towards EIPDC's service quality.
- To investigate the relationship and impact of each service quality dimensions on investors'/customers' satisfaction.
- To find out the fundamental service factor(s) that has most influence on the level of investors'/customers' satisfaction.
- To recommend the EIPDC administrators and operators what the level of their clients' satisfaction currently is for their possible action.

1.5. SIGNIFICANCE OF THE STUDY

The study tries to analyze in depth about the level of satisfaction of the customers and provides useful ground information that indicates the service areas where more focus must be given. The major finding of the study is vital for the academia, industrial park developers and workers found in BLIP as well as other EIPDC's offices found outside the parks to optimize their customer satisfaction by providing quality service. Also, since there have been no studies done before on this area the study attempt to add on the existing knowledge and works to put its own contribution for the development of industrial parks in Ethiopia. And most importantly, this thesis will enable the researcher to acquire good practice of knowledge that is required as a precondition for successful accomplishment of the academic program.

1.6. SCOPE OF THE STUDY

This study has three scope areas. The first part gives due attention on the thematic area of the study related with service quality and customers satisfaction. Second, although there are also private developers involved on the development of industrial park in Ethiopia this thesis is going to focus only on the government service, which is geographically confined in Bole Lemi industrial park only. Third, the study is going to be limited on time because it will be conducted from January 2021- October 2021.

1.7. LIMITATIONS OF THE STUDY

The limitations that the researcher faced while conducting the research were the small number of departments and small number of participants who are involved on the day-to-day service interaction with the EIPDC office. Due to this the researcher could not find enough data for the survey that might lead to response bias and affect the accuracy of the result which reduces the power of the study therefore the study by no means claims to be conclusive.

1.8. ORGANIZATION OF THE PAPER

This thesis has five major chapters. Chapter one will discuss introduction of the study, statement of the problem, research questions, objectives of the study, significance, scope, and limitation of the study. Chapter two will present theoretical, empirical, and conceptual framework that reviews literatures related with service quality and customers satisfaction. Chapter three will discuss the methodology in which the research approach and design of the study, data sources and collection tools and data analysis and presentation technique will be included. Chapter four deals with analysis and presentations based on data obtained from potential respondents. Research findings, results, remarking conclusion and proposed recommendations will also be presented in chapter five. Finally, the questionnaire used for data collection will be attached to this document as an appendix

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2. INTRODUCTION

In this section, literatures related to service quality, customers' satisfaction and their relationship will be critically reviewed. It is organized into different subtopics: Definition of Quality, Service Quality, Dimensions of Service Quality and Satisfaction of Customer. Theoretical Framework, Empirical Literature Review and Conceptual Framework will briefly discuss.

2.1. THEORETICAL REVIEW

2.1.1. DEFINITION OF QUALITY

Quality is defined as "Delighting the customer by fully meeting their needs and expectations". It is the ability of a company to meet the needs of the internal and external customer. Quality is said to be excellent when performance exceeds users' assumption and low when performance doesn't meet customers' assumption (Asubonteng et al., 1996). For service delivery firms, quality is key, as it leads to improved client loyalty, a competitive advantage, and long-term success. (Kenneth & Douglas, 1993).

Earlier study by Garvin (1984, cited in Soltani et al., 2008) explains different approaches to give meaning for quality.

- Transcendental approach: - signifies quality as excellence of the highest standard and accomplishment that is perceived uniquely through experience.
- Product-based approach of economics: - it is seen as "an exact and quantifiable variable" and is dependent on the attribute of products
- User-based approach: - views quality as a mechanism of satisfying or exceeding the wants of customers
- Manufacturing-based: is about conformance to requirements, and
- Value-based approaches: - which characterized and seen quality as an element of cost or value of money.

Though there are different definitions for the word quality all of them focus on satisfying customer's needs and expectations. Organizations manage quality through the process of planning, control, quality assurance and continuous improvement of activities to deliver a products or services. Besides, they put their effort to implement different strategies and quality practice to improve their efficiency, solve identified problems and quality assurance (Paul Naybour, 2020).

2.1.2. SERVICE QUALITY

The concept, service quality, is a fundamental and critical issue in any organization to increase productivity from the point of quality. It is the ability of the organization to meet or exceed customer expectations. (Lewis and Mitchell, 1990; Dotchin and Oakland, 1994) defined service quality as the extent where the service fulfils the needs or expectations of the customers and is “what the customer gets out and is willing to pay for” instead of “what the supplier puts in”.

Also (Bloemer et al., 1999; A. Parasuraman, A. Zeithaml, & Leonard L. Berry, 1985) conceptualized service quality as the difference between the perceived services expected performance and perceived service actual performance. In general, it is about the ability of the service provider to satisfy customer needs in which satisfaction is related to their expectations and perception.

Similarly, Parsuraman, et al. (1988) defined service quality as the degree of discrepancy between customers' expectation from the service and their perception of service performance meaning service is good when perception meet or exceed expectation and poor when perception is lower than expectations. Definitions of service quality therefore targets on “meeting the customers' needs and requirements, and how well the service delivered matches the customers' expectations” (Philip and Hazlett, 1997). So, in order to make improvements in the nature of its business organizations should not only focus on attracting customers but also have to make substantial effort to evaluate or measure its performance based on its customer satisfaction.

According to (Jeyalakshmi and Meenakumari, 2016) service quality can be achieved by knowing operational process through identifying problems in the service. But due to its intangible nature and variation of services offered to customers evaluating service quality is intricate so it requires a strong attention to detail. In addition, as services are products that are consumed at the same time, separating the provider of the service from the service is very challenging. Involvement of users in the process can also influence the quality of the outcome (Clemes, Mollenkop and Burn, 2000).

However, Parasuraman et al. (1988), developed SERVIQUAL model that is most widely known instrument to measure service quality. It is adopted by various industries to assess the quality of service through measuring customer's perception. This instrument was intended to measure the gap between expectations and perceptions of service quality using different quality determinants that are evaluated by service users (Davis, 2009).

Initially Parasuraman et al. (1985) identified ten dimensions of service quality determinants; *reliability, responsiveness, tangibles, competence, communication, access, courtesy, credibility, understanding/knowing the customers, and security* which all have specific service characteristic linkage to the expectation of customers. Late in 1988 these quality components were reduced into five dimensions that are *Tangibles, Responsiveness, Reliability, Empathy, and Assurance* (Gronroos, 1988).

- **Tangibles:** this dimension includes the appearance of physical facilities, equipment, staffs, and communication materials. Customers will use tangibility to evaluate service quality because it provides physical representations or images of the service as a result organization often use tangibles to enhance their image, provide continuity and signal quality to customers (Wilson et al.2008).
- **Reliability:** The reliability dimension of service quality refers to organizations' ability to perform the promised service dependably and accurately, and thus reflects the consistency and dependability of an organization's performance (Wilson et al.2008).

- **Responsiveness:** This dimension emphasizes attentiveness and promptness in dealing with responding clients' requests, questions, complaints and problems. Responsiveness also encompasses the concept of flexibility and the ability to tailor a service to customer needs. The organization must look at the service delivery and request handling processes through the customer's point of view (Wilson et al.2008).
- **Assurance:** The assurance component of service quality is concerned with the organization's competency, courtesy to its customers, and operational security. It refers to employee's knowledge and the ability of the organization to inspire trust and confidence on users. Added to that assurance pertains the organization's knowledge and skills in providing the promised service to how its employees interact with the customer and the customer's possessions (Wilson et al.2008).
- **Empathy:** denotes caring and individualized attention that the organization provides to its customers. The essence of empathy is about conveying customers that they are unique and special through personalized or customized service and showing them what it is like to be a customer to the company through understanding their needs and make its services available to their customers. (Wilson et al. 2008).

2.1.3. CUSTOMER SATISFACTION AND SERVICE QUALITY

Customer satisfaction depends on the perceived performance and the quality of the products and services consumed and their perceived values related to the customers' expectations (Kotler & Armstrong, 2014).

It is defined as satisfaction based on an outcome which characterizes satisfaction as the end-state resulting from the experience of consumption, or a process that emphasizes the perceptual, evaluative, and psychological practices contributing to customer satisfaction (Vavra, 1997). The idea is that it is the sense of fulfillment that a customer gets after interacting with the service giver.

Customer satisfaction is the feeling of satisfaction or dissatisfaction as a result of comparing the perceived performance of services or products with the expected performance. If the perceived performance doesn't meet the expected performance, then the customer will feel disappointed or dissatisfied (Kotler, 2008). On the other hand, client is deemed to be satisfied upon the experience weighted sum-total produces a sense of pleasure when compared with their expectation (Choi and Chu, 2001).

