

**CUSTOMERS' SATISFACTION IN LAND
DELIVERY SERVICE BY URBAN LOCAL
GOVERNMENTS**

A CASE STUDY OF BISHOFTU TOWN ADMINISTRATION

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**Customers Satisfaction in Land Delivery Service by Urban Local
Governments: *A Case Study of Bishoftu Town Administration.***

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ACRONYMS

ARC:	African Regional Coverage
BTA:	Bishoftu Town Administration
E. C:	Ethiopian Calendar
EPRDF:	Ethiopian Peoples Revolutionary Democratic Front
FQI:	Federal Quality Institute
LA:	Land administration
NPM:	New Public Management
NUPI:	National Urban Planning Institute
M ² :	Meter Square
TQM:	Total Quality Management
UH:	Urban Hierarchy
UNECE:	United Nations Economic Commission for Europe

Definition of Terms

Local government means authority to determine and execute matters within a restricted area inside and smaller than the whole state.

Quality - exhortations to attain excellence in production and provision of high quality goods and services.

Decentralization can be defined as the transfer of responsibility for planning management and resource raising and allocation from the central government and its agencies to field units of central government, subordinate units, semi-autonomous public authorities or corporations, area –wide, regional or functional authorities, or nongovernmental private or voluntary organizations.

Courtesy – staff politeness, respect and consideration towards customers.

Responsiveness – the timeliness of employees in providing products and services.

Communication – customers are kept informed, in language they can understand, about product or services and any changes thereto

Conformity – the product or service meet standards.

Urban local government - the administration of self- rule by the cities in the region after acquiring legal personality.

City council- a council constituted in a city through the representation of the residents.

Mayor - a chief executive officer of a city.

City manager - an official who executes municipal services in a city.

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ABSTRACT

To evaluate customers' satisfaction by local governments, Bishoftu Town Administration (BTA) was considered as a case study. Problems identified include, lack of integration of duties, the absence of good governance and there is a huge gap between supply and demand for land. The land acquisition, and development process is very long and the city administration has no capacity to provide full fledged infrastructure proactively for the users. Absence of land development finance,, lack of skilled and motivated manpower, and the absence of private ownership of land. The general objective of this research is to evaluate customers' satisfaction in land delivery services and the factors affecting it to come up with some solutions.

Quantitative and qualitative data were collected from secondary and primary sources. The study period was from December 2007- May 2008 and a total of 216 customers who want land for different purposes were randomly selected as a study subjects. Moreover, the total numbers of employees of BTA who are engaged in land delivery services were also taken as a study sample. Structured and unstructured questionnaires of two kinds were used as an instrument for data collection. Interview questions were also prepared to collect data from an official. The data was analyzed through statistical software and percentages, tables, bar charts and pie charts were used for this purpose.

The research reveals that there are a number of problems such as lack of motivation and the corresponding employee attitude towards customer's service, the absence of proper information dissemination, and incompatibility of services with the value of customer and. Policy making did not include participation of customers.

Concerning land, serious problems with land use in Ethiopia is land Policy and the corresponding land ownership increasing fees and the time to get land beyond imagination lack of full information about the land policy of the country. Compensation for farmers is made by customers and there will not be infrastructure at the time of receiving land there is a problem of applying good governance.

Access to necessary resources that are used to carry out jobs is a problem for that matter there is lack of the required number of man power, technical instruments including computers for information technology and vehicles used to facilitate customer's service.

Demand and supply of land are far away from each other. This is the problem of many urban centers in Ethiopia. Preparation acquisition and development of land for the customers and the need for basic infrastructure complicated the problem and reduced the capacity of satisfying effective demand. There is no easy access to land this is supported by

the fact that customers have been waiting to receive land most of them for 2-3 years some for over 4 years even though surprisingly few get land within 6 months time.

Therefore over all customers were not satisfied with land delivery service they are getting from Bishoftu Town Administration. The following recommendations were forwarded.

From the findings of this research employees were not given proper emphasis both filling the vacant positions and developing the existing employees were absent, therefore, there should be filling the vacant positions and training and developing and controlling employees on work environment need to be done.

Citizen participation in policy making is helpful not only for customers but also for the administration. It facilitates the sense of ownership to the policy and simplifies implementation process .Therefore, BTA is recommended to make the participation of residents in planning activities. There should also be single and one standard criterion that must be followed to provide land for the purpose of treating residents equally

Accountability of officials, responsibility of staffs, equity and transparency in providing services should not remain on the post and should be implemented in real and must be witnessed by customers.

All resources necessary to carryout the required task so as to satisfy customers must be present. Official interviewed and data collected from employees of BTA reveal that there are serious constraints of resources such as vehicles and technical instruments. Therefore, it is recommended that these resources are available to the unit.

Keywords

Bishoftu Town Administration, Land delivery service, Customers' satisfaction, Local government

CHAPTER ONE

Introduction

This chapter deals with the introduction, statement of the problem, the objective of the study, significance of the study, scope of the study, limitations of the study, the study area and organization of the study

1.1. Background of the Study

Governments at all levels are engaged in giving services to the public under their jurisdictions. They provide various services to the society with the help of local governments. The level of democracy and development of the society in a specific locality depends on the amount and the quality of services received by the people in that locality. These determine the extent of satisfaction derived from services generated by the local governments. Local governments are administrative offices that are smaller than a state. The term is used to contrast with offices at nation- state level, which are referred to as the central government, national government or where appropriate federal government. Local government means authority to determine and execute matters within a restricted area inside and smaller than the whole state. It involves the administering of services on a local basis by local bodies, (Barber 1978: 1-2).

Writing on local government and national planning, Peter Koehn concluded that local government can play a vital role in identifying the pressing needs of local residents, incorporating local priorities into the national development planning frame work, and promoting and defending citizen interest at higher level of policy review and budget allocation (Koehn 1989 cited in Umeh and Andranovich 2005: 114) and coordination is certainly required. Local governments must play a more active role in providing adequate public services, promoting population control and developing a conducive climate to job generation, particularly in secondary cities and small towns where tradition play important role in the government –society relationship (Umeh & Andranovich 2005: 114).

Local governments, therefore, are responsible to provide various services and in this regard, billions of people are receiving different services from local governments all over

the world. In this context, all towns in general and *Bishoftu* Town Administration (BTA) in particular are providing different services to customers. Customers who are receiving services from local governments need to be satisfied with the services that are rendered.

Land Administration specifically, urban land administration is one of the services rendered to the people who have interest upon constructing their residential houses or for investment purposes. Land is the place of all shelters in the city, the town, the village and the home. It is the source of goods or materials for construction and manufacture of coal gas and oil, of springs and other essentials for life. Being indestructible and immovable, it is the foundation of all human activities. The societies which have created internal stability and a functioning market economy recognize the need for effective systems for registering private land rights and for inexpensive system of land transfer. The privatization of land and the registration of tenure whether free hold, enable people to improve their land and property so maximizing its value and use (UNECE, 2007: 2).

Deterioration of urban services and of the built environment are becoming typical characteristics of the urban scene in Ethiopia. This is further aggravated by the inability of local governments to finance basic infrastructure services in their jurisdiction. Due to the unresponsive supply side of the service line, residential densities of central areas have increased resulting in light level of the residents and a risk to the quality of the urban environment (Solomon, 1994: 4).

Customers, subsequently, judge service quality as the extent to which perceived service quality matches with the initial expectation. There are three levels of expectations that can be defined as service quality.

The first one is the desired level of service, which reflects what the customer wants. The second one is adequate service level, that is, the standard customers are willing to accept. The third one is the predicted service level, which means the expectation that customers believe to actually occur most likely (Palmer, 1995: 155).

Furthermore, the quality level that is needed by customers to be satisfied has to do with every aspect of services providers starting from the time customers arrive at the gates of the

organizations. One of the required qualities is knowing the conditions under which customers are, once they are in:

- The customers may be in queue,
- They may be in certain office waiting for concerned official,
- Still others may be annoyed for one or the other reasons.

These efforts could identify customers' problems and give solutions to them. Customers' satisfaction depends on the extent to which customer's expectations about the product or services are fulfilled. Customers' expectations are not static but keep changing. Therefore, organizations need to monitor customers' expectations on a continuous basis and to be innovative in order to respond meaningfully to changes about the customer's expectation (Kotler, 1989: 203).

The public and politicians want high quality public services and better performance by public sector organizations. To achieve better work and customers' satisfaction, public servants should have more managerial autonomy as well as human and technological resources to meet their goals. Moreover, the public and politicians are willing to reward strong performance, for instance, thorough performance pay that is, pay based on performance. The same is expected to be applied by all service providing institutions such as towns like *Bishoftu*.

1.1.1. Background of the Study Area

The study area was known collectively as *Adaa* and the medium sized town of *Bishoftu* emerged in concurrence with the establishment of the *Ethio- Djibouti* railway in 1917. It is situated with in one of the largest regional states in the Federal Republic of Ethiopia, *Oromiya*, and in the central part of Ethiopia and only 45 km east of Addis Ababa. This town lies between 34 08' E to 43 11' E longitude and 3 40' N latitudes. It is now one of the first grade towns of *Oromiya* with an estimated population of 140,000 from this, 47 percent is male and 52.2 percent is female (BTA, 2005: 1).

Bishoftu is located at the mouth of the North-Western tip of the Great Rift Valley within Wodecha River drainage. The landscape owes its origin to volcanism. As a result, old

volcanic craters and numerous cinder and spatter cones occur within and in the vicinity of *Bishoftu*. This was modified to a limited extent by recent alluvia deposits.

The average elevation of the flat area in *Bishoftu* is around 1990 meters above sea level at the water level of Lake *Bishoftu* to about 2010meters above sea level at the top of a small hill southwest of lake *Hora Arsedi*. In contrast, *Bishoftu* and its immediate vicinity are surrounded by more than 2800 meter high areas like Mountain *Yerer* to the north, Mountain *Sokoru* to south, and some scattered cinder and spatter cones to the east and west.

The city is endowed with beautiful crater lakes that gave *Bishoftu* peculiar a feature. The prominent ones are: *Bishoftu*, *Horaarsedi*, *Babogaya*, *Hadhoo* and *Kuriftu* together with the other two shallow lakes of *Chelekleke* and *Chefe*. In addition to its scenic beauty, what made *bishoftu* unique is its significance as a shrine for the worship of *Oromo* people. The colorful annual ceremony of *Irrechaa* (thanks-giving) by Lake *Hora Arsedi* is part of the egalitarian democratic *Gada* system for a manifestation of *Oromo* religion and culture which has a magnificent potential for eco-tourism.

Administration

Urban Governance Model: the urban governance model applicable in the regional government of Oromia is council- Mayor System. The council mayor system is an arrangement whereby, the city council shall be the final authority on urban issues where as the highest executive powers are vested in the mayor and the mayor' council.

Governance Organs: The council- mayor system of urban governance have the following organs:

1. The city council
2. The mayor
3. The mayor's committee
4. The city manager and other executive bodies
5. The city court

Objectives of urban local governments:

1. Promoting self rule or community governance by encouraging the involvement of residents in overall activities of the city. 2. Institute good governance in which effectiveness, transparency and accountability to residents dwell. 3. Ensure the provision of efficient and equitable urban services to residents. 4. Promotion of social and economic development of the locality. 5. Promotion of cooperative governments. 6. Promote a safe and clean urban environment suitable for development. 7. Promotion of close residents-government relationship and strengthen partnership with various bodies and the community. 8. Promotion of urban- rural and urban- urban partnerships for mutual benefits in supporting each other (The Urban Local Government of Oromia, 2003: 5).

The relations of urban local governments with residents: The relationship between the urban local government and the residents shall be governed by the principle that all local powers emanates from the residents. Residents, mass organizations and the private sector discuss, debate and express their views on the city annual work program, budget proposals, project ideas, performance as well as financial and audit reports (The Urban Local Government of Oromia, 2003: 17).