Customer satisfaction can be measured by asking respondents if they are satisfied or dissatisfied with specific service quality factors (Nathorst-Boos et al., 2001). Therefore, to create a solid foundation and know how to best serve customers, organization can acquire information from clients to understand their perception, expectations, and desires about the given service.

2.1.4. MEASURING SERVICE QUALITY

Getting a high level of service is important to customers, according to Dhurup (2003), but understanding how to measure and evaluate the service quality received is difficult. A reliable measure of service quality is critical for identifying service aspects that require performance improvement, measuring the degree of improvement needed on each aspect and assessing the impact of improvement efforts, Zeithaml et al., (2008). Seth and Deshmukh (2005) suggested, in order for an organization to gain a competitive advantage, the organization representatives must collect customers demand information to improve its service quality. Service quality, according to Zeithaml et al. (2008), is abstract and best captured by surveys that measure customer evaluations of service, as opposed to product quality, which can be measured objectively by indicators such as durability and number of defects.

2.1.5. SERVICE QUALITY MODEL

2.2.5.1. SERVQUAL MODEL

The SERVQUAL model, developed by Parasuraman, is a predominant measurement model for measuring customers' perceptions that has been extensively applied in many studies focusing on

service quality. The model is very popular since it offers various advantages, namely that it:

- It is accepted as a standard for measuring different dimensions of service quality
- It is been shown to be valid across several service industries
- It has shown reliability in that different respondents interpret the questions in that same way
- It is parsimonious in that it has a small number of items and allowing to be completed quickly, and
- It has a standardized analysis procedure to aid in findings interpretation.

The SERVQUAL model describes service quality as a difference that exists between customer expectations and perceived performance. The greater the distance between the two variables where performance exceeds expectations, the higher the service quality, the higher the service quality Crick & Spencer, (2011).

The SERVQUAL instrument consists 22 service attributes organized into five service quality dimensions namely tangibility, reliability, responsiveness, assurance, and empathy designed to measure customers' expectations and perceptions of service quality, Cram (2001).

Wilson et al. (2008) identified the purposes of the SERVQUAL model as followed:

- The five SERVQUAL dimensions can be used to evaluate the service quality of organization.
- Organizations can identify average gaps for each service attribute by identifying differences between customers' perceptions and expectations.
- Individual service attributes or the SERVQUAL dimensions can be used by organizations to monitor customer perceptions and expectations.
- Organizations can compare their service quality ratings to those of competing organizations.
- Service performance measurements from the service organization can be used to identify and investigate differences in customer segments.

- The SERVQUAL model can be used to assess the internal service quality provided by the departments or divisions of a service organization.

2.2. EMPIRICAL REVIEW

In this section, the researcher tries to overview previous studies related to this topic. As Industrial Parks a recent phenomenon in Ethiopia there are a few studies available in the area. As far as the student researcher's knowledge the concept of service quality in industrial parks and investors satisfaction has not been properly researched. However, based on the existing studies it is worth mentioning and highlighting the available ones.

“Opportunities and Challenges of Industrial Park Development in Ethiopia” is a very interesting research conducted by Yechalework Aynalem (2019), in which the primary focus of the research was to explore the experience of IPs developments in African countries, identifying main opportunities and challenges and lessons from and to Ethiopia. The study used key informant interviews and used the group discussion data collection method as a primary source. Industrial development practices in the continent and Ethiopia's specific to Bole Lemi and Hawassa industrial parks are elaborated in detail. Data have been interpreted through theoretical basis, basic standard, conception, and comparative approach. The results of the research revealed that Industrial Parks development across the continent varies in terms of establishment, opportunities, and challenges in specific countries. Embarking on industrial park development, Ethiopia has attracted FDI, generated revenue, staged technology and skill transfer and created ample jobs. Industrial parks offered investor's incentive packages, cheap and access to market with its attractive investment and legal framework.

Even though, the IPs have been given various benefits, industrial parks faced several challenges such as high labor turnover, inadequacy of infrastructure facilities, poor trade logistics and customs procedures, lack of access to foreign exchanges and weak linkages of IPs with the local economy (Yechalework Aynalem, 2019). He also identified the lack of strong coordination among actors in the sector, experience and shortage of raw materials, inexperienced human resource plus lack of peace and stability. Thus, the study draws the conclusion at this level of their performance that industrial parks have little impact on the country's economy. Finally, the

study recommended while Ethiopia carries on expansion of industrial park development and industrializations, it needs to consider building industrial culture and discipline, set a minimum wage, establish market chain, and strategically identify industry locations and be vigilant on peace and stability issues. Moreover, he suggested the concerned government body to make an effort on fulfilling basic infrastructural service, deliver satisfactory logistic service and to give an emphasis on promotion and collaboration among stakeholders.

The Ethiopian Development Research Institute study on 2017 titled “Industrial Park Development” which was written by co writers - Alebel Bayrau, Mulu Gebreeyesus, Girm Abebe & Berihu Aseffa, presents and discusses a comprehensive analysis on issues that need to be given due consideration in the industrial park development of the country.

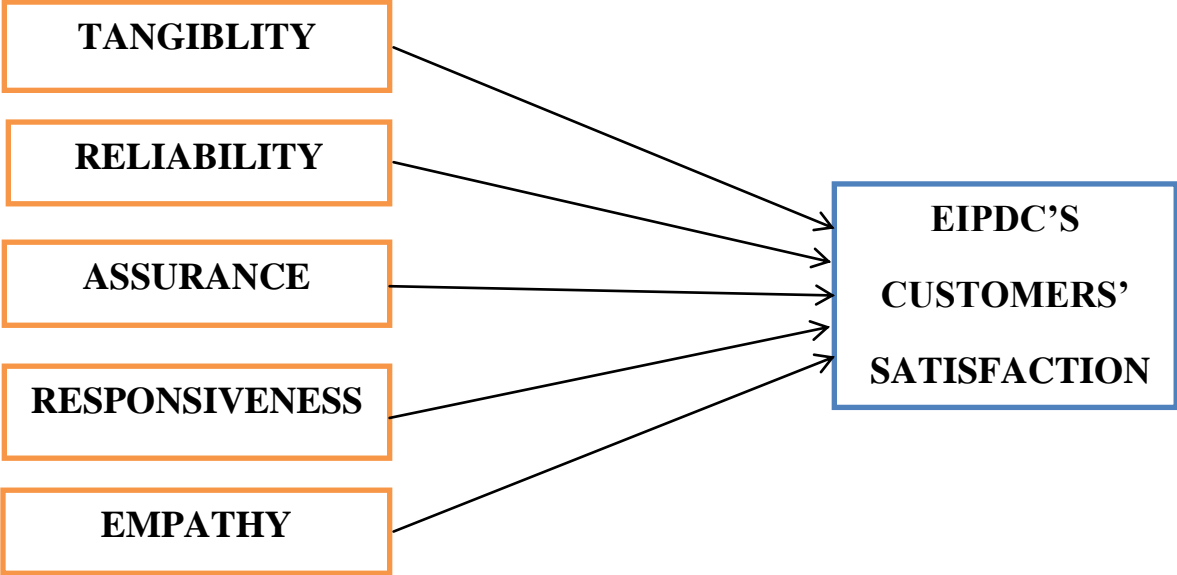
To determine industrial parks successful implementation, the study has made a detailed investigation on different related issues such as objective(s), governance system, policy preferences, administrative pattern, investment promotion with the aim of exploring and identifying lessons from a selected country, China, and use as a reference for other African countries that adopt IP development as a policy instrument for accelerating industrialization and urbanization. Accordingly, the study provided insights on how to successfully implement industrial park development in Ethiopia. It outlined not only how industrial parks must be understood and implemented but also proposes appropriate incentives to develop strong commitment among all political and government leaders for its effective implementation.

2.3. CONCEPTUAL FRAMEWORK

Conceptual framework represents the basic structure of the research and the relationship between variables. It is developed based on the literature review to conceptually understand and get clearer meaning about the subject matter of the study. In this section, major factors will be considered, especially variables and the expected relationship between them (Voughan, 2008).

According to Cronin and Taylor (1992), service to customers and quality service are vital antecedents of customer's satisfaction. From this statement we can infer that there is a basic relationship between service quality and customer satisfaction.