Bishoftu is the recognized administrative center of Adaa district where the municipal institution was founded. In 1995 E.C as Bishoftu Urban Local Government was established with an elected mayor as the chief executive officer and a professional city manager accountable to the mayor. The town is one of the three grade one towns of *Oromia* and is divided into two sub cities and nine kebeles.

Under participatory arrangement, the vision is to make *bishoftu* town an economically viable, market,-oriented center of agro-industry and eco-tourism that offers a hospitable residential environment. Accordingly, its mission is to bring about change in the living standard of the resident through provision of infrastructure, social services, promote investment and provide good governance such that peace and stability would prevail.

Towards this end, the city government has several projects under newly devolved functions. By working with customers, these will sharp-focus the interests and expectations of major stakeholders. It aims at the transformation of the traditional mode to that of a modern and adequate delivery system. As a first step, it has rendered modest basic public services in the past two years and scored tangible results in terms of good governance, enhanced urban development and reduction of poverty (BTA, 2005: 2)

According to the Planning and Information office, BTA provides the following services.

1. Preparation and implementation of development plan.
2. Land administration.
3. Collection of municipal revenues.
4. Provision of services such as waste collection, drainage facilities and slaughter houses, street lights, public toilets, libraries and recreation.
5. Construction of access roads and bridges.
6. Health services.
7. Youth and Sport
8. Transportation
9. Trade and Industry
10. Social services
11. Construction service
12. Legal service
13. Culture and tourism

Bishoftu is one of the towns or urban centers that attract many people either for living or for investment purposes. Therefore, the town administration is busy trying to satisfy the needs of such large number of people though it is difficult to do so for various problems which need proper solutions. The land delivery service is one of the major areas that have serious problems. The town administration is not in apposition to reduce the gap between demand and supply and the absence of good governance complicated the problems.

Today, towns in Ethiopia which was once taken as very small villages in many aspects have grown to be complex and with these complexities they require a number of services

that are to be rendered. But the quality, quantity and prices (costs) of getting the required services in many towns of Ethiopia is under question marks.

For the purpose of this study, customers who were receiving land delivery services were the study target. Moreover, customers who need land for residential houses, and those who want land for investment purposes are customers who get services from the BTA and therefore, the researcher has decided to make the study of customers' satisfaction in land delivery services on these customers.

1.2. Statement of the Problem

New Public Management (NPM) is characterized by the provision of high quality services that citizens value demanding, measuring and rewarding improved organizational and individual performance advocating managerial autonomy, particularly by reducing central agency controls recognizing the importance of providing the human and technological resources managers need to meet their performance target and maintaining receptive to competition and open mindedness about which public purposes should be performed by public servants as opposed to the private sectors or non governmental organizations (Borins, 1995: 5-11).

Total quality management could be a very effective management tool in focusing governments mission as servants of the citizen by concentrating the resources of the public administration on the governmental process that can be enhanced to deliver high quality services; by encouraging decentralization of bureaucratic authority, by stressing the prevention of problems as opposed to solving them later and by helping public administrators understanding that most problems result from faulty systems not faulty people (Nicholas, 1997: 194).

The concepts in the above paragraphs put forward a very essential tool of satisfying customers in public organization services. In reality however, we see a number of gaps in many service rendering institutions between the service level expected by customers and that provided by local governments. The land delivery services are not exceptional in this regard.

According to National Urban Planning Institute (NUPI), (2003), major challenges of Ethiopian land development and management practices show that, the current urban land development and management practices are characterized by inadequate developed land and administration process, inconsistent and fragile land and land related laws and legal provisions, lack of clearly articulated policy directives and key strategic options, shortage of infrastructure and service related problems, inadequate land development finance and distorted land market system, fragmental institutional set-up and structured organization represent the key problems related to urban land management and development practice in Ethiopia (NUPI, 2003: 57).

Solomon and Reinfried (2003: 3), stated that the problem in the Ethiopian case concerning land administration is that land is totally owned by the government, the abuse of the country's land exists and it attributed to many factors, which have both policy and technical dimension while the technical dimension of the problem has to do with systems, data and technology, the policy dimensions of the problem is about the relevance and appropriateness of the prevailing land policy.

In Ethiopian cities and towns, there are lack of integration of duties, and good governance, and there is huge gap between supply and demand for land. The land acquisition, and development process is very long and cities and towns have no capacity to provide full fledged infrastructure proactively for the users. Absence of land development finance, lack of strong institutional capacity for land preparation, acquisition and development, lack of manpower, absence of private ownership of land and the absence of private land developers(NUPI, 2003: 58).

Many residents comment that land delivery, waste disposal mechanism and the preparation of recreation centers are among that which need due emphasis and where they usually see gaps in *bishoftu* town. In addition to this, adopting and implementing the service standards necessary to satisfy customers was not well developed. Furthermore, there is lack of proper systems in the service delivery. For instance, there is no citizens' charter adopted to make customers know the activities and the time needed to get specific service.

The problem is that the demand and supply concerning different services do not match for various reasons. Some of the problems could be mentioned in terms of lack of capacity, shortage of finance to compensate farmers for the land they lose, and even those customers who have paid money for compensation purpose are waiting for a number of months even for years before receiving land services for instance. Lack of having motivated manpower is another problem. Consequently, there is ineffectiveness in terms of the delivery of the required service on time.

The problem of residential houses is one of the most pressing concerns of the *Bishoftu* town. It was found out from the 2000 E.C budget document of the town administration that the need for residential is over 40,000. Even though worked out data are not at hand, in almost every house in *bishoftu* town, there are a number of people who live on rent. It, however, does not mean that these individuals do not need to have their own houses in the town. These imply the requirement level for land by residents is very high.

Even those people who have applied for land for both residential houses and for investment purposes face problems of delivery in terms of time and cost. Nevertheless, the town administration investment bureau claims that it is especially ready to serve investors who want to participate in investment in the town.

This research concentrates on the customers' satisfaction and problems affecting customers' satisfaction in land delivery service mainly, shortage of manpower, motivated employees and other resources such as vehicles and technical instruments, high cost and time involved in getting land delivery service and the absence of good governance.

1.3. Objectives of the study

1.3.1. General objective

The general objective of this research is to evaluate customers' satisfaction in land delivery services and to identify the factors affecting it and most important to come up with some solutions.

1.3.2. Specific Objectives

The specific objectives of the research are to measure

1. The employee profile and their attitude towards customer service.
2. Emphasis by the administration to satisfy its customers.
3. The amount of time and cost involved in getting land delivery service.
4. Good governance practice of BTA to satisfy customers.
5. The level of satisfaction of customers with land delivery services and,
6. To recommend some solutions

1.4. Research Methodology

1.4.1. Research Methods

This is a case study which employed quantitative and qualitative research techniques. Case study is important to study research topic in a detailed manner. selected to carryout deep investigation of customers' satisfaction in land delivery service by BTA.

BTA is selected for this study because of visible problems in land delivery service that the researcher knows and interested to investigate the real causes. *Bishoftu* town is very near to Addis Ababa and has relatively good access to different infrastructures. As a result, it is highly needed by many people for both a residential and investment purposes and attracts a number of people for that matter. To satisfy such need the town administration does not have the necessary preparation. In addition to this, it does not involve more cost when compared to other towns of similar size.

1.4.2. Population and Sample Size

According to the Program and Information Office of *Bishoftu* Town Administration, customers of BTA who were in the process of taking land were as follows, 5000 customers are in the process to get land for constructing their own residential houses on lease free basis. In addition to this, 186 individuals (customers) are in the process of getting land from the town administration on lease basis. Furthermore, according to the investment bureau of the town administration, 74 investors are in the process of receiving land on lease basis that has been arranged by the town administration. The total number of customers

was 5260 and is theoretical population because it is not possible to get many of the customers at the time of data collection as they do not have specific address in *bishoftu* town and once they have applied for land they may leave the town for job and many other purposes and may take a number of months and much cost to contact all the 5260 customers and hence, it is more appropriate to collect data from among the 5260 who were visiting the town administration.

It would be physically and economically infeasible to measure each individual's view of the population even in small, highly organized community (Diaz, 2003 cited in Swagegne 2007: 14). In line of carrying out a sampling program on a large scale in terms of practicality and economic feasibility, it is better to set up a modest program in which a special sampling area are selected and defined. In line with this explanation, the researcher has tried to set up samples that represent most of the customers of BTA who can be contacted and whose interest is to receive land service.

Therefore, weekly average customers visiting the town administration were the study population for this research. The weekly average customers who visit the town administration to get land delivery service were 750, 74 and 33 for lease free land to construct their residential houses, for land with lease to construct their residential houses and land for investment respectively. 25% of the study population was taken as the sample of this study. As a result, 25% of (750, 74 and 33) are 188, 19 and 9 respectively. The 25% that was applied to get the size of samples is so enough that it is far greater than the minimum percentage (10%) that is required in social science studies. The sum of this would be 216. Therefore the total number of samples as to customers is 216.

BTA has 370 employees; however, the number of employees who are working on land delivery service is 31. The latter number of employees is relevant for this study and was considered as a study subjects.

Table 2.1 Summaries of samples.

	Description	Weekly Average customers(Study Population)	%age	Samples
1	Customers who want lease free land to construct residential houses	750	25	188
2.	Customers who want land with lease to construct residential house	74	25	19
3	Customers who want land with lease for investment	33	25	9
	Total	857		216

1.4.3. Sampling Procedures

The sample size was determined to be 216 as to customers. These samples were collected randomly from customers who were coming to the town administration for one week with 32 customers randomly selected and given with questionnaires to be filled in and returned back for analysis. Random selection was made to increase the chance of including customers with different background. With regard to employees, total number of employees working in the land delivery unit of BTA were used to collect data with 30 employees were given with questionnaires to be filled in and returned back and their head left for interview.

1.4. 4. Data Collection Instruments

Data were collected by the use of different instruments which include two types of questionnaires that consist of structured and unstructured questions. The structured questions consist of multiple and yes or no questions where they were used as exhaustive lists of possible responses available to respondents. Whereas unstructured questions were designed so that respondents have the freedom of including all their feelings in the response they provide. The questionnaires were prepared with great care to increase responses and avoid ambiguities. The first questionnaire was prepared to assess customers' perception about the services they receive from BTA. The second questionnaire was prepared to assess the status of employees of BTA concerning customers' service; their knowledge and skill, willingness to serve customers and their level motivation level to do that and whether they have all the resources necessary to carryout their job as needed.

An interview was also made with one official of land administration. He is among the 31 sample employees of BTA to get additional information. Researcher's observation was also used to support information gathering. Secondary data were also included such as books, journals, unpublished theses, BTA report and documents in the effort to get relevant information.

For the purpose of ensuring maximum precision in data collection, the English version questionnaires were translated into amharic language before distributing to study subjects. Discussions were made with individuals involved in collection and enumeration, and orientations were given to them concerning the behavior that is required during collection of data, coding and recording of answers to each question.

Before the actual survey was conducted, a pilot study was made with 10 customers. This was helpful to consider possible changes that could be made to the questionnaires if needed.

1.4.4. Data Collection

The data were collected from primary and secondary sources. Questionnaires were used to collect data from customers and employees. As to customers 216 questionnaires were distributed and 191 were collected back for analysis. This made the response rate 88

percent. With regard to employees 30 questionnaires were distributed and 28 were collected back for analysis. This made the response rate 93.33 percent. Data was also collected with the help of interview made with one official. This was made after an appointment was taken with the official himself. Already set questions were raised one by one with responses recorded subsequently. Researchers' observation was also used and some data were obtained. Data was also collected from secondary sources but with some difficulties particularly, because of lack of recorded data in BTA.

1.4.5. Data Analysis

The method of data analysis is mainly descriptive type. Data entry and analysis of the same was made by the researcher with the help of research assistants. Ten percent of the questionnaires were crosschecked with already entered data to maintain validity and pie charts, bar graphs, tables, frequency distribution, and percentages were used to analyze data. Chi square test was made to see the association between selected variables.

1.5. Significance of the Study

The level of development of the community can be measured in terms of the level of the community satisfaction by the services they obtain from the public organizations. So it is very important to undertake research on customer satisfaction in government organization and identify the gap that may exist and suggest solutions to be used by policy makers, administrators and all concerned bodies. Furthermore, the study could also help and be used as background information for those researchers who want to carry-out an in-depth study in the future concerning the study subject.

1.6. Scope of the Study

Due to shortage of enough time and cost structure, the scope of this study is limited to the identification of customers' satisfaction in land delivery services taking into account BTA as a case study.

1.7. Limitations of the Study

The study faced the following limitations,

1. The time allotted for this research was only five effective months which did not allow the researcher to carry out in-depth investigation.
2. Financial capacity that enables the researcher to carry out deep investigation was not available.
3. The BTA failed to compile data on the number of customers it serve and therefore, it was very difficult to obtain full-fledged data to assess their historical background very well.

1.8. Organization of the Study

The study consisted of four chapters. The first chapter deals with introduction, back ground of the study, statement of the problem, objectives of the study, research methodology, significance of the study, scope of the study, limitations of the study, the organization of the study. The second chapter deals with the literature review part which is useful to interpret the results obtained. The third chapter explains quantitative and qualitative data analysis, and discussions based on the findings. The last chapter deals with summary of the findings, conclusions and recommendations.

CHAPTER TWO

Review of Related Literatures

2.1. Introduction

This chapter deals with the review of related literatures. It considers both conceptual and empirical studies related to the study topic. The main aspects in this chapter are customers' satisfaction, quality services, local governments and their roles, land administration, land policy and urban land use and management and urban land delivery system in Ethiopia. Finally, cases from other countries are also reviewed in this chapter.

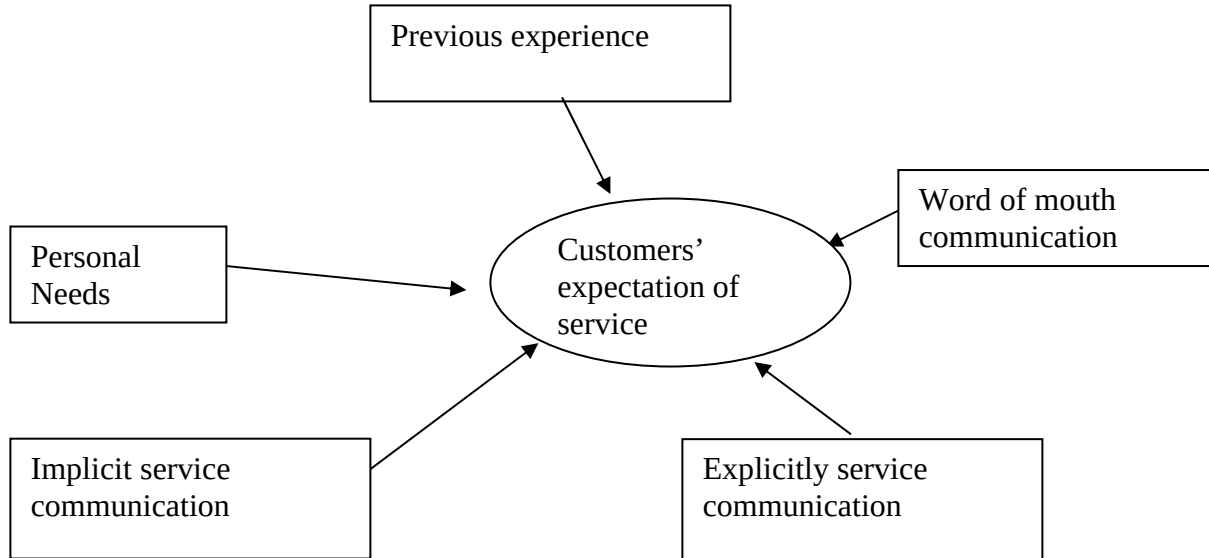
2.2. Customer Satisfaction

Satisfaction is a function of perceived performance. If perceived performance falls short of expectations, the customer is dissatisfied. If the performance exceeds expectation, customers get highly satisfied. Customers' satisfaction happens when organizations focus on quality services and produces real rewards for the organization in the form of good image from the public. Lack of customers' satisfaction produces a liability (Bruk, 2007: 22)

The model that has underpinned satisfaction is disconfirmation theory which suggests that customer with a service is related to the size of the disconfirmation experience, where disconfirmation is related to the person's initial expectation. If experience of the services greatly exceeds the expectations clients had of the service, then satisfaction will be high and vice versa. In the service quality literature perceptions of service delivery are measured separately from customer's expectation and the gap between the two provides a measure of service quality (MORI Social Research Institute, 2002: 5).

2.2.1. Sources of Customer Expectation

Figure 3.1 Outlines of the key factors most commonly seen to influence expectation



These are described as follows

1. **Personal needs:** any customer or user of a service will have what she /he regards as a set of key personal needs that they expect the service to address. These will vary from service to service and from customer to customer.
2. **Previous experience many have before:** - Their previous experience will in fact influence their future expectations of the service.
3. **Word of mouth communication:-** expectations will be shaped by communications from sources other than the service provider itself. This can be family, friends and colleagues but more widely the media and other organizations.
4. **Explicit Service Communication:-** statements from leaflets of other publicity material can have a direct impact on expectations.

5. **Implicit service communication:-** this includes factors such as the physical appearance of buildings; example renovation may lead the customer to expect other service aspects to be of higher quality (MORI Social Research Institute, 2002: 5-6).

2.2.2. Customer Satisfaction Incentives

Customer satisfaction incentive schemes are increasingly common in a variety of industries. Explanations on how and when incenting employees on customers satisfaction is profitable faced with employee groups including managers who may have shorten time horizons than the firm thinks. Such systems enable a firm to use customer reaction to monitor implicitly how employees allocate efforts between the short and long-term. These system can be used to encourage employee to make trade offs that are in the best interest of the firm (Jhon Duncan and Briger, 1994: 327)

Jhon and Briger drove an optimal reward system for equilibrium in which the firm maximizes profits employees maximize their expected utility and customers choose purchase quantities based on initial reputation , employee efforts and prices (Jhon Duncan and Briger, 1994: 327).

Mercer (1992,P.11 cited in Jhon & Briger, 1994: 328) reports that 60 percent of electric and gas utility companies in USA have specific objective for employees that include customer satisfaction targets and that customer satisfaction incentives compensation schemes are most common in the 25 largest companies.

2.2.3. Dealing with Time Consumption

The manager of service needs to be concerned about when the customers consume the service as he/she is part of the system when consuming it. Many service providers find it very difficult to match demand and supply on all occasions and where demand exceeds supply on all occasions, queuing and reservation systems are put into operation. Customers' feedback highlights the fact that delays in service delivery, often characterized by long queue can have a negative impact on customer evaluation of the services. The ideal solution would be to eliminate queues completely by careful operations management. However, where this is not possible, service providers are advised to change the customers'

waiting experience by perception management so that it results in less uncertainty and anger (Steven and Kim, 1995: 140).

Customers become most annoyed and frustrated when they are forced to wait for service without being given an explanation for the delay. Service providers are advised to communicate the customers as quickly as possible about why they are being asked to wait. Where the reason could be clearly identified by customers themselves, for example, waiting for ride at fun fair or to pay for goods at supermarket checkout, strategies must be put in place to make the wait as pleasant as possible for customers. Magazines, which are provided in dentists' waiting rooms for customers to read, and videos played to customers waiting in a queue for a fun fair ride are both examples of tactics used by services organizations to make the inevitable waiting time enjoyable to customers (Steven and Kim, 1995: 141).

2.2.4. Team Work for Customers' Service

Serving people is both the obligation and privilege to be for customers; it is the foundation for a humane society. In a world that delivers quality service, parents entrust their children's development and welfare to teachers and administrators, patients in hospitals confidentially rely on physicians and nurses to help them recover. People who serve us well enhance the quality of our lives. As professionals, our own sense of satisfaction and success depends upon the quality of service we give to others. For example, leaders can only lead when they have inspired and empowered followers to get extraordinary things done (Dean, 1993: xi).

For an organization, serving customers is a moment of truth an opportunity for the company to demonstrate its credibility and capability (Gronroos, 1990, cited in Dean, 1993: xi) delivering value to customers earns the organization respect and helps ensure that customers will return. It also binds employees together in a meaningful common mission; it is the essence of a shared vision and the ultimate bottom line (Dean, 1993: xi).

2.2.5. Value of Service Team

Working together empowers employees. Serving customers' will is a complex task that cannot be performed alone. Individuals need to pool their information, ideas and assistance to solve customer problem.

Employees benefit from talking to each other about how they can satisfy the complex needs of client. When conflicts and mistrust develop, employees working together are more apt to find ways to reestablish a constructive relationship with the customer (Dean, 1993: 103).

Teams are in a position to use special techniques and strategies to diagnose and improve the quality of service. Shostak, 1984, cited by Dean, 1993: 103) suggests, for example that blueprinting as a tool to manage service quality. The blue print is a graphic illustration and flow chart showing the steps needed to deliver a service.

The blueprint can be used to identify possible fail points, processes most likely to go away and compromise service. Through discussion centered on specific instances of failure, service team members can identify the most problematic steps in the process. The team then rates the fail points by priority and plan remedial actions (Dennis, 1996: 73). Effective team ensures quality services.

2.3. What is Quality?

No universally accepted definition of the term quality exists; this is because quality actually possesses several distinct dimensions. When people disagree about what quality is, they are often simply demonstrating preferences for differing quality dimensions. The Federal Quality Institute (FQI) in USA identifies a primary dimension of quality (performance) and several secondary dimensions: reliability, durability, conformance, availability, and timeliness (FQI, 1991: 2 cited in Lawrence, 1993: 27). Still, other quality dimension are recognized as particularly important in the human services, including accessibility, timeliness, consistency, humaneness, and result or out comes (Patti, 1987; Pruger and Miller 1991 a cited in Lawrence, 1993: 27). Some of these quality dimensions refer to characteristics of products and services; others refer to the staff or employees who provide

the products and services and still others refers to the facilities and equipments used in product production and services provision.

Most definitions of quality are related to exhortations to attain excellence in production and provision of high quality good and services. It is also related to the notion of fitness for purposes which are interpreted as providing services which customers want conformance to customers' requirements to reduce the possible adverse effects of customer dissatisfaction (Ian and Miguel 1995: 119).

2.3.1. Quality Creates Loyal Customers

Quality management programs create loyal customers. The notion of the loyal customer has a great deal of significance for human service organizations. Customers who believe their human service organizations are delivering quality products and services will continue to support those organizations. This support can take the form of volunteering time, contributing money, and perhaps most important, leading political support to the organization as it competes for scarce resources with other agencies and with other societal needs (Lawrence, 1993: 4-5).

2.3.2. Quality Management and Human Service Values

A unique advantage of quality management is its basic compatibility with human service and social work values. Any managerial system that does not preach the maximization of efficiency should be inherently appealing to most human service professionals. The human services have long objected to the primacy generally afforded efficiency by most management systems (Pruger and Miller, 1991a, 1991b cited in Lawrence, 1993: 7).

Quality management also strongly emphasizes the use of customers' feedback in attempting to constantly improve the quality of products and services. In many respects this aspect of quality management is reflective of the maxim that the needs of clients should be put first. Quality management also stresses the self – worth of employees, cooperation between employees, team building and partnership relationship between public and private sector human service organizations. (Lawrence, 1993: 7).