Figure 2.1, shown below, describes the important issues to be addressed in the study that is the aim to measure the impact of service quality on customer satisfaction. The framework defines customer satisfaction as dependent/criterion variable and service quality dimensions as independent or predicting variable.



With a slight modification of SERVQUAL model the framework portrays the five service quality dimensions such as Tangibility, Reliability, Assurance, Responsiveness and Empathy that might have a relationship and impact on the investor's satisfactions. First, the study will analyse each of these aspects which are basis for evaluating the dependent variable thoroughly to measure the service quality of EIPDC's and then to determine the satisfaction of service users.

CHAPTER THREE

RESEARCH METHODOLOGY

3. INTRODUCTION

As mentioned in chapter one, the study aims to assess the service quality of EIPDC and its impacts on investors' satisfaction and/or investment decision at BLIP. This chapter describes the research methodology and design that the study will follow to achieve its main objectives. Hence, based on research guidelines, this thesis part will include research approach, data types and data sources, methods of sampling, methods of data collection and analysis. Finally, the chapter discusses validity, reliability, and ethical consideration issues.

3.1. RESEARCH DESIGN

Research design means the entire strategy that the researcher selects to create linkage in a coherent and logical way with research components of the study, and thereby ensuring the research will effectively address the research problem (De Vaus, 2001). Based on the nature and taxonomy of the academic research the research designs namely Exploratory, Descriptive and Explanatory which all have their own purpose and contribution will include the description of study setting, research approach and research method. Thus, to attain the research objectives this research will follow a combined form of research design, Descriptive and Explanatory, since these designs helps the student researcher to clearly describe the prevailing situation of the EIPDC's service and customers'/investors' satisfaction, to explain, understand, predict, and control variables in detailed manner.

3.2. RESEARCH APPROACH

There are various types of research approaches available to conduct research. For instance, qualitative and quantitative in which the research is framed in terms of usage of words or numbers, or close ended or open-ended questions, or an approach that resides in the middle of the two that is mixed approach (Creswell, 2003).

To get information and insights about the topic of interest the study utilized survey approach to collect data from a predefined group of respondents that are EIPDC's customers/investors. Then data were measured using a validated instrument SERVIQUAL model with predetermined close-ended questions that the student researcher developed with a slight modification based on the service quality dimensions. Hence, the study will apply a quantitative research approach to examine the service quality of the EIPDC, interpret the results and see its relationship with the investors' satisfaction.

3.3. SAMPLING DESIGN AND PROCEDURE

3.3.1. POPULATION OF THE STUDY

Population is the phrase used to define the key group of individuals from which a sample is drawn. A population, therefore, could be an organization's workforce, a management group, or a group of customers Currie (2005:94).

In the meantime, the current total number of investors that exists in Bole Lemi industrial park is Eight (08) and the departments that have a direct service interaction with the EIPDC office is Four (04) from each enterprise, that is the population for the study is 32 departments. Since the population is small and addressing the whole responses to complete the questionnaire is possible in terms of cost and time, therefore, instead of choosing sampling techniques and determining sample size the student researcher decided to apply census survey to get accurate information from all units of the population that is 32 head managerial officials of each departments.

3.4. METHOD OF DATA SOURCE

The researcher used both primary and secondary sources to meet research objectives and research questions with base line of service quality and its impact on customers/investors in Bole Lemi industrial park.

3.4.1. PRIMARY SOURCE

Primary data was mainly obtained through the administered questionnaires. The questionnaires had three parts: The first part of the questionnaire was about the personal information of respondents. The second section was designed to measure the customers' perception about the EIPDC service quality, and the last part was about their overall satisfaction.

3.4.2. SECONDARY SOURCE

Secondary data were obtained from journal articles, books, company database and online sources. As well as the information were gathered from articles to review related theories and empirical findings in order to have better understanding of service quality and its impact on investors' satisfaction in Bole Lemi industrial park.

3.5. DATA COLLECTION METHODS

3.5.1. QUESTIONNAIRES DESIGN

Mostly Questionnaire means a method of data gathering in which each person requested to reply to the same set of questions in a predetermined order (De Vaus 2002). Accordingly, questionnaire was designed with 22 plus more closed ended questions statements concerned with the subject matter of service quality and customers'/investors' satisfaction on the EIPDC's office service.

3.5.2. MEASUREMENT SCALE

The researcher was adopting standard questionnaires from related studies used to measure service quality that ensure higher validity through close-ended types of questions. It contained standard questions as used by Johns, R. (2010) involving the construction of multiple- item measures, known as Likert scales. Regarding service quality and customers' satisfaction survey, 22 SERVQUAL and 1 general question were distributed for targeted respondents using a five-point Likert scale ranging from 'strongly disagree' to 'strongly agree'. which usually require respondents to give their level of agreement or disagreement, ranging from 1 to 5, to the statements or items that indicate their level of satisfaction.

3.6. METHODS OF DATA ANALYSIS

Essential data was analyzed using the statistical software for social sciences (SPSS) version 20, which is widely used in social science research. Each research question's answer was analyzed accordingly, and output of the analysis were presented, with their implications explained at the end.

Descriptive statistics such as simple Percentages and Frequencies were used to present data in an administrative format that help us to simplify and summarize large amounts of data in a functional manner. The study also used Inferential statistics like Pearson Correlation to determine the relationship between the service quality dimensions (tangibility, reliability, responsive, assurance, empathy) and customer satisfaction. Linear regression was also used to analyses the effect of these independent variables and customer satisfaction, then to produce an outcome and get meaning for the intended research objectives. Finally, results generated form the analysis were interpreted to trace out the service quality of EIPDC's and examine its impact on investors' satisfaction and reach on conclusion.

3.7. VALIDITY AND RELIABILITY

3.7.1 VALIDITY

The term "Validity" refers how well an instrument actually measures the variables that the researcher intended to study. It evaluates whether the tool can exactly and accurately measure the items targeted in questions. In this regard, the student researcher attempted to assure validity by employing a proven measurement technique that is SERQUAL model, carefully developing the right research design and applying the appropriate methods. In addition, to avoid biasedness the study utilized primary data to assess and collected information that is relevant to the research questions being asked.

3.7.2. RELIABILITY

Reliability test is the most important statistical procedure concerns the extent to which measurement is stable and indicates how well a method or the technique measure something consistently and showed repeated observation of the same occurrence if the same data was collected in each time. The lack of reliability in a result is a serious problem because it implies measurements inaccuracy (Powell, 1999).

Therefore, for the effectiveness of the research result prior to making the analysis the student researcher made reliability test, the most recommended method to test the internal consistency of the items. Baker et. El., (2002) suggested the value for all indicators (dimensional scales) should be above the recommended value of 0.60. Accordingly, the Cronbach's coefficient alpha of the five dimensions of service quality for this study has the following values: tangibility (0.6), reliability (0.9), responsiveness (0.9), assurance (0.9) and empathy (0.9) which verifies the measurement technique is reliable.

3.8. ETHICAL CONSIDERATION

The research questionnaires were presented on written form but before commencing data collection process the researcher was offer orientation to participants about the purpose of the study. They were also informed it will only continue based on their interest, agreement and that they also are free to stop whenever they feel not to respond. The student researcher was also let know the respondent that the information obtained from them would not be disclosed to third party. For confidentiality purpose the researcher was assure them that their private information like names and other identifying information were not be used in the study instead such data were be coded in numbers for anonymity.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4. INTRODUCTION

This study used a quantitative method to explore the relationship between service quality and customer satisfaction and evaluate impact of quality service of Ethiopia Industrial Parks Development Corporation on customer/ investors' satisfaction, found in Bole Lemi Industrial Park. In this chapter data will be analyzed thoroughly using a statistical package for social science - SPSS version 20, information will be interpreted and presented through different forms to understand the relationship of variables and see the impact of independent variable over the dependent.

To find out the relationship between service quality and customer satisfaction 32 questioners were distributed for targeted department head administration staffs of the available enterprises who have a direct service interaction with EIPDC. The researcher has used Descriptive statistics to describe the sample and respondents of the questioners. In addition, Reliability analysis were employed to validate the survey instrument before proceeding to other analysis. Correlation and Regression analysis were also used to determine the research objective described on the first chapter that is the relationship and impact of the dependent and independent variables.

4.1. DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Demographic information includes the following feature of the respondents; gender, age, education level and work experience based on frequency distributions and percentage.

Table 4.1.1 provides the information about the gender and age distribution of the sample. Respondents of the study were asked to indicate their gender and as the table shows out of the total 32 participants the sample consists 21.9% Female and 78.1% Male. The analysis tells us that the number of Male respondents were greater than female respondents.