2.3.3. Quality Dimension and their Definition

According to Zeinhaml et al. 1991; FQI, 1991 and Jufan 1988 all of which are quoted by Lawrence 1993: 28), quality dimensions and their definition are as follows.

1. Accessibility – the product or services is easy to access or acquire.
2. Assurance – the staff are friendly, polite, considerate and knowledgeable.
3. Communication– customers are kept informed, in language they can understand, about product or services and any changes thereto.
4. Competence – staff possess the requisite knowledge and skills to provide the product or services.
5. Conformity – the product or service meet standards.
6. Courtesy – staff politeness, respect and consideration towards customers.
7. Deficiency – any quality characteristic identified as adversely affecting customers' satisfaction.
8. Durability – the performance, result, or outcome does not dissipate quickly.
9. Empathy – staff demonstrates an understanding of and provides individualized attention to customers.
10. Humaneness- the product or service is provided in a manner that protects the dignity and self worth of the customer.
11. Performance – the product or service does what it is supposed to do.
12. Reliability – the ability to provide the product or service in a dependable and consistent manner with minimal variation over time or between customers
13. Responsiveness – the timeliness of employees in providing and services.

14. Security – the product or service is provided in a safe setting and is free from risk or danger.
15. Tangibles – the physical appearance of facilities equipment, personnel and published materials.

Quality services are welcomed by clients and customers and they are the sources of customer satisfaction. Therefore, it is very important to know service quality dimensions in order to provide the types of services expected by the customers.

2.3.4. Total Quality Management (TQM)

Total Quality Management (TQM) is a philosophy of administration, a set of principles and a series of quantitative techniques that are designed to continuously improve, and if necessary transform the processes of the organization from top bottom so that customers are satisfied with the organization's products, performance, procedures and people. TQM is currently a hugely influential phenomenon in both public and private management. It originated in the corporate world and, increasingly, it is gaining adherents in the world of government as a major means of improving productivity (Nicholas, 1991: 194).

TQM sets out to ensure that organization structure management and quality systems meet given organizational objectives by maximizing human and material resources. It also promotes continuous quality improvement affects the ability of organization to compete and its numbers to contribute grow and excel. This is a clearly a common goal by developing a culture in which the customer is paramount. The significance of the total quality management approach is that by attempting to change organizational culture a lasting commitment to quality is brought about which will it is argued lead to consistently high quality service provision which meets customers' requirement and is free from deficiencies (Ian and Miguel, 1995: 59).

2.3.4.1. TQM Appropriate for the Public Sector

TQM could be a very effective management tool in refocusing governments' mission as servants of the citizenry by concentrating the resources of public administration on the governmental process that can be enhanced to deliver higher quality service; by

encouraging the decentralization of bureaucratic authority; by stressing the prevention of problems as opposed to solving them later and by helping public demonstrators understand that most problems (Deming say 85 percent) results from faulty system, not faulty people (Nicholas, 1999: 194).

2.4. New Public Management (NPM)

New public management is a broad and very complete term used to describe the wave of public sector reform throughout the world since 1980s. From the point of view of public choice and managerial school thought, new public management seeks to enhance the efficiency of public sector and to eliminate government control. The main purpose of NPM reform is the emphasis more on market orientation in public sector which will lead to greater cost efficiency for government without having bad effects on other objectives.

According to Borins (1995: 5-11), the major characteristics of new public management are the following:

1. Providing high quality services that citizen's value.
2. Demanding, measuring and rewarding improved organizational and individual performance.
3. Advocating managerial autonomy particularly by reducing central agency controls.
4. Recognizing the importance of providing the human and technological resources managers need to meet their performance target.
5. Maintaining receptive to competition and open mindedness about which public purposes should be public servants as opposed to the private sector or non-governmental organizations.

Borins further defines and explains NPM as an agreement between the public and their elected representatives on the one hand and the public services on the other hand. NPM with contrast to other public management theories is more oriented towards outcomes and efficiency through better management of public budget. It is considered to be achieved by applying competition, as it is known in private sector, to organizations of public sector emphasizing economic and leadership principles.

2.5. Distinguishing Features of Services

Pure services have several distinctive characteristics that differentiate them from goods and have implication for the manner in which they are marketed. These characteristics can be described as intangibility, irreparability, variability, perishability and the inability to own services (Palmer, 1995: 35).

2.6. Citizen Participation in Service Delivery

Citizens influence the content of many public services through their direct participation in service delivery. This is especially the case in services designed to change people directly rather than to change their physical environment. Most economic activities – including that of many public agencies is directed towards the production of goods. Raw materials are transformed into products which can then be delivered to consumers. Services are not like that. Education or health care or crisis interventions have as their primary objective the transformation of the consumer (Gordon, 1980: 250).

In delivering services the agent helps the person being served to make the desired sorts of changes. Whether it is learning new ideas or new skills, acquiring healthier habits or changing once out look on family or society, only the individual served can accomplish the change. He/She is a vital co producer of any personal transformation that occurs the agent can supply encouragement, suggest options, illustrate techniques and provide guidance and advice, but the agent alone cannot bring about change. Rather than an agent presenting finished goods to the citizen, agent and citizen together produce the desired transform action.

Citizen participation in the delivery of services becomes a very essential tool of making citizens feel happy because such arrangement makes citizens part and parcel of government programs. It can create a happy client during the implementation of service delivery by the organization.

Findings from a research under taken by Barbara, (1985: 286-287) on the effect of public service recognition, job security and staff reduction on organizational involvement represent a step forward in our understanding of the dynamic of employee agency

psychological linkage in the public sector. In particular, employees who feel they receive the recognition they deserve are much more likely to be involved in their agencies than those who feel a lack of such recognition. These according to Barbara suggest we should add public service recognition to the list of subjective work experience which influences public employees' organizational involvement.

2.6.1. Citizen Evaluation of their Governments

Empirical study made by Michael and Robert on Citizen Evaluation and Urban management service delivery in an era of protest in Tennessee USA, has focused on local services as a significant governmental function. Increasing attention has been given to citizen evaluation of these services. Such a focus can be justified in terms of democratic theory, which considers citizen evaluation of government. It also makes sense in utilitarian terms, in which citizen evaluations provide responsible public officials with important cues about public perceptions of the performance of local agencies. One of the goals of this analysis is to determine the extent to which urban citizens are satisfied with essential public services and their desire for additional influence in the provision of such services (Michael and Robert, 1980: 585).

The findings of the study shows that most urban residents are satisfied with services received, but the proportion of satisfied clients varies across specific service categories. As to the influence desire from urban Tennesseans only in the service area of education and street do a majority of citizens' demonstrated interest in acquiring additional influence (Michael and Robert, 1980: 589).

2.7. Malaysian Public Service

The elements of public administration mentioned in the preceding section are considered in Malaysian public service delivery system. It has taken into account the client service charter in the way to serve customers. These are discussed as follows.

Malaysian public service has decisively oriented its business activities towards meeting the needs of users. The outcome / customer orientation model of public Administration has superseded the traditional output /process model. The application of this model has made

necessary significant changes in the organization of public services. It has also encouraged a change in the mindset of public officials who are now required to search for more efficient and effective methods for the delivery of public services that satisfy customers (N. F Kam, 1997: 175).

The four key elements of Malaysia's initiative according to the article on the journal of Public Administration and Development are:

1. Service targets
2. Measurement of performance
3. Work improvement
4. Redress of grievance

1. Service targets

The TQM program implemented in Malaysia has resulted in systematic reformulation of the mission and objectives through a process of quality planning the first step involves identifying and understanding the needs of customers' as the users of public services. Once the needs are known and understood, quality features' such as well defined service targets can be planned and set. Service targets for particular class of service are then embodied in a client's charter that is publicly displayed at the point of service delivery.

Service targets themselves must satisfy certain standards, they must spell out clearly "what" services are to be rendered and "when" and the time frame for delivery. The client's charter of a Malaysian public sector agency constitutes a written commitment made by the agency to its users it is a guarantee of service (N. F Kam, 1997: 175).

The following are three examples of the charter and service targets.

1. The land office pledge Registration (transfer of ownership / charges / discharges / caveat), one day; application for certified copy of plan, one hour; application for permits, one hour; application for land conversion from agriculture to industrial, one day.

2. The Recreation and Park Department pledge they ensure that recreational places and public parks are always in good condition for the comfort of all visitors.
3. The Textile Unit of Ministry of international trade and Industry states; results on applications for export licenses will be released within two days. The aim of the client's charter is to provide total customer satisfaction. The charter together with important workflow diagram to indicate time taken for each step of work are reproduced in pamphlets and on posters that are placed on strategic locations for customers to view and use (N. F Kam, 1997: 175).

2. Measurement of performance

The process of setting service targets includes the design of measures of performance. Measurement is important as it indicates to an agency how actual service compares with pledges of quality service. The following measures are utilized.

3. Strengthening work processes

If it appears necessary to improve work processes efforts should be directed at upgrading both the capacity and the reliability of administrative routines. This strengthening of work processes is an ongoing effort. Quality targets are always adjusted upward to satisfy rising expectation in Malaysia and elsewhere (N. F Kam, 1997: 177-178).

4. Redress of Grievance:-

This is designed to remedy defects or shortcoming of service delivery and is aimed at regaining the confidence of customers. Thus when an agency fails to meet specific customer service targets as promised by the client's charter the customer has the right to demand remedial service: (N. F Kam, 1997:: 178)

2.8. Local Government

Local government means authority to determine and execute matters within a restricted area inside and smaller than the whole state. It involves the administering of services on a local basis by local bodies. The variant local self government is important in that it emphasizes the freedom of the local unit to a greater or lesser degree to decide and act on its own initiative and responsibility. Local government in its true sense is synonymous with subordinate government. A federal system involves autonomous divisions of a country

joining for a common purpose but retaining varying degrees of independence (Barber 1978: 1-2). For local governments to serve their customers and satisfy them, the principles of good governance and management must be in place.

2.8.1. Importance of Local Government

The 1998 World Development Report devotes an entire chapter to the importance of local government reform in developing countries, and a widely cited World Bank report states that an effective public sector in a modern developing country depends on the ability of the central government to harness the resources of lower levels of government (Cochrane 1983 quoted in Umeh and Andanovich, 2005: 113). In 1989, the World Bank and the Italian Ministry of Foreign Affairs sponsored two workshops on strengthening local government in sub-Saharan Africa. Participants included delegates from twenty African countries and observers representing numerous foreign aid donors. According to the World Bank, the strengthening of African local governments could be regarded as essential for the rehabilitation of national public finances and hence a means to sustainable growth and development (World Bank 1989: 1, cited in Umeh and Andranovich 2005: 113).

The emphasis on the reform of local governments, especially in the sub-Saharan African countries, is premised on five crucial factors. First, effective local governments are perceived as providing opportunities to involve long-neglected citizens in the decision – making process. Second, mobilization of local governments may be especially important in Africa because many counties have been severely affected by structural adjustment and required cutbacks in central government budgets. Third, local governments have the potential, given Africa’s rich local institutional heritage, to help mitigate the negative effects of structural adjustment programs on the poor. In a more empowered form, local governments are likely to be in a better position than the central government to recognize to precise impact of various adjustment policies and to allocate scarce resources where they will help the most. Consequently that would mean providing the poor with better access to services and infrastructure (Olowu 1989: 1 cited in Umeh and Andranovich 2005: 114).

Fourth, some analysts believe that a local government initiative will be required to tackle the challenges raised by the twin pressures of rapid population increase and urban growth

in Africa during a period when the severity of these problems is declining in many other parts of the world (Cochrane 1983 quoted in Umeh and Andranovich 2005: 114).

Fifth, writing on local government and national planning, Peter Koehn concluded that local governments can play a vital role in identifying the pressing needs of local residents, incorporating local priorities into the national development planning framework, and promoting and defending citizen interests at higher level of policy review and budget allocation. Similarly, it has been argued that while central government support and coordination is certainly required, local governments must play a more active role in providing adequate public services, promoting population control, and developing a climate conducive to job generation, particularly in secondary cities and small towns where tradition plays an important role in the government – society relationship.

It is clear from this brief review that some key elements are central in defining the role of local governments in developing countries.

These factors are also some of the essential elements underlying the implementation of decentralization and democratization. Local governments have the ability to first, involve local citizens; second, mobilize citizens and resources; third, create a mechanism for empowering local citizens in allocating resources; fourth, develop a system to provide the poor with better access to services and infrastructure; and fifth, provide a climate conducive to the equitable distribution of services and resources. In all, local governments can play an invaluable role in strengthening the process of democratization in developing countries.

2.8.2. Good Governance and Management

Improving the livability and competitiveness of cities places big demands on urban governance and management. Good governance implies inclusion and representation of all groups in the urban society – and accountability, integrity and transparency of local government actions - in defining and pursuing shared goals. Capable urban management requires a capacity to fulfill public responsibility, with knowledge, skills, resources, and procedures that draw on partnerships. (World Bank, 2000: 10)

One case study on the strategic change in Local Government Management comparative case study states that devote on the future of local government as a provider of local services in the United Kingdom has centered on the idea of the enabling authority, with the role of center seen as the strategic management of service delivery through partnerships and contracts with external private, voluntary and non for profit organization (Alan and David, 1996: 57).

Local authorities have faced a turbulent environment: legislative, economic and political and have been encouraged to adopt more business like approaches to the management of service delivery.

The concept of the enabling authority, together with the theme of responsiveness to the citizen/ client, has become part of the basic frame work for strategic management of local authorities (Alan and David, 1996: 57-58).

2.9. Some Elements of Public Administration that are Important to Satisfy Customers by Local Governments

If development is conceptualized as an increase in the capacity to influence the future and customers' satisfaction is to be maintained, then there are certain consequences for development administration.

First, it means paying attention to capacity; that is, to what needs to be done to expand the ability and energy for change to occur.

Second, it involves equity considerations, or the fair distribution of benefits and opportunities among prospective clients.

Third, it means participation in the sense that only if people feel empowered will they receive the benefits of development.

Fourth, it means taking seriously the interdependence in the world and the need to ensure that the future is sustainable (Bryant and White 1982 quoted in Umeh and Andranovich 2005: 46).

Fifth, it involves effectiveness considerations toward the degree to which public services actually reach clients and achieve their intended objectives.

Sixth, it involves efficiency considerations-the most favorable ratio of costs to outputs in the range of choices open to the program administrator. Finally, it involves stability considerations – establishment and maintenance of means for the peaceful accommodation of competing interests among parties affected by development administration.

2.9.1. Building Administrative Capacity

Capacity in government is the process of identifying and developing the management skills necessary to address policy problems. It includes attracting, absorbing and managing financial, human and information resources, in addition to operating programs effectively, and evaluating program outcomes to guide future activities (Umeh and Andranovich, 2005: 47).

2.9.2 Citizen Participation

Citizen participation is an attitude of openness to the perceptions and feelings of others; it is a concern for what difference a project makes to people's lives; it is an awareness of the contributions that others can bring to an activity. Popular participation is an important dimension in the administration of public services.

2.9.3. Decentralization

Decentralization of political and administrative authority is often thought of as a necessary institutional arrangement for the maximization of public welfare. This includes the actual empowerment of local government to create and undertake programs for community betterment (Michie 1989 cited in Umeh and Andranovich, 2005: 48). A widely accepted definition of decentralization is provided by Dennis Rondinelli, John Nellis, and Shabbir Cheema (1984: 18-25 cited in Umeh and Andranovich, 2005: 48).

They explain that decentralization can be defined as the transfer of responsibility for planning management and resource raising and allocation from the central government and its agencies to field units of central government, subordinate units, semi-autonomous public

authorities or corporations, area –wide, regional or functional authorities, or nongovernmental private or voluntary organizations.

Decentralization is a multi-dimensional concept consisting of the redistribution of administrative responsibilities within the central government from headquarters to field/local administration; the delegation of decision –making and management authority for specific functions to semi-independent agencies such as public enterprises, regional planning and area development authorities, multi-purpose and single-purpose functional authorities, and special project implementation units; and “debureaucratization,” or the facilitation of decision-making through political processes that involve political interests rather than through the usual channels (Rondinelli, Nellis, and Cheema 1983,18-25 quoted in Umeh and Andranovich, 2005: 49).

2.9.4 Responsiveness and Accountability

Administrators are confronted by several challenges and dilemmas as they try to be responsive to the needs of the public. For example, questions arise such as: which groups or members of the public should be included in decisions; to whom should administrators be responsive, to the organized public or the unorganized and less visible public; what is the best way to evaluate citizen preferences when they contradict professional training and judgment; and what can an administrator do if organized citizens either veto or dilute a project so that little is done (Uphoff et al. 1979 quoted in Umeh and Andranovich, 2005: 49). Urban centers are considered to be local governments which are assuming the responsibility of giving services to residents. For the purpose of undertaking their activities they have to have a plan.

2.10. Land Administration (LA)

Land administration is the regulatory framework, institutional arrangement, systems and processes that encompass the determination, allocation and information concerning land. It includes the determination and condition of approved uses of land, the adjudication of rights and their registration via titling, the recording of land transaction and the estimation of value and taxes based on land and property (Solomon and Rinfied, 2003: 2-3). Let us look at the benefits of land administration in general terms.

Social and Economic Benefits of Good L A

There are a number of benefits of good LA. According to UNECE, 2007: 1, some are as follows.

1. Land as a source of wealth and economic success.

No country can sustain stability within its boundaries or economic development within the wider world, unless it has a land right policy that promotes internal confidence among its people, its commercial enterprises and its governments (UNECE 2007: 1)

2. Social and Economic Benefits of Securing Right in Land

The benefits of effective land registration system are that it will;

- Guarantee ownership and security of tenure
- Be the basis for land and property taxation
- Provide security for credit
- Guarantee the result of judicial procedures relating to land rights, including rights of repossession of land.
- Reduce land disputes.
- Develop and monitor land market
- Protect state land
- Facilitate land reform
- Promote improvement of land and buildings
- Improve urban planning and infrastructure development
- Support environmental management
- Produce statistical data as a base for social and economic development.

3. Facilitating Private Land Ownership and Security of Tenure

The societies which have internal stability and a functioning market economy recognize the need for effective system for registering private land rights. Land ownership, registered in a guaranteed system, facilitates greater mobility, for those who need to move to alternative employment in a new region, or for those whose family circumstances have changed with the passage of time. It makes possible access to secured credit.

The major wealth of families and people is their home, not only as a shelter, but also as a realizable financial asset. Their provides the owner with choices to sell and buy, to borrow against to collateral that the property represents in order to invest or develop, to make provision for future inheritance by his or his family (UNECE 2007: 2).

4. Recording Public Rights in Land for the Wider Benefit of the society. Governments will maintain public rights which can affect privately owned land. Appropriate recording and publication of public restrictions on use of land and buildings are important for the implementation and sustainability of land use plans.

5. Providing a Basis for Land Taxation

One of the essential features of maintaining national land records is to enable national governments to establish an efficient and equitable basis for raising taxes from those who owns or occupy land and property.

6. Providing a Basis for Land Management

Appropriate land information is vital for land management, whether that be for developing sustainable agriculture, managing the rapid growth of cities or protecting the environment to mention only a few examples (UNECE 2007: 4).

2.10.1 Urban Land Use

Cities are distinctive ensembles of people business and institutions and are easily distinguished by the number and density of economic social and cultural activates that take place within them. Innovations in building practices including the use of reinforced concrete, allowed large structures to be erected which helped shape the built environment and define the function and pattern of urban land use many of which persist to this day (Harrison, and Campbell, 2001: 2).

Despite the unique attributes of many urban places there are some striking similarities among American Cities. As a general rule, land prices decline with distance from central business districts. Consequently land use intensity increases as one moves closer to the city's center. Even in urban areas with large sub urban commercial developments called

edge cities land prices are positively correlated with accessibility (i.e. more accessible parcels of land are more expensive) (Harrison, and Campbell, 2001: 2).

Urban land use comprises of two elements the nature of land use which relates to which activities are taking place where and the levels of spatial accumulation which indicates their intensity and concentration. Central areas have a high level of spatial accumulation and corresponding land uses such as retail while peripheral areas have lower levels of accumulation. (Jean, 1998: 2).

2.11. Urban Planning in Ethiopia

The change in government in 1991 has brought about a major breakthrough in its policy directions through the application of vigorous decentralization move. Accordingly, the traditional planning powers of the central government are decentralized to Regional and local authorities and the general policy direction is that, when urban centers will have adequate capacity, they should be able to plan themselves. In line with the current decentralization process in the country, the prime objective of the National Urban Urban Planning Institute, which was created by the government, would therefore, be oriented towards assisting urban centers to plan them-selves and ascertaining of technical compliance in the areas of urban planning (Solomon Kassaye, 1999: 6)

2.11.1. Necessity of Public Participation in Urban Planning

The development of issues of government from a centralized command and control system to a more democratic and participatory approach is an evolutionary process in social development. Transformations in the system of production and distribution gave necessitated small, autonomous but coordinated operations. Public administration is partly the reflection of the socio economic structure of society. Hence, decentralization of administrative structure has been advocated for as part of the democratization process in various countries.

Decision making on behalf of others requires an explicit system of public participation. Participatory planning, one of the critical elements for the failure of planning in most urban centers in Ethiopia is the lack of participation in planning (NUPI, 2003: 23-24).

2.12. Land Policy in Ethiopia

Article 40 of the 1995 Ethiopian Constitution (which concerns property rights) provide that, the right to ownership of rural and urban land as well as of all natural resources is exclusively vested in the state and in the people of Ethiopia. Land is a common property of the nations, nationalities and peoples of Ethiopia and shall not be subject to sale or other means of exchange (Ethiopian Constitution, 1995: 95).

Land is a public property in Ethiopia. It has been administered by the government since the 1975 radical land reform. The reform brought to an end the exploitative type of relationship that existed between tenants and land lords. Tenants became own operators with use rights but with no rights to sell mortgage or exchange of land. The change of government in 1991 has brought not much change in terms of land policy. The EPRDF led government that overthrew the military government (*Derg*) in 1991 has inherited the land policy of its predecessor. Even though the new government adopted a free market economic policy it has decided to maintain all rural and urban land under public ownership (Mulat, 1999 cited by Samuel Gebresillasie, 2006: 3).

According to NUPI (2003: 7), immediately after the down fall of the *Derg*, no one was certain what the new government would take regarding land tenure. The Transitional Government of Ethiopia had declared that the issue was settled in the process of developing the new federal constitution.

As a result of globalization and technological advancement along with the prevailing comparative advantage and competition requires the need to change fundamentals of urban land policy and strategic actions. Ethiopia is on of the countries in transition that adopted similar reform on urban land policy and strategy with in the framework of public ownership of land. The transformation of urban land holding from permit to lease holding system has been introduced. However the existing lease policy is characterized by lack of limited implementation capacity, public awareness and understanding and absence of land and land related laws which can create a strong supportive role to express land rights. Absence of tenure security right registration, land and property laws and land accumulation act (NUPI, 2003: 48).

2.12.1. Urban Land Policy in Ethiopia

It is obviously known that as there are different ideologies in different countries, there are also different land policies which reflect the balance between the utilization and allocation system with regard to public and private ownership of land.

Under the Emperor regime there was free hold system and private land ownership was encouraged. During the *Derg* Regime Ethiopians socialist policy entailed nationalization of all means of production.