In terms of age group, most of the respondents age 65.6% were laying between 30-40. Where 31.3% of the sample members were less than 30 years and few of the participants 3.1% of the

sample were found on the age group of 41-50. From the analysis it is clear that majority of participants age were in the range of 30 – 40.

4.1.1. Gender and Age

| | <i>Frequency</i> | <i>Percent</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|---------------|------------------|----------------|----------------------|---------------------------|
| Gender | | | | |
| Female | 7 | 21.9 | 21.9 | 21.9 |
| Male | 25 | 78.1 | 78.1 | 100.0 |
| Age | | | | |
| Less than 30 | 10 | 31.3 | 31.3 | 31.3 |
| 30-40 | 21 | 65.6 | 65.6 | 96.9 |
| 41-50 | 1 | 3.1 | 3.1 | 100.0 |

Source: own survey, 2021: SPSS 20

As can be seen in table 4.1.2, among the total participants that was involved in the study most of the respondents (71.9.5%) have more than three years of work experience, while the remaining 28.1% of the participants have worked for less than 3 years with their organization. More work experience indicates that the staffs had more interaction with the service provider, EIPDC.

4.1.2. Work Experience and Education Level

| | <i>Frequency</i> | <i>Percent</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|------------------------|------------------|----------------|----------------------|---------------------------|
| <i>work experience</i> | | | | |
| 2-3 years | 9 | 28.1 | 28.1 | 28.1 |
| More than 3 years | 23 | 71.9 | 71.9 | 100.0 |
| Education Level | | | | |
| Bachelor of Arts | 15 | 46.9 | 46.9 | 46.9 |
| Postgraduate | 17 | 53.1 | 53.1 | 100.0 |

Source: own survey, 2021: SPSS 20

Out of the total respondents who completed the questionnaire all had tertiary level of education among them 57.9% of the participants were post graduate and the rest 42.1% have bachelor's degree.

4.2. RELIABILITY TEST

The relationship between service quality and customer satisfaction was described by customer's experiences about these quality dimensions. A questionnaire survey was conducted to understand their perceptions towards EIPDC's services quality. Thus, for the quality of the research it was essential to test the reliability of the SERVQUAL scale and the five dimensions' internal consistency before going to the next analysis.

Cronbach's alpha is a method of measurement of internal consistency of items by evaluating the scales whether it assess the intended variable reliably. Internal consistency ranges less than 0.5 are considered unacceptable. Less than 0.6 is considered poor, followed by 0.7 less, and equal to 0.6 is considered questionable. Less than 0.8 but greater than or equal to 0.7 is acceptable. Then, less than 0.9 but greater than 0.8 is a good value (Vaske and Beaman, 2017). So, to find out the reliability and validity of the data collection instrument that is the questioner developed based on a five Likert scale questions, Cronbach's alpha was conducted.

4.2.1. Reliability Test

| <i>Items</i> | <i>Cronbach's Alpha</i> | <i>Cronbach's Alpha based on standardized items</i> | <i>Number of items</i> |
|---------------------|-------------------------|---|------------------------|
| Tangibility | .590 | .585 | 4 |
| Reliability | .885 | .885 | 5 |
| Responsiveness | .933 | .934 | 5 |
| Assurance | .927 | .932 | 4 |
| Empathy | .886 | .886 | 4 |
| Overall reliability | .959 | .958 | 22 |

Cronbach's alpha

Source: own survey, 2021: SPSS 20

The finding in table 4.2.1 illustrates the reliability statistics for each dimension of SERVQUAL. It showed the entire individual items were tested and the result for all Cronbach's alphas (α) except tangibility exceeded 0.70 that indicated the measurement scales of the constructs were stable and considered to be reliable.

The highest level of validity was shown in responsiveness ($\alpha=0.927$) followed by assurance ($\alpha=0.908$). Empathy was valid at ($\alpha=.895$) and reliability was at ($\alpha=.883$). Though, tangibility had the least alpha ($\alpha=.553$) shown poor alpha value but still it is within the acceptable limits. Moreover, the overall reliability coefficient for the 22 items found in each dimension was ($\alpha=.957$) which is quite big and since the closer the reliability coefficient gets to 1.0 means there is high internal consistency and validity. Thus, the study found that the scales in the instrument were considered acceptable and is possible to proceed for further analysis.

4.3. SUMMARY OF RESPONDENTS ANSWER FOR THE SERVQUAL QUESTIONS

The following table describes different questions related to Tangibility dimension. As it can be indicated in Table 4.3.1, about the modern equipment and technology that the IP has out of the

4.3.1. SERVQUAL questions for item Tangibility

| <i>Question:</i> | <i>Strongly disagree</i> | <i>Disagree</i> | <i>Neutral</i> | <i>Agree</i> | <i>Strongly agree</i> |
|--|--------------------------|-----------------|----------------|--------------|-----------------------|
| 1.The Industrial Park has modern equipment and technology. | 2 (6.3%) | 13 (40.6%) | 13 (40.6%) | 4 (12.5%) | |
| 2.Physical facilities in the Industrial Park are very appealing. | 2 (6.3%) | 5 (15.6%) | 21 (65.6%) | 4 (12.5%) | |
| 3.The staffs delivering the services are nice, neat, disciplined, professional in their appearance | 5 (15.6%) | | 4 (12.5%) | 16 (50%) | 7 (21.9%) |
| 4.Materials associated with communication service such as pamphlets, signposts in the Industrial Park are visually appealing | 2 (6.3%) | 13 (40.6%) | 16 (50%) | 1 (3.1%) | |

Source: own survey, 2021: SPSS 20

total respondents 2(6.3%) replied that Disagree, 13(40.6%) of were Neutral, and the other 13(40.6%) Agree and 4(12.5%) of respondents were Strongly agree respectively. This shows that about 40.6% were Neutral and the other 40.6% were Agree about BLIP’s adequate modern equipment and technology. And about the attractiveness of the physical facilities in the IP 2(6.3%), 5(15.6%), 21(65.6%), 4(12.5%), of respondents were Disagree, Neutral, Agree, and Strongly disagree respectively. This so indicates 65.6% of respondents were agree to that BLIP’s physical facilities are very appealing. Also, it indicates the answer for the question if staffs are nice, neat and disciplined while delivering service then 5(14%) of the respondents replied Strongly disagree, 4 (12.5%), replied Neutral and the remaining 16 (50%), and 7(21.9%,) of employees were Agree and Strongly agree respectively. This implies 50% of respondents perceived the staffs of EIPDC’s deliver service with professional manner.

The above collected data also raise a question about the attractiveness of materials associated with communication service. The result showed 2(6.3%), 13(40.6%), 16(50%) and 1(3.1%), of employees are Disagree, Neutral, Agree and Strongly agree respectively these indicate that 50% of respondents were agreed that the office communication materials are visually appealing.

4.3.2. SERVQUAL questions for item Reliability

| <i>Questions:</i> | <i>Strongly disagree</i> | <i>Disagree</i> | <i>Neutral</i> | <i>Agree</i> | <i>Strongly agree</i> |
|---|--------------------------|-----------------|----------------|---------------|-----------------------|
| 5. When the EIPDC staffs promises to do something within a certain time, they do it. | 2 (6.3%) | 4 (12.5%) | 10 (31.3%) | 15 (46.9%) | 1 (3.1%) |
| 6. The EIPDC staffs perform the service right the first time. | 2 (6.3%) | 4 (12.5%) | 13 (40.6%) | 13 (40.6%) | |
| 7. The EIPDC staffs provide you accurate and updated information regarding related services. | 2 (6.3%) | 2 (6.3%) | 7 (21.9%) | 20 (62.5%) | 1 (3.1%) |
| 8. When you have a problem the EIPDC staffs shows sincere interest in solving it. | 2 (6.3%) | 4 (12.5%) | 7 (21.9%) | 15 (46.9%) | 4 (12.5%) |
| 9. Sufficient manpower and material is kept to avoid the interruption of service provision | | 2 (6.3%) | 9 (28.1%) | 18 (56.3%) | 3 (9.4%) |

Source: own survey, 2021: SPSS 20

The data above, Table 4.3.2, describes the question in relation to Reliability dimension. As it can be seen 2(6.3%), 4(12.5%), 10(31.3%), 15 (46.9%) and 1(3.1%) of respondents were replied for the question whether the staffs do something as they promise to do in a certain time Strongly disagree, Disagree, Neutral, Agree, and Strongly agree respectively. This indicates that 46.9% of respondents were agreed. Also, 2(6.3%), 4(12.5%), 13(40.6%), 13(40.6%), of employees were Strongly disagree, Disagree, Neutral, and Agree respectively that indicates 40.6% of respondents had Neutral opinion about the office staffs perform the service right at the first time where the other 40.6% Agree about it. The above data also showed 2(6.3%) of the respondents replied Strongly disagree”, 2 (12.5%) replied Disagree, 7(21.9%) replied Neutral and the remaining 20(62.5%), & 1(3.1%,) of employees were Agree and strongly agree respectively if the staffs provide updated information. So, the data revealed 62.5% of participants were agree that the staffs of the EIPDC provides accurate information to customers.

The answer for the question whether the staffs show sincere interest in solving customers’ problem 2(6.3%), 4(12.5%), 7(21.9%), 15(49.9%) and 4(12.5%) of respondents were Strongly disagree, Disagree, Neutral, Agree, and Strongly Agree respectively. This so indicates 49.9% of respondents were agree that the staffs showed genuine interest in solving clients service problem. In addition, 2(6.3%) disagree, 9(28%) Neutral, 18(56%) Agree and 3(9.4%) strongly agree for the question that EIPDC’s office has sufficient manpower to keep avoiding interruption of service provision in which 56% were agreed.

4.3.3. SERVQUAL questions for item Responsiveness

| <i>Questions:</i> | <i>Strongly disagree</i> | <i>Disagree</i> | <i>Neutral</i> | <i>Agree</i> | <i>Strongly agree</i> |
|--|--------------------------|-----------------|----------------|---------------|-----------------------|
| 10. The staffs make the information easily obtainable | 2 (6.3%) | | 8 (25%) | 20 (62.5%) | 2 (6.3%) |
| 11. Staffs of EIPDC keep you informed when services will be performed | 2 (6.3%) | 2 (6.3%) | 2 (6.3%) | 21 (65.6%) | 5 (15.6%) |
| 12. Staffs of the EIPDC gives prompt service to you. | 2 (6.3%) | | 7 (21.9%) | 21 (65.6%) | 2 (6.3%) |
| 13. Staffs of the EIPDC are happy and always willing to help their customers. | | 2 (6.3%) | 6 (18.8%) | 19 (59.4%) | 5 (15.6%) |

| | | | | |
|--|-------------|---------------|---------------|--------------|
| 14. Staffs of EIPDC are never too busy to respond to your requests. | 2 (6.3%) | 12 (37.5%) | 14 (43.8%) | 4 (12.5%) |
|--|-------------|---------------|---------------|--------------|

Source: own survey, 2021: SPSS 20

Related to Responsiveness table 4.3.3 indicated 2(6.3%), 8(27%), 20(62.5%), 2(6.3%) of employees were strongly Disagree, Neutral, Agree, and Strongly agree respectively with the question raised if the staffs make the information easily attainable. This indicates 62.5% of them were agreed the EIPDC’s staffs make the information easily obtainable. In addition, the table showed 2(6.3%) replied Strongly Disagree, 2(6.3%) Disagree, 2(6.3%) Neutral, 21(65.6%), Agree and 5(15.6%) participants responded strongly Agree for the question if the EIPDC ‘s staffs keep clients informed when services will be performed that about 65.6% were agreed. 2(6.3%) Strongly Disagree, 7(21.9%) Neutral, 21(65.6%) Agree, and 2(6.3%) were Strongly Agree were an answer for the question if they give prompt service to you, accordingly 65.6% of respondents Agree if EIPDC’s staffs deliver prompt service for clients.

Also, the question was asked to respondents if the office staffs are happy in helping customers and accordingly 2(6.3%), 6(18.8%), 19(59.4%) and 5(15.6%) were replied Disagree, Neutral, Agree and Strongly agree respectively that indicates 59.4% of participants were Agree with the EIPDC’s staff willingness in helping their customers.

Results in table also indicate 2(6.3%), 12(37.5%), 14(43.8%), 4(12.5%) of employees were Strongly disagree, Neutral, Agree, and Strongly agree respectively that reveals 43.8% of respondents were Agree EIPDC’s Staffs are never too busy to respond their client’s request.

4.3.4. SERVQUAL questions for item Assurance

| <i>Question:</i> | <i>Strongly disagree</i> | <i>Disagree</i> | <i>Neutral</i> | <i>Agree</i> | <i>Strongly agree</i> |
|--|--------------------------|-----------------|----------------|---------------|-----------------------|
| 15. The staffs of the EIPDC have the required skill and knowledge in providing services. | 2 (6.3%) | | 8 (25%) | 20 (62.5%) | 2 (6.3%) |
| 16. The behaviour of the staffs of EIPDC instils confidence in you. | 2 (6.3%) | 5 (15.6%) | 5 (15.6%) | 17 (53.1%) | 3 (9.4%) |
| 17. The staffs of EIPDC are polite and consistently courteous with you. | 2 (6.3%) | | 6 (18.8%) | 19 (59.4%) | 5 (15.6%) |
| 18. You feel safe in your service transaction with the EIPDC | 2 (6.3%) | | 5 (15.6%) | 22 (68.8%) | 3 (9.4%) |

Source: own survey, 2021: SPSS 20

Table 4.3.4 describes different questions related to Assurance dimension. As it can be seen 2(6.3%), 8(25%), 20(62.5%) and 2(6.3%) of respondents were replied for the question whether the staffs have required skills in providing services that the participants were Strongly disagree, Neutral, Agree, and Strongly agree respectively. This indicates that 62.5% of respondents were agreed EIPDC's staffs have knowledge about the service they provide to customers. Also, 2(6.3%), 5(15.6%), 5(15.6%), 17(53.1%) and 3(9.4%) of employees were Strongly disagree, Disagree, Neutral, Agree and Strongly agree respectively that indicates 53.1% of respondents Agree the EIPDC's staff's behavior instils confidence in their customers.

The above data also showed 2(6.3%) of the respondents replied Strongly disagree", 6(18.8%) replied Neutral, 19(59.4%) replied Agree and the remaining 5(15.6%) of employees were Strongly agree respectively if the staffs are polite with customers. So, the data reviled 59.4% of participants were Agree that the staffs of the EIPDC consistently courteous and polite with them. The answer for the question whether the respondents feel safe with the service interaction with EIPDC office indicate 2(6.3%), 5(15.6%), 22(68.8%) and 3(9.4%) of respondents were Strongly disagree, Neutral, Agree, and Strongly Agree respectively. This so indicates 68.8% of were agree that they feel safe with the service interaction with EIPDC office.

4.3.5. SERVQUAL questions for item Empathy

| <i>Question:</i> | <i>Strongly disagree</i> | <i>Disagree</i> | <i>Neutral</i> | <i>Agree</i> | <i>Strongly agree</i> |
|---|--------------------------|-----------------|----------------|---------------|-----------------------|
| 19. The staffs of the EIPDC have operating hours that are convenient to you. | | | 6 (18.8%) | 18 (56.3%) | 8 (25%) |
| 20. The staffs of the EIPDC usually give you individual attention. | 2 (6.3%) | | 11 (34.4%) | 13 (40.6%) | 6 (18.8%) |
| 21. The staffs of the EIPDC understand your specific needs. | 4 (12.5%) | | 8 (25%) | 15 (46.9%) | 5 (15.6%) |
| 22. The EIPDC and its staffs have their customer's best interest at heart | 2 (6.3%) | | 8 (25%) | 17 (53.1%) | 5 (15.6%) |

Source: own survey, 2021: SPSS 20

Table 4.3.5 summarizes the related questions with one of service quality aspect, Empathy. Respondents were asked if the staffs of the office have convenient operating hours and from the total 6(18.8%), 18(56.3%) and 8(25%) of the respondent replied Neutral, Agree, and Strongly agree respectively. This indicates that 56.3% of respondent were Agreed that implied that the staffs of EIPDC's have convenient operating hours. Also, the table indicates the answer for the question whether the staffs of the EIPDC usually give their customers an individual attention and 2(6.3%) of the respondents replied Disagree, 11 (34.4%) were Neutral, 13(40.6%) replied Agree and the remaining 6(18.8%) of respondents were strongly Agree that indicates that 40.6% of employees were agreed with the question raised.