In addition, government institutions were inefficient to design, direct, execute and manage development related issues of urban land .The absence of compatible and user friendly land management and development system hampers effective administration of urban land following the abolition of military regime in 1991, the new democratic government of Ethiopia worked to transform the national command production system in to market economy. As part of the over all effort to shift the responsibility of production of goods and services from the government to the private sector, only engaged in facilitating and creating an enabling environment for various sectoral policies and strategies to increase the participation of private sectors involvement . One of the first important steps made by the government is that it has adopted a new land lease policy which, however, has yet not to be fully operational zed and implemented in all regions (NUPI, 2003: 50-51).

Additionally, Ethiopian land tenure experts who are anxious to see the current policy regime reformed often suggest that the alternative to the prevailing system should come from exercises in which the land users assume a decisive role .If LA, through differentiation is used to provide a framework within which local administration and communities could experiment with suitable LA modalities then it might possibly result in institutional learning that could impact policy at macro level. In this manner, it may ultimately help reform the existing tenure regimes through popular participation and operational experience (Solomon & Rein fried, 2003: 9-10).

2.12.2. Urban Land Delivery System in Ethiopia

Urban centers in the country range between the federal capital where millions live and those tiny settlements which can be confused for rural villages. As such, they have different needs and capabilities. Therefore, the urban centers need to be clustered and generalized according to some common attributes if any meaningful intra-urban differentiation that also takes into account the possibility of giving capacity building support in the form of broad land administration framework and other technical expertise are to be made.

The phasing modality which is of necessity, in use in the ongoing municipal decentralization endeavor could be of help in distinctly identifying a town or a group of towns with similar land administration concerns and target the same in a bid to assist them find feasible urban management models including systems of LA, systematic, durable and all-encompassing grouping or clustering is, however, better achieved by establishing urban hierarchy (UH) as a precondition for differentiation. The UH would systematically and comprehensively characterize, rank, categorize and designate urban centers and provide an overall framework for area specific development interventions.

Approaching the task in this manner, one could clearly see distinct systems coming up in the federal capital, the special city administrations, large state capitals and other cities of similar stature, emerging urban areas, rural towns etc. In short, differentiation based on UH can be considered to help figure out LA arrangements for urban areas. Implicit in this thought is the assumption that land delivery mechanisms of a specific location are directly related to the position of the place in the UH. Land delivery mechanisms, being the functions of land policy, demonstrate that the latter is still the underlying rationale that dictates LA. In the end, urban areas where advanced systems are required and places which could be served with intermediate or less sophisticated systems will be easily and markedly identified to be followed by a specification of LA in urban Ethiopia, the same global phenomena are at issue (Solomon & Rein fried, 2003: 11).

2.13 Lease Holding System and International Experience

For the prevailing land development and management practice an appropriate efforts have been made on the Ethiopian urban land lease policy to undertake and establish a platform

for effective land management system. As a whole, the system reinforces the distribution between buildings as a private property and land as being only capable of the ownership by the state (UNECE, 1996: 47). The system also responds for those who raise the issue that the lease policy does fit with free market economic policy. Research experts in sector and relevant literature revealed that in a country where land admission is based on lease policy should address and understand there is bundle of rights on land, therefore, in a situation where bundles of rights are reflected due to the various beneficiaries and characteristics of the urban land management system, the need to create and facilitate policy and legal framework is necessary to fulfill other land related rights (UNPI, 2003: 53).

International experience and literatures also reveals that Ethiopia the structure and the contents of urban land lease policy is not that much different from China and Hong Kong which is quoted as the best practices of the world (UNPI 2003: 53).

2.14. Urban Land Acquisition Process and Expropriation

Urban land acquisition process begins by selection and prioritization of appropriate area for development through changing the agricultural land to urban use or through redevelopment program. Land to be used effectively for urban development purpose, the acquisition process should at least be supplied by compensating, resetting as well as rehabilitating the farmers through different mechanisms of providing incentives. Similarly, in most inner part of the urban center of Ethiopia the land acquisition process does not appear to be guided by national principles and frameworks, inconsistent application including constitution, what criteria and factors have to be involved in the case of compensating use right from the specific plots, there are no standard land acquisition tools and norms in accordance with the existing situation of various regions (NUPI, 2003: 63).

Currently, the policy directives, major principles of land acquisition and the different regional states regulations and guidelines dealing with expropriation through compensation, rehabilitation and urban resettlement packages are vague. This situation has created its own legal uncertainties. It is evident in the number of expropriation cases that have been taken to courts. The over all existing policy principles, however, appear to be

that the land acquisition process through expropriation is expected to be practical in the public purpose (NUPI, 2003: 63).

2.15. Demand and Supply for Urban Land in Ethiopia

Land supply is one of the critical issues of land development and management system. In every urban centers of Ethiopia it has been a major bottleneck. The existing realities in many urban centers reveal that it has restricted the realization of a variety of development vision of the centers. Past and present experience show that detail land use plan preparation land acquisition (expropriation) and development of land with services lag behind the allocation and delivering system due to various policies, legal, institutional and procedural problems. The Addis Ababa City government's 5 years development strategy recommends and planned to provide pro-actively developed land from 7000-10,000 plots/year. Considering the amount of backlog and the coming needs, the recommended supply of developed land is still much lower, compared to the prevailing effective and future demand of 438,000 plots for the next ten years. Sources in different regions and city administration and bureaus indicate that land use and detail plan preparation, land acquisition process and land development activities which include major infrastructure provision substantially, reduced the capacity satisfy the effective urban land demand in various urban centers (NUPI, 2003: 63).

Different regions, towns and city administration wish to ensure the supply of sufficient developed land in a well located expansion and inner city areas for investors, residents, businessmen and also try to develop a system to increase and satisfy the prevailing effective land demand (NUPI, 2003: 67).

One study made on the problems and prospects of housing development in Ethiopian found out that there is a substantial imbalance between the demand for and the supply of housing units in Addis Ababa. Accumulated demand for residential housing on the one hand and the low supply of residential land on the other have pushed prices beyond the reach of the majority of residents in the country including Addis Ababa. According to this study, overcoming the housing problem, hence, requisites efforts in three main areas: housing demand, housing supply and institutional framework. Improving these areas, in turn,

requires the combined efforts of the government of Ethiopia, regional administrations and donor agencies taking the view that overall development of the economy is crucial for the housing development in Ethiopia (Abraham, 2007: 1).

2.16. African Case

Africa is the world's fastest urbanizing region with current trends showing that 99 percent of new developments in cities occur in slums. Considering that the majority of Africans population lives in cities urban land are central for any strategy to improve conditions and achieve sustainable development. There is a wide recognition that urban lands are the most profitable, dynamic, contentious, valuable , sought after and yet less regulated (informal land market) where by vested interests are tapping into the niche at the expense of the poor and the public benefit. Evidence shows that rapid concentration and movements in African cities increase conflicts over lands (African Regional Coverage (ARC), 2007: 1).

According to ARC, land, particularly, in urban and peri-urban areas is central in UN-HABITAT'S strategy to promote sustainable urbanization. In his presentation in the report of the Side-Event on Urban Land in Africa, Solomon Haile, Capacity Building expert, Training and Capacity Building, UN-HABITAT, identified a number of elements of best practice in good land management including: good governance (transparency organizational ethics , professionalism); clear decentralized roles and responsibilities amongst land actors and within land sector institutions; genuine participation; normative framework for coordination of land issues adapted to local context and realities; a functioning decentralized LA system associated with appropriate land information systems; efficient management of peri-urban and slum areas (ARC, 2007: 3).

The following discussions attempt to look at the urban land use in Poland to see some of the aspects of customer satisfaction through land delivery services and to identify if there are aspects of such services which we may need to adopt. The reason for considering this country's experience in this matter is, both Ethiopia and Poland were leading socialist economy and have common factors and now they are transformed to market economy.

2.17. Urban Land Use in Poland

New approaches to urban land use management are proposed for Poland to treat both national and local problems. Many of those issues are the legacy of several decades under a unitary form of government. Recent polish law has, in some cases, ignored municipal government's role in favor of developers and users of the land. While individual property rights must be enhanced and protected, the role and powers of local government in land use management must reflect the realities of current transition to democracy. Unique and specific laws are needed that treat immediate transition problems and provide the resources needed for their resolution (Krstyna, 2001: 197).

Krstyna concluded that polish legislation dealing with urban land use management is engaged in an ongoing transition from a totalitarian system to a democratic, market-oriented one. Political changes, transformation of market economy rules, changes in the system of land transfer, and decentralization of the state, all exert a strong influence on urban land use management. However, those changes often resolve around issues of ownership and constitutional rights rather than the needs and practical requirements of municipalities. To enable local authorities to exert an efficient and effective influence on local development, further decentralization of land use management instruments will be necessary. It will also be essential for public servants in charge of the application of legal land use management and to appreciate that in many cases the approach of interventional regulation can be used (Krstyna, 2001: 208).

2.18. Conclusion

Satisfaction is a function of perceived performance. Customer's satisfaction happens when organizations focus on quality services and produces real rewards for the organization in the form of good image from the public. Sources of customers' expectation determine customers' satisfaction personal needs and previous expectation. Customers' satisfaction can be improved by the use of incentive schemes, time management teamwork, TQM, participation of customers in the policy making, the use of NPM which are outcome and market oriented in their service provision to customers.

Local governments are the best government level which provides services to customers as they understand local problems and try to give proper solution to the same. Some Countries like Malaysia used some key elements through which customer's satisfaction work can be accomplished. These are developing service targets, measurement of performance, work improvement and redress of grievance. Considering specific service, LA services is one of the services which attracted the attention of many people. Customer's satisfaction in this service depends on good LA. There are social and economic benefits of good LA.

Customers' satisfaction in land delivery services depend very much, upon the land policy of the country. Land may be owned by the government or it is left to private owners and may be marketed freely. The case of Ethiopia shows that both urban and rural land is owned publicly since 1974. However the current government introduced lease holding in addition to permit holding and in so doing the government claims that it has followed a kind of market system of land management with in the framework of public ownership of land.

African Regional coverage states that there is a wide recognition that urban lands are the most profitable dynamic contentious sought after and yet less regulated (informal land market) where by vested interests are tapping in to the niche at the expense of the poor and the public. If this is so urban land needs planning and this plan need to be made by the urban centers themselves in the form of decentralizing such mandate. Solomon Kasaye (1999: 6) states that the prime objectives of NUPI would be, oriented towards assisting urban centers to plan themselves and ascertaining of technical compliance in the areas of urban planning. This is believed to help local governments to design the best strategy of serving customers who want land, however, the big gap between the demand and supply for land and the land policy that operates currently made customer's service very difficult in Ethiopia. Experience from Poland shows that recent polish law has in some cases ignored municipal governments role in favor of developers and users of land. This shows that there are things we need to adopt from such country in order to satisfy customers who want land for different purposes.

THEORETICAL FRAMEWORK USED to ANALYZE DATA

Data were analyzed using the following concepts taken from the literatures review part of this paper. Discussion was made so that comparison of the research findings were made with the theories developed by different authors and customers' satisfaction indicators.

➤ Customers' satisfaction

Customers' satisfaction happens when organizations focus on quality services and produce real rewards for the organization in the form of good image from the public (Bruk, 2007: 22)

In the service quality literatures perceptions of service delivery are measured separately from customers' expectation and the gap between the two provides a measure of service quality (MORI Social Research Institute, 2002: 5).

TQM promotes continuous quality improvement, affects the ability of organization to compete and its numbers to contribute, grow and excel. This is a clearly common goal by developing a culture in which the customer is paramount. The significance of the total quality management approach is that by attempting to change organizational culture a lasting commitment to quality is brought about which will it is argued lead to consistently high quality service provision which meets customers' requirement and is free from deficiencies (Ian and Miguel, 1995: 59).