The data also shows for the question if the staffs of the EIPDC understand customers' specific needs and out of the total participant 4(12.5%), 8(25%), 15(46.9%) and 5 (15.6%) were answered Disagreeing, Neutral, Agree, and Strongly agree respectively. This indicates that 46.9% of respondents were Agreed with EIPDC's staffs that they can easily understand their customers specific needs. In addition, with the questions asked if the office and its staffs have their customer's best interest at heart 2(6.3%), 8(25%), 17 (53.1%), 5(15.6%) of respondents were Disagreeing, Neutral, Agree, and Strongly agree respectively. This shows that 53.1% of respondents were agreed that EIPDC and its staffs have their Customer's best interest at heart.

4.3.6. Overall Satisfaction of the Respondents on EIPDC's Service Delivery

| <i>Question:</i> | <i>Poor</i> | <i>Neutral</i> | <i>Good</i> | <i>Excellent</i> |
|---|-------------|----------------|---------------|------------------|
| Overall satisfaction of respondents on EIPDC's service delivery | 2 (6.3%) | 6 (18.8%) | 21 (65.6%) | 3 (9.4%) |

Source: own survey, 2021: SPSS 20

With the general question asked about the overall service satisfaction of respondents on EIPDC's service delivery, shown in table 4.3.6, 2(6.3%) of participants replied they perceived it Poor, 6(18.8%) Neutral, 21(65.6%) Good and 3(9.4%) were responded Excellent. It indicates about 65.6% of the customers satisfaction on EIPDC's office service delivery were Good.

4.4. CORRELATION ANALYSIS

Correlation is a statical tool used to investigate the relationship, direction and strength of association of dependent and independent variables.

Pearson Correlation coefficient (r) that usually ranges between -1 to 1 represents the correlation among the dependent and independent variable (Asuero and Sayago 2006). While the signs positive and negative determines the relationship between the variables, the number tells the strength of association that the variables have. Positive value gives a meaning if the value in one variable increase there will be an increase in the value of the other variable, where negative value refers if the value of one variable increase, the value of the other variable will decrease.

A correlation coefficient P value called statistically significant when it is less than 0.05, meaning it indicates that there is 95% significant correlation between the two variables.

Before analysing how service quality affects customer satisfaction, an investigation has been made by the student researcher to identify the relation and extent to which they are relate to one another.

4.4.1. Correlation Analysis

| Variables | | Overall customer satisfaction | Tangibility | Reliability | Responsiveness | Assurance | Empathy |
|-------------------------------------|-----------------|-------------------------------------|-------------|-------------|----------------|-----------|---------|
| Overall customer satisfaction | Pearson | 1 | .678** | .846** | .715** | .722** | .565** |
| | Correlation | | | | | | |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .001 |
| Tangibility | N | 32 | 32 | 32 | 32 | 32 | 32 |
| | Pearson | .678** | 1 | .717** | .555** | .608** | .492** |
| | Correlation | | | | | | |
| Reliability | Sig. (2-tailed) | .000 | | .000 | .001 | .000 | .004 |
| | N | 32 | 32 | 32 | 32 | 32 | 32 |
| | Pearson | .846** | .717** | 1 | .729** | .825** | .701** |
| Responsiveness | Correlation | | | | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 32 | 32 | 32 | 32 | 32 | 32 |
| Assurance | Pearson | .715** | .555** | .729** | 1 | .822** | .700** |
| | Correlation | | | | | | |
| | Sig. (2-tailed) | .000 | .001 | .000 | .000 | .000 | .000 |
| Empathy | N | 32 | 32 | 32 | 32 | 32 | 32 |
| | Pearson | .722** | .608** | .825** | .822** | 1 | .823** |
| | Correlation | | | | | | |
| Empathy | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 32 | 32 | 32 | 32 | 32 | 32 |
| | Pearson | .565** | .492** | .701** | .700** | .823** | 1 |
| Empathy | Correlation | | | | | | |
| | Sig. (2-tailed) | .001 | .004 | .000 | .000 | .000 | .000 |
| | N | 32 | 32 | 32 | 32 | 32 | 32 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Own survey, 2021: SPSS 20

The Correlation matrix, as table 4.4.1 revealed (.678, .846, .715, .722 and .565) were **r** values for tangibility, reliability, responsiveness, assurance and empathy respectively, which indicates customers' satisfaction were positively correlated and moving in the same direction with all the adopted dimensions. This clarifies when respondents' perception about EIPDC's service quality increases, their satisfaction also rises. Moreover, the corresponding numerical **P** values (.000,.000,.000,.000, and .001) which were found to be significant at $p < 0.05$ confirms that there is a significant relationship between customer satisfaction and all the five service quality variables.

The analysis also explains in detail that the strongest correlation is found between reliability and customer satisfaction, on the other hand the weakest is between empathy and customer satisfaction. As shown in the table, reliability with ($r = .846$, $p = .000$) level of significance was a value that shown there exists a very strong positive correlation between this service quality dimension and customer satisfaction. The other three service quality elements assurance ($r = .722$, $p = .000$), responsiveness ($r = .715$, $p = .000$) and tangibility ($r = .678$, $p = .000$) also depict a high correlation towards customer satisfaction. Where empathy with ($r = .565$, $p = .001$) level of significance was the least variable that have poor correlation with customer satisfaction as compared to the other.

4.5. REGRESSION ANALYSIS

One of the primary objectives of this study, as stated in the first chapter, was to investigate the impact of service quality dimensions on the customers/ investors satisfaction and to discover the fundamental EIPDC's service quality factor(s) that have most influence on the level of customer's/investors' satisfaction.

Regression is a statistical tool that examines data in great detail in order to predict or explain the outcome of dependent variable based on the independent variable and assesses how one variable influence another. Though the previous section deeply analyzed the relationship between variables, the following Linear Regression Analysis was computed to examine how each service quality dimensions impacted the customers' satisfaction.

4.5.1. Regression Analysis for Item Tangibility

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .678 ^a | .459 | .441 | .528 |

a. Predictors: (Constant), Tangibility

ANOVA

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 7.101 | 1 | 7.101 | 25.459 | .000 ^b |
| | Residual | 8.368 | 30 | .279 | | |
| | Total | 15.469 | 31 | | | |

a. Dependent Variable: Overall satisfaction of the respondents on EIPDC's service delivery

b. Predictors: (Constant), Tangibility

Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|-------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| | | | | | | |
| 1 | (Constant) | .904 | .578 | | 1.564 | .128 |
| | Tangibility | .790 | .157 | .678 | 5.046 | .000 |

a. Dependent Variable: Overall satisfaction of the respondents on EIPDC's service delivery

Source: own survey, 2021: SPSS 20

The result of regression analysis for item tangibility is shown in table 4.5.1. This service factor describes the scales through which the researcher tried to capture respondents' perception about the modernity of equipment's that the IP and the office have, the professionalism, discipline and neatness of the staffs in their look, attractiveness of communication materials associated with the services, etc.

According to the analysis as the ANOVA table explains the P value .000 is less than .05, which tells the overall regression model was significant predictor of the outcome variable. Besides to the positive relationship that tangibility and customers' satisfaction had the model summary revealed coefficient of determination (r^2) = 0.459, indicated this explanatory variable tangibility

is able to account for a good amount of variance in customer satisfaction which determines about 46% of respondents' satisfaction.

The coefficient table also assess whether this specific independent variable is a significant predictor of the dependent variable and how much tangibility uniquely contributed to customers' satisfaction. Accordingly, as seen on this table since the P value equals .000 which is less than 0.05 explains that this factor is a significant predictor of the dependent variable and also states tangibility had significant impact on customer satisfaction with the standardized beta value (β) = 0.678. This value tells us for every full standard deviation movement we see in tangibility, customer satisfaction was increasing by 0.678. In other word as this service quality dimension increases by 100%, customer's satisfaction is also predicted to increase by 68%.

4.5.2. Regression Analysis for Item Reliability

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .846 ^a | .716 | .707 | .383 |

a. Predictors: (Constant), Reliability

ANOVA

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 11.076 | 1 | 11.076 | 75.651 | .000 ^b |
| | Residual | 4.392 | 30 | .146 | | |
| | Total | 15.469 | 31 | | | |

a. Dependent Variable: Overall satisfaction of the respondents on EIPDC's service delivery

b. Predictors: (Constant), Reliability

Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|-------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.102 | .315 | | 3.492 | .002 |
| | Reliability | .784 | .090 | .846 | 8.698 | .000 |

a. Dependent Variable: Overall satisfaction of the respondents on EIPDC's service delivery

Source: own survey, 2021: SPSS 20

The Findings in Table 4.5.2 about Reliability, one of service quality measurement describes those aspects that whether EIPDC's staffs performs a given service within a promised time, do the service right at the first time, provide reliable and accurate information, have sincere interest in solving customers problem, and whether the office kept sufficient manpower and materials to avoid interruption of service provision.

Based on the above test the ANOVA table describes $P = .000$, which implies the model is a good significant predictor of customer satisfaction. The regression results showed $(r^2) = .716$ indicated that the explanatory variable reliability accounts 72% of variance in customer satisfaction and where the remaining 28% of customer satisfaction is affected by other factors.

The P and Beta (β) value in the coefficient table .000 and 0.846 respectively also revealed the influence of reliability was very significant and justified the intensity of this service aspect impact is very strong. That is, when reliability increases by 100%, customer's satisfaction is also predicted to increase by 85%. In general, the model implied reliability predicts the criterion variable very well and had great influence on the customers' satisfaction.

4.5.3. Regression Analysis for Item Responsiveness

Model Summary

| <i>Model</i> | <i>R</i> | <i>R Square</i> | <i>Adjusted R Square</i> | <i>Std. Error of the Estimate</i> |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| 1 | .715 ^a | .512 | .496 | .502 |

a. Predictors: (Constant), Responsiveness

ANOVA

| <i>Model</i> | | <i>Sum of Squares</i> | <i>Df</i> | <i>Mean Square</i> | <i>F</i> | <i>Sig.</i> |
|--------------|------------|-----------------------|-----------|--------------------|----------|-------------------|
| 1 | Regression | 7.917 | 1 | 7.917 | 31.449 | .000 ^b |
| | Residual | 7.552 | 30 | .252 | | |
| | Total | 15.469 | 31 | | | |

a. Dependent Variable: Overall satisfaction of the respondents on EIPDC's service delivery

b. Predictors: (Constant), Responsiveness

Coefficients

| | <i>Model</i> | <i>Unstandardized</i> | | <i>Standardized</i> | <i>T</i> | <i>Sig.</i> |
|---|----------------|-----------------------|-------------------|---------------------|----------|-------------|
| | | <i>Coefficients</i> | | <i>Coefficients</i> | | |
| | | <i>B</i> | <i>Std. Error</i> | <i>Beta</i> | | |
| 1 | (Constant) | 1.434 | .428 | | 3.350 | .002 |
| | Responsiveness | .636 | .113 | .715 | 5.608 | .000 |

a. *Dependent Variable:* Overall satisfaction of the respondents on EIPDC's service delivery

Source: own survey, 2021: SPSS 20

In this dimension the researcher tried to grasp clients' view about EIPDC's service delivery quality from the perspective of Responsiveness. It represents how the representatives are helpful in handling quarries and solving complaints to offer services that fulfils their clients' requirement. It also involves their willingness to help customers, appropriateness to make the information easily obtainable and timeliness for prompt action to resolve customers' problem.

As table 4.5.3 illustrates, the analysis of the survey identified P value equals .000 evidenced that the model and the effect of this service quality aspect is highly significant. The coefficient of determination (r^2) in the model summary for this service quality aspect is .512, that shows 51% the variation in customers' satisfaction is explained by responsiveness. The coefficient table with $P = .000$ and beta (β) = 0.715 also signifies the impact of reliability was very significant which tells with the increase in responsiveness criteria customer satisfaction could be increase with a great level, meaning customer satisfaction were predicted to increase by 72% when reliability service aspect raises by 100%.

The next table, 4.5.4, represents the regression analysis for item Assurance. This aspect describes whether staffs of EIPDC's have the required skill, knowledge and behavior that instill confidence on customers to feel safe while involving in the service transaction.

After calculating, in the regression analysis the ANOVA table result indicated $P = .000$ which clarifies the model is very significant. Also, the model summary confirms this service quality aspect is highly related with customers' satisfaction and it is a significant predictor of dependent variable as (r^2) = .521. It clarifies that 52% of the variation in customer satisfaction is caused by reliability.

4.5.4. Regression Analysis for Item Assurance

Model Summary

| <i>Model</i> | <i>R</i> | <i>R Square</i> | <i>Adjusted R Square</i> | <i>Std. Error of the Estimate</i> |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| 1 | .722 ^a | .521 | .505 | .497 |

a. Predictors: (Constant), Assurance

ANOVA

| <i>Model</i> | | <i>Sum of Squares</i> | <i>Df</i> | <i>Mean Square</i> | <i>F</i> | <i>Sig.</i> |
|--------------|------------|-----------------------|-----------|--------------------|----------|-------------------|
| 1 | Regression | 8.064 | 1 | 8.064 | 32.668 | .000 ^b |
| | Residual | 7.405 | 30 | .247 | | |
| | Total | 15.469 | 31 | | | |

a. Dependent Variable: Overall satisfaction of the respondents on EIPDC's service delivery

b. Predictors: (Constant), Assurance

Coefficients

| <i>Model</i> | | <i>Unstandardized Coefficients</i> | | <i>Standardized Coefficients</i> | <i>T</i> | <i>Sig.</i> |
|--------------|------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
| | | <i>B</i> | <i>Std. Error</i> | <i>Beta</i> | | |
| 1 | (Constant) | 1.608 | .390 | | 4.122 | .000 |
| | Assurance | .596 | .104 | .722 | 5.716 | .000 |

a. Dependent Variable: Overall satisfaction of the respondents on EIPDC's service delivery

Source: own survey, 2021: SPSS 20

Moreover, as seen in the coefficient table the beta (β) value for this predictor variable was 0.722 meaning as this aspect of service quality of EIPDC's increase by 100% service users' satisfaction were predicted to increase by 72%.

The results of the last table 4.5.5, indicated the impact of empathy on the customer satisfaction. It is one of the service quality components used to understand respondents' insight about the convenience of EIPDC's office operating hour, their staffs' ability to recognize customers' specific needs and capacity to give individual attention to their customers, and so on.

4.5.5. Regression Analysis for Item Empathy

Model Summary

| <i>Model</i> | <i>R</i> | <i>R Square</i> | <i>Adjusted R Square</i> | <i>Std. Error of the Estimate</i> |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| 1 | .565 ^a | .319 | .297 | .592 |

a. Predictors: (Constant), Empathy

ANOVA

| <i>Model</i> | | <i>Sum of Squares</i> | <i>Df</i> | <i>Mean Square</i> | <i>F</i> | <i>Sig.</i> |
|--------------|------------|-----------------------|-----------|--------------------|----------|-------------------|
| 1 | Regression | 4.938 | 1 | 4.938 | 14.068 | .001 ^b |
| | Residual | 10.531 | 30 | .351 | | |
| | Total | 15.469 | 31 | | | |

a. Dependent Variable: Overall satisfaction of the respondents on EIPDC's service delivery

b. Predictors: (Constant), Empathy

Coefficients

| <i>Model</i> | | <i>Unstandardized Coefficients</i> | | <i>Standardized Coefficients</i> | <i>T</i> | <i>Sig.</i> |
|--------------|------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
| | | <i>B</i> | <i>Std. Error</i> | <i>Beta</i> | | |
| | | | | | | |
| 1 | (Constant) | 1.605 | .590 | | 2.722 | .011 |
| | Empathy | .572 | .153 | .565 | 3.751 | .001 |

a. Dependent Variable: Overall satisfaction of the respondents on EIPDC's service delivery

Source: own survey, 2021: SPSS 20

The P value in the ANOVA table was .001, which is much lower than 0.05 showing that the results in the overall model for empathy and customer satisfaction were statistically significant. The calculated r^2 value have shown 0.319 that is 32% of the variations on customer satisfaction is caused by the independent variable empathy. Furthermore, the findings of the analysis in the coefficient table states $P = .001$ and $\beta = 0.565$, indicating that where the results explained this specific service factor had a positive significant effect on customers' satisfaction means if empathy rises by 100% it would result in increasing in customer satisfaction by 57%.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATION

5. INTRODUCTION

The major goal of this paper was to assess the EIPDC's service quality provided at BLIP and look into its relationship and impact on the customers' satisfaction. SERVQUAL instrument was used to assess users' perception about the office's service quality and predict its effect on clients' satisfaction. Data were analyzed using different statistical methods in order to better understand the relationship and influence of the service quality on the customer satisfaction. Accordingly, the analysis' findings will be presented as follows.

5.1. SUMMARY OF FINDINGS

According to the background information given by the respondents, about 78% of respondents were male, majority of respondents that is 66% were between the ages of 30 - 40 and all of those who completed the survey had a tertiary level of education.