➤ Time factors

Service targets must satisfy certain standards, they must spell out clearly "what" services are to be rendered and "when" and the time frame for delivery. The client's charter of a Malaysian Public Sector Agency constitutes a written commitment made by the agency to its users it is a guarantee of service (N. F Kam, 1997: 175).

➤ **Citizen participation**

Citizen participation in the delivery of services becomes a very essential tool of making citizens feel happy because such arrangement makes citizens part and parcel of government programs. It can create a happy client during the implementation of service delivery by the organization (Gordon, 1980: 250).

➤ **Resource**

Capacity in government is the process of attracting, absorbing and managing financial, human and information resources, in addition to operating programs effectively, and evaluating program outcomes to guide future activities (Umeh and Andranovich, 2005: 47).

According to Borins (1995: 5), the major characteristics of new public management are the following:

1. Providing high quality services that citizen's value.
2. Demanding, measuring and rewarding improved organizational and individual performance.
3. Recognizing the importance of providing the human and technological resources

➤ **Land policy**

The absence of compatible and user friendly land management and development system hampers effective administration of urban land following the abolition of military regime in 1991, the new democratic government of Ethiopia worked to transform the national command production system in to market economy. As part of the over all effort to shift the responsibility of production of goods and services from the government to the private sector, only engaged in facilitating and creating an enabling environment for various sectoral policies and strategies to increase the participation of private sectors involvement . (NUPI, 2003: 50-51).

Land supply is one of the critical issues of land development and management system. Sources in different regions and city administration and bureaus indicate that land use and detail plan preparation, land acquisition process and land development activities which

include major infrastructure provision substantially, reduced the capacity to satisfy the effective urban land demand in various urban centers (NUPI, 2003: 63).

Good governance (transparency organizational ethics, professionalism); clear decentralized roles and responsibilities amongst land actors and within land sector institutions; genuine participation; normative framework for coordination of land issues adapted to local context and realities;

➤ **Employees' motivation**

(Barbara, 1985: 286-287) stated in his research on the Effect of Public Service Recognition Job Security and Staff Reduction on Organizational Involvement that employees who feel they receive the recognition they deserve are much more likely to be involved in their agencies than those who feel a lack of such recognition.

Indicators of customers' satisfaction used to analyze data

The following are service quality dimension the presence of which could satisfy customers and are stated in the literature of this paper.

- Courtesy: - staff politeness, respect and consideration towards customers.
- Accountability of service providers
- The absence of corruption
- Employee feeling when serving customers
- Communication– customers are kept informed, about product or services and any changes thereto.
- Responsiveness – the timeliness of employees in providing and services.
- Availability of service providers.

CHAPTER THREE

Data Presentation, Analysis and Discussion

3.1 Introduction

This chapter deals with the presentation, analysis and discussion of data collected with the help of different instruments.

3.2. Data Presentation and Analysis

In this part, both secondary and primary data collected was presented and analyzed. Discussions were also made.

3.2.1. Secondary Data

This part is concerned about the data obtained from secondary sources such as the town administration report, and written documents.

Table 3.1. Data on demand and supply for land for residential houses with out lease from 1997-1999 E.C

Year	Number of applicants	Number of customers who got and in the process of getting land
1997 E.C	5000	600
1998 E.C	7000	2400
1999 E.C	10,000	5000(in the process)
2000 E.C	_____	_____
Total	22,000	13,400

Source: BTA April 20, 2008

The data available concerning land applied for and provided to customers for residential houses on lease for the year 2007 shows that it was 272 and 186 respectively. The report from lease and Investment Bureau, BTA shows that 308 investors received land from BTA from 2000-2007. From 2005 up to the beginning of 2008, 278 individuals who applied for land for investment purposes failed to get land.

There is a wide recognition that urban lands are the most profitable, dynamic, contentious, valuable , sought after and yet less regulated (informal land market) where by vested interests are tapping into the niche at the expense of the poor and the public benefit ARC, (2007: 1).

The Amended regulation No 1/1987 passed on how urban land is provided using lease and the administration of land on rent states that if land held by farmers are needed to be included in the town /city, farmers receive enough amount of compensation from town /city administration (Amended Regulation No.1/ 1987, 2002: 20).

Oromia Region states that the following land area are provided on rent

1. Up to 200m² land will be provided for individuals or groups who do not have residential houses based on chance.
2. Land needed and on which public services are to be rendered
3. Additional land to previously held ones when the land cannot be used for other projects (any projects).
4. Where the town / city is administered by rent of land up to 500m² of land can be provided on request.
5. The *Oromia* Regional state can provide land without rent or lease if the land is needed for public service (social services).

It is believed that transferring urban land by lease for a fair price consistent with the principles of free market will help achieve overall economic and social development and to help build capacity enabling progressive urban development based on the life span that a landed property may have and the period it requires to recover investment costs the special nature of the investment and the land use specified in conformity with Master plan. Whereas it has been found necessary, arising from these circumstances, to develop

optimum conditions in which lease will become exclusive urban land holding system and to remove obstacles of and to expedite the process of permitting and holding urban land by lease based upon investment plan made in conformity with Master plan proclamation No 272/2002 is proclaimed. (Proclamation No. 272, 2002: 1732).

An urban land shall be permitted to be held by lease

- a) In conformity with plan guidelines or in conformity with the law which regions or city governments make.
- b) On auction or through negotiation or
- c) According to the decision of region or city government

The minimum price shall be determined for urban land to be permitted on auction or through negotiation (Proclamation No. 272, 2002: 1733).

As a result of globalization and technological advancement along with the prevailing comparative advantage and competition requires the need to change fundamentals of urban land policy and strategic actions. Ethiopia is one of the countries in transition that adopted similar reform on urban land policy and strategy within the framework of public ownership of land. The transformation of urban land holding from permit to lease holding system has been introduced. However, the existing lease policy is characterized by lack or limited implementation capacity, public awareness and understanding and absence of land and land related laws which can create a strong supportive role to express land rights, absence of tenure security right registration, land and property laws (NUPI, 2003: 48).

The above data puts forward that the majority of customers are going for land under lease free arrangement. Moreover, during the year 2000 Ethiopian Calendar application for land under lease free arrangement was not there. This increases the number of backlogs in terms of demand for land and definitely complicates the problems. From 1997 E.C-1999 E.C, 60 percent of applicants were successful in getting land. The remaining 40 percent and the blocked application for land in the year 2000 E.C will definitely be a huge number that need solution. In addition to this the price of lease is set not on the basis of market competition but based on negotiation or on the bases of decision made by regions or cities.

3.2.2. Primary Data

Primary data are data collected for the first time by the researcher. In this research, data collected from customers and employees of BTA with the help of questionnaires, and through interview of one official of BTA. These data were presented and analyzed.

3.2.2.1. Presentation and Analysis of Primary Data Collected

There were 216 customers selected for the study purpose. However, 191 respondents have filled in the questionnaire and the questionnaires were collected. This makes the response rate 88 %.

I. Socio Economic Background of the Study Subjects

Table 3.2 shows that the majority of respondents 132 (69.1 %) are male while the remaining 59 (30.9 %) are female, 96 (50.3 %) were in 26-35 years age group. Most of the respondents 76(39.8 %) have certificate regarding education, 34(17.8%) were between 7-10 grades. 25(13.1%) of them held diploma, 13(6.8%), 7(3.7%) and 2(1%) were 1-6 grades, degree and masters, respectively. 82 (42.9 %) of the respondents were private employee and 75 (39.3 %) of them were government employees. When we see the income of the respondents, among customers sampled 59.2% have less than 1000. 00 birr monthly incomes, 82.2% of the customers' monthly income are less than 1500.00 birr. 40.8% of them have monthly income greater than 1000.00 birr.

This data clearly indicates that the majority of customers are low income group. This implies that these people could not participate in lease bid for land and must get support from the government in order to have their own residential houses by the use of simple and cheap mechanism.

Table 3.2 Socio- Economic and Demographic Characteristics of the Study customers.

Variables	Response choices	Frequency	Percent
Sex	Male	132	69.1
	Female	59	30.9
	Total	191	100.0
Age in years	18-25	17	8.9
	26-35	96	50.3
	36-45	65	34.0
	46-55	13	6.8
	Total	191	100.0
Educational level	Grade 1-6	7	3.7
	Grade 7-8	34	17.8
	Grade 8-10	34	17.8
	Certificate	76	39.8
	Diploma	25	13.1
	Degree	13	6.8
	Masters	2	1.0
	Total	191	100.0
Occupation	Farmer	2	1.0
	Trader	14	7.3
	Government Employee	75	39.3
	Private Employee	82	42.9
	Unemployed	18	9.4
	Total	191	100.0
Monthly income in birr	<300	12	6.3
	301-600	41	21.5
	601-1000	60	31.4
	1001-1500	44	23.0
	1501-2000	18	9.4
	2001-3000	11	5.8
	3001-4000	2	1.0
	>4000	3	1.6
	Total	191	100

II. Measuring Employee Effort to Satisfy their Customers in Land Delivery Services

Table 3.3. Employee Feeling their knowledge and skill availability of service providers in the office and waiting time to get specific service in land delivery unit

Variables	Response choices	Frequency	Percent
Employee feeling when serving customers	Very happy	15	7.9
	Happy	58	30.4
	Neutral	29	15.2
	Unhappy	75	39.3
	They are very unhappy	14	7.3
	Total	191	100.0
Knowledge and skill of employees	Very high	6	3.1
	High	27	14.1
	Neutral	100	52.4
	Low	42	22.0
	Very low	16	8.4
	Total	191	100.0
Availability of Service providers in the office	All the time	57	29.8
	50% of their time	104	54.5
	Only sometimes	30	15.7
Total		191	100.0
Waiting time to get specific service	Very short	4	2.1
	Short	37	19.4
	Neither short nor long	40	20.9
	Long	71	37.2
	Very long	39	20.4
	Total	191	100.0

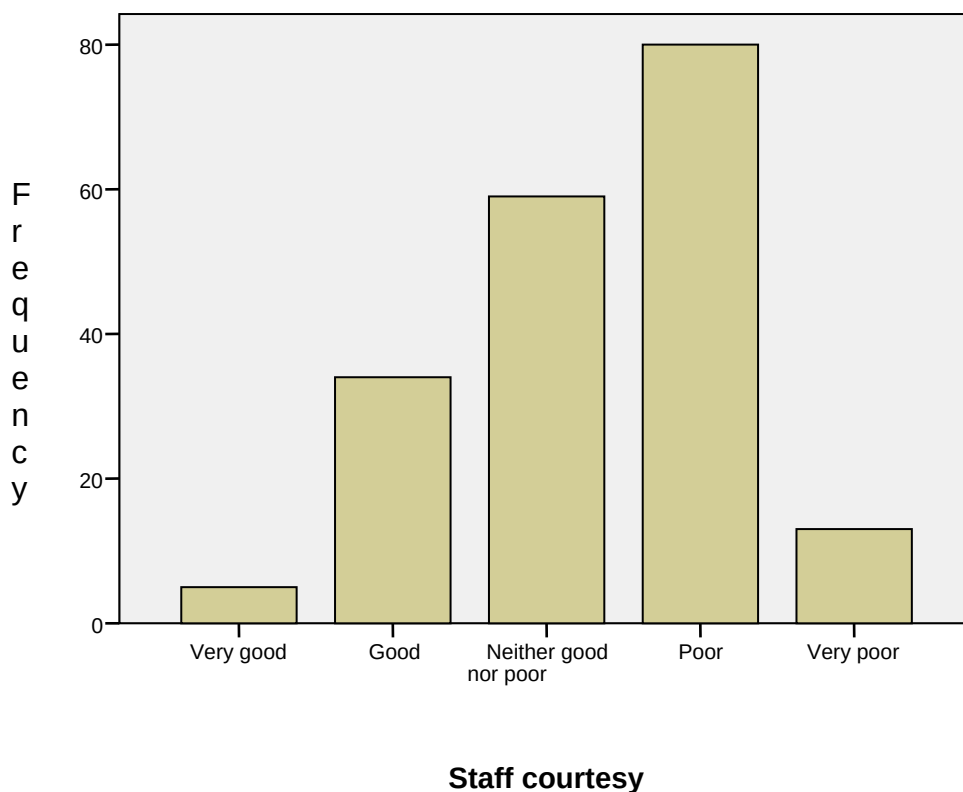
Table 3.3 shows that 75(39.3%) of customers indicate employees are unhappy while delivering services to them. When rating the knowledge and skill of employees in land delivery service the majority of customers 100(52.4 %) replied as neutral and significant number of customers 42(22%) rated as low. With regard to availability of service providers in the office 104(54.5%) replied that they are available in the office only 50%of their working hours and only 57(29.8%) of the respondents indicated that employees are available in the office all the time. As to waiting time to get specific service from service

providers, the majority 71(37.2%) of the respondents put as long 39(20.4%) as very long. Insignificant number 4(2.1%) put such time very short.