In terms of work experience, among the total participants that was involved in the study most of the respondents, 72%, had working more than three years with their organization which suggested respondents with higher employment experience are more likely to interact with the service provider, EIPDC.

Therefore, from the aforementioned findings about respondents age, work experience, and educational level, we can conclude that all of the participants were matured enough to provide a reliable and adequate information about their satisfaction with EIPDC's service quality.

Pearson correlation analysis, which determines the correlation coefficients as well as their significant level, shows the relationship and association between each service quality dimension and customer satisfaction. As it explains tangibility, reliability, responsiveness, assurance and empathy all are highly correlated and have positive and significant relationship with the customer satisfaction.

Moreover, it reveals that reliability and customer's satisfaction have strongest association with $r = 0.846$ and $p = .000$ level of significance, whilst empathy and customer satisfaction have the lowest relationship with $r = .565$, $p = .001$ level of significance.

5.2. CONCLUSIONS

In the correlation analysis since all the variables' significant levels were less than 0.05 and the coefficient values were more than 0.5, we can infer that customer satisfaction and all the service quality variables have a very high and strong positive relationship. This indicates as clients' perception of EIPDC's service quality improves, so does their satisfaction, thus it can be concluded delivering better service ensures higher customer satisfaction.

The regression model also sufficiently described all measurements of service quality had strong impact on the customer satisfaction with more than 95% confidence level.

As, the result of the study revealed the coefficient of determination values for tangibility, reliability, responsiveness, assurance, and empathy were 46%, 72%, 51%, 52%, and 32% respectively, indicating that the change in customers' satisfaction can be predicted from the above corresponding r^2 values of each service quality dimensions offered by the EIPDC. Similarly, the Beta values for tangibility, reliability, responsiveness, assurance, and empathy were also 68%, 85%, 72%, 72% and 57% respectively, indicated that the individual predictive variables had an effect on customer satisfaction with a respective beta value.

In general, the result of the research confirms each of the five-predictor variables had a statistically significant contribution and strong impact on customer satisfaction. Among the service quality dimensions reliability is the most and significant independent variable with the largest beta coefficient, which proves clients perceived it has most influence on the service quality. On the other hand, comparing to the rest criterion variables empathy had the least beta coefficient that had low effect on customers' satisfaction.

5.3. RECOMMENDATIONS

The purpose of this study was to determine EIPDC's service quality impact on the customer satisfaction at BLIP and with relation to the above findings; the following recommendations have been made:

- The outcome of the study has many implications for the improvement of EIPDC's service quality. As indicated on the above conclusions, all the five service quality dimensions have significant and positive correlation with the customers' satisfaction. Hence, to raise customer satisfaction the respective managers need to assess and monitor its service quality regularly and required to maintain high-quality service in every aspects of service quality at all time to exceed clients' expectation.
- Moreover, the lowest correlation coefficient for empathy dimension is indicative of weak association between this service aspect and the perceived customer satisfaction, Thus, in order to improve their satisfaction, the administration should focus and aggressively work to enhance their perception through strengthening this element by giving individual attention, addressing clients' specific needs and always keeping customer's best interest at heart.
- The result of the study confirms Reliability dimension as the most important determinant factor of service quality that has much influence in promoting users' satisfaction. The EIPDC's office therefore should focus more on this underlined service aspect and deliver service within a certain time as promised, strive to provide accurate and updated information, and avoid interruption of service provision to elevate customers' satisfaction and ensure their sustain stay.
- As part of the corporation's defined objective stated in the Vision statement the office is advised always to update if there is a change on the perceptions of service users and should stress constantly to deliver reliable services to increase customer satisfaction that eventually have influence on investors decision.
- Finally, due to the above-mentioned reasons the number of people included on this survey was limited. Therefore, to justify and strengthen the conclusions of this study, the student researcher suggested the EIPDC office to conduct more research in a large scale by involving other Industrial parks.

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APPENDEX

RESEARCH QUESTIONS

I am doing my master's thesis as part of the Development Management course at College of Business and Economics Department of Public Administration, Addis Ababa University. Title of the research is "EIPDC's Service Quality and its Impact on Investors' Satisfaction: the case of BLIP".

The researcher is interested in knowing your perception (how you interpret what you are seeing) about the current service quality of EIPDC. Please rank each statement based on your real experience on the existing services provided by the EIPDC. Collected data will be used for this research purpose only and treated as confidential.

Please make a tick mark ("√") in the box provided below

I: Background Information

your enterprise name _____

Your name _____

Your work position/ job status _____

1. Gender

Male

Female

2. Age

Less than 30

30 -40

41 -50

More than 50

3. Education Level

- High school
- Diploma
- Bachelor of Arts
- Postgraduate

4. For how long your organization/ the enterprise work in Bole Lemi Industrial Park?

- Less than 1 year
- 2 -3 years
- Above 3 years

II: Investor’s (Manager’s) perception towards service quality.

In relation to your real experience or perception please encircle the most that express the EIPDC service quality based on the following service features and its staff performance.

(Where, 1 = “Strongly Disagree”; 2= “Disagree”; 3= “Neutral”; 4= “Agree” and 5= “Strongly Agree”)

| Service Quality Dimensions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| 1. Tangibility | | | | | |
| 1.1 The Industrial Park has modern equipment and technology. | 1 | 2 | 3 | 4 | 5 |
| 1.2. Physical facilities in the Industrial Park are very appealing. | 1 | 2 | 3 | 4 | 5 |
| 1.3 The staffs delivering the services are nice, neat, disciplined, professional in their appearance | 1 | 2 | 3 | 4 | 5 |
| 1.4. Materials associated with communication service such as pamphlets, signposts in the Industrial Park are visually appealing | 1 | 2 | 3 | 4 | 5 |
| 2. Reliability | | | | | |
| 2.1. When the EIPDC staffs promises to do something within a certain time, they do it. | 1 | 2 | 3 | 4 | 5 |
| 2.2. The EIPDC staffs perform the service right the first time. | 1 | 2 | 3 | 4 | 5 |
| 2.3. The EIPDC staffs provide you accurate and updated information regarding related services. | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|---|---|---|---|---|
| 2.4. When you have a problem the EIPDC staffs shows sincere interest in solving it. | 1 | 2 | 3 | 4 | 5 |
| 2.5. Sufficient manpower and material kept to avoid the interruption of service provision. | 1 | 2 | 3 | 4 | 5 |
| 3. Responsiveness | | | | | |
| 3.1. The staffs make the information easily obtainable | 1 | 2 | 3 | 4 | 5 |
| 3.2. Staffs of EIPDC keep you informed when services will be performed. | 1 | 2 | 3 | 4 | 5 |
| 3.3. Staffs of the EIPDC gives prompt service to you. | 1 | 2 | 3 | 4 | 5 |
| 3.4. Staffs of the EIPDC are happy and always willing to help their customers. | 1 | 2 | 3 | 4 | 5 |
| 3.5. Staffs of EIPDC are never too busy to respond to your requests. | 1 | 2 | 3 | 4 | 5 |
| 4. Assurance | | | | | |
| 4.1. The staffs of the EIPDC have the required skill and knowledge in providing services. | 1 | 2 | 3 | 4 | 5 |
| 4.2. The behavior of the staffs of EIPDC inspire/ instills confidence in you (you can be confident that the service will be provided in a correct manner) | 1 | 2 | 3 | 4 | 5 |
| 4.3. The staffs of EIPDC are polite and consistently courteous with you. | 1 | 2 | 3 | 4 | 5 |
| 4.4. You feel safe in your service transaction with the EIPDC | 1 | 2 | 3 | 4 | 5 |
| 5. Empathy | | | | | |
| 5.1. The staffs of the EIPDC have operating hours that are convenient to you. | 1 | 2 | 3 | 4 | 5 |
| 5.2. The staffs of the EIPDC usually give you individual attention. | 1 | 2 | 3 | 4 | 5 |
| 5.3. The staffs of the EIPDC understand your specific needs. | 1 | 2 | 3 | 4 | 5 |
| 5.4. The EIPDC and its staffs have their customer's best interest at heart. | 1 | 2 | 3 | 4 | 5 |

III: Please circle a number that shows your overall level of satisfaction with respect to the following statements.

Level of Customers Satisfaction

| Your overall satisfaction on service of EIPDC | Worst | Poor | Neutral | Good | Excellent |
|---|-------|------|---------|------|-----------|
| 1. Your satisfaction level on the EIPDC service delivers. | 1 | 2 | 3 | 4 | 5 |

Thank you for your participation!