Therefore, we can draw from the above data that most of the employees are not motivated to serve their customers very well. The rate made on employee knowledge and skill on the other hand, reveal that there is a need for improvement. With regard to the availability of service providers in the office the data indicate that there is no control on employee to use working hours for office duty .The data also indicate that customers are waiting long and a very long time to receive specific service for land.

Staff courtesy is one of the very important indicators of customers' satisfaction. Bar chart 3.1 below the majority of sample respondents indicate that staff courtesy faced during receiving land delivery service is poor. From the above data one can deduce that staffs are not polite and they are not considerate to their customers.

Bar Chart 3.1 Staff Courtesy Rated by Customers



III. Institutional Status to Satisfy Its Customers

Table 3.4 Institutional readiness to make service simple, information dissemination and customers' feedback consideration by BTA

Variables	Response Choice	Frequency	Percentage
Evaluation of the institutional readiness to deliver service simply	Gives services more efficiently and effectively	15	7.9
	Simple procedures partially	125	65.4
	No service delivery using simple procedures	44	23.0
	Others,	7	3.7
	Total	191	100.0
Opinion of customers about information dissemination by BTA to them	It is not in place	35	18.3
	It exists but not enough	140	72.8
	It is highly appreciated	15	8.4
	Total	191	100
Customers' feedback is considered to improve the quality of customers' service	Strongly agree	12	6.3
	Agree	73	38.2
	Neutral	23	12.0
	Disagree	55	28.8
	Strongly disagree	28	14.7
	Total	191	100.0

Table 3.4 shows the opinions of respondents about the institutional readiness to make services delivery simple accordingly, most of the respondents 125 (65.4%) expressed that BTA considers customers service delivery using simple procedures partially.

Customer opinion about proper information dissemination by BAT to them reveals that out of 191 of them 140 (72.8%) replied it exists but not enough 35(18.3%) of them expressed that proper information dissemination to customers is not in place. However concerning the emphasis given to customers feed back to improve the quality of land delivery service, 73(38.3%) of respondents agree and 55(28.8%) of them disagree. Over all the majority of respondents agree with this point

Therefore, we can conclude from this data that the institution do not under take simple service delivery. It means there is a hard way to get service which dissatisfies customers. In addition, the data in table 4.4 tells us that proper information dissemination has not been fully implemented as to the use of customers feed back BAT is doing well but still there is an indication of problems specially 28(14.7%) of the respondents replied strongly disagree with the emphasis given to customers feed back by BTA.

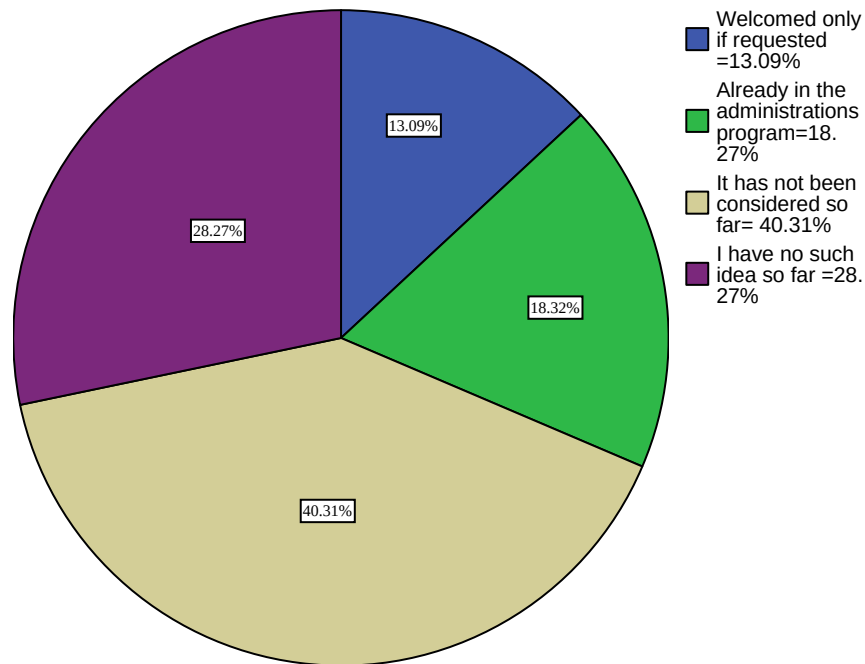
Table 3.5 Compatibility of Services Provided with Customers Value

Variable	Response choices	Frequency	Percent
Does the service you get compatible with your expectation?	Yes	50	26.3
	No	141	73.8
	Total	191	100.0

Table 3.5 shows that customer respondents indicate the absence of compatibility of services provided with their value 141(73.8%), only 50(26.3%) of the respondents have replied that there is compatibility of services rendered to them with their value.

Therefore we can say that there is gap between expectation and performance from the customer's point of view. Services rendered do not conform to customer's expectation.

Pie Chart 3.1 Citizen Participation in Policy Making



From the chart in the previous page we can see that seventy seven (40.31%) out of 191 sampled customers who want land delivery service expressed that citizen participation in policy making in the BTA has not been considered so far . Fifty four (28.27%) of the respondents replied that they do not have such idea i.e. about citizen participation so far.

The information obtained from the above chart clearly indicates that BTA did not involve citizen and participate them in policy making. This creates a very serious misunderstanding and increases the absence of co- operation between customers and the town administration.

IV. Land Delivery Services

Table 3.6 Customers' Opinion about Serious Problems in Land Use, whether fees paid matches the quality and values of the service, the presence of easy access to land and waiting period since applications were made for land

Variables	Response choices	Frequency	Percent
Serious problems in land use	Land administration	46	24.1
	Land policy	54	28.3
	Land scarcity	26	13.6
	Land ownership	60	31.4
	Total	191	100.0
Fees paid to get land matches the quality and value of service	Strongly agree	7	3.7
	Agree	49	25.7
	Neither agrees nor disagrees	19	9.9
	Disagree	81	42.4
	Strongly disagree	35	18.3
	Total	191	100
Easy access to land in the town	Yes	40	20.9
	No	151	79.1
	Total	191	100.0
Waiting period since applications were made for land	1-6 months	12	6.3
	7-11 months	8	4.2
	1-2 years	62	32.5
	3-4 years	70	36.6
	Over 4 years	39	20.4
	Total	191	100.0

As shows in the table above (Table 3.6) the majority of customers 60(31.4%) indicated that land ownership is a serious problem in land use 54(28.3%) of the customers expressed that land policy is a serious problem 46(24.1%) of the customers indicated that land administration is a serious problem in land use. Most of the customers 81(42.4%) disagree with the statement that fees paid to get land matches the quality and values of services. Furthermore, 157(79.1%) of the customers indicated that there is no easy access to land in

BTA. In addition to this, most of the customers 70(36.6%) expressed that the waiting period for land since applications were made is 3-4 years, 62(32.5%) of the customers have been waiting for land for the last 1-2 years and 12(6.3%) of the customers get land within 6 months time as indicated in table 4.7 above.

From the above data one can infer that land ownership and the policy of land have created serious problems in Ethiopia. Fees paid to get land does not match the quality and values of services rendered. Moreover, there is no easy access to land and there is a very long years that customers have to wait to receive land delivery service. What is surprising at this point is the fact that few individuals get land within 6 months a very short period of time in relative terms and 39(20.4%) of customers have been waiting for over four years.

Concerning whether employees feel responsible when giving service, most of the respondents have the judgment that most employees are not doing their job as customers expect. They do not make things fast and mostly go for appointments rather than doing it at times.

Table 3.7 shows that 146 (76.4%) of respondents do not have full information about the land policy of the country. Still 80(41.9%) of the respondents and 74(38.7%) expressed that mixed ownership of land and private ownership of land are preferred by customer respectively. Concerning land tenure, only 37(19.4%) of the respondents preferred public ownership of land. Opinion of customers show also that 135(70.7%), land to be received does not satisfy their expectation. For the question why?, most of them replied that the land to be received is so small that apart from serving as residence, additional activities that can become the source of income could not be carried out with the help of such a small land (105m²).

We can summarize from table below, that full information concerning land policy of the country was not possessed by customers. Any way, the land tenure preferred by customers is private and mixed ownership of land. This data indicate the direct opposite view to the land policy of the current government of Ethiopia. Concerning satisfaction with the land that is to be received customers were not satisfied the reason could be because of socio-economic problems of the customers.

Table 3.7 Whether customers have full information about land policy, land tenure system preferred by customers and whether land to be received satisfy customers' expectation.

Variables	Response choices	Frequency	Percent
Do you have full information about land policy of the country?	Yes	45	23.6
	No	146	76.4
	Total	191	100.0
Land tenure system preferred by customers	Public ownership of land	37	19.4
	Private ownership of land	74	38.7
	Mixed ownership of land	80	41.9
	Total	191	100.0
Does the land you receive satisfy your expectation?	Yes	56	29.3
	No	135	70.7
	Total	191	100.0

Table 3.8 on the next page clearly shows us that most of the customers 99(51.8%) stated that compensation of farmers for land is made by customers themselves, 66(34.6%) of customers replied that it is made by the municipality. As to the availability of necessary infrastructures immediately after land is provided to customers 90(47.1%) of the respondents showed disagreement.

The table below clearly shows us that the majority of customers have made compensation to farmers from their pocket. The other problem we can observe here is that necessary infrastructures are not in place immediately after customers have received land.

Table 3. 8. Opinion on who makes Compensation for farmers and whether necessary infrastructures will be available immediately after receiving land.

Variables	Response choices	Frequency	Percent
Who makes Compensation for farmers	The municipality	66	34.6
	Customers	99	51.8
	NGOS	2	1.0
	Do not know	24	12.5
	Total	191	100.0
Necessary infrastructures are in place with land provision	Strongly disagree	20	10.5
	Disagree	70	36.6
	Neutral	32	16.8
	Agree	59	30.9
	Strongly agree	10	5.2
	Total	191	100.0

Table 3.9. Responsiveness of staffs, accountability of officials, whether there is transparent land delivery mechanism in BTA and equal access to land

Variables	Response choices	Frequency	Percent
Is there transparent land delivery mechanism?	Yes	53	27.7
	No	138	72.3
	Total	191	100.0
Accountability of officials	Very high	29	15.2
	High	54	28.3
	Neutral	32	16.8
	Low	69	36.1
	Very low	7	3.7
	Total	191	100.0
Responsiveness of staffs	Very high	1	.5
	High	9	4.7
	Neither high nor Low	77	40.3
	Low	71	37.2
	Very low	33	17.3
	Total	191	100.0
Is there equal access to land?	Yes	61	31.9
	No	130	68.1
	Total	191	100.0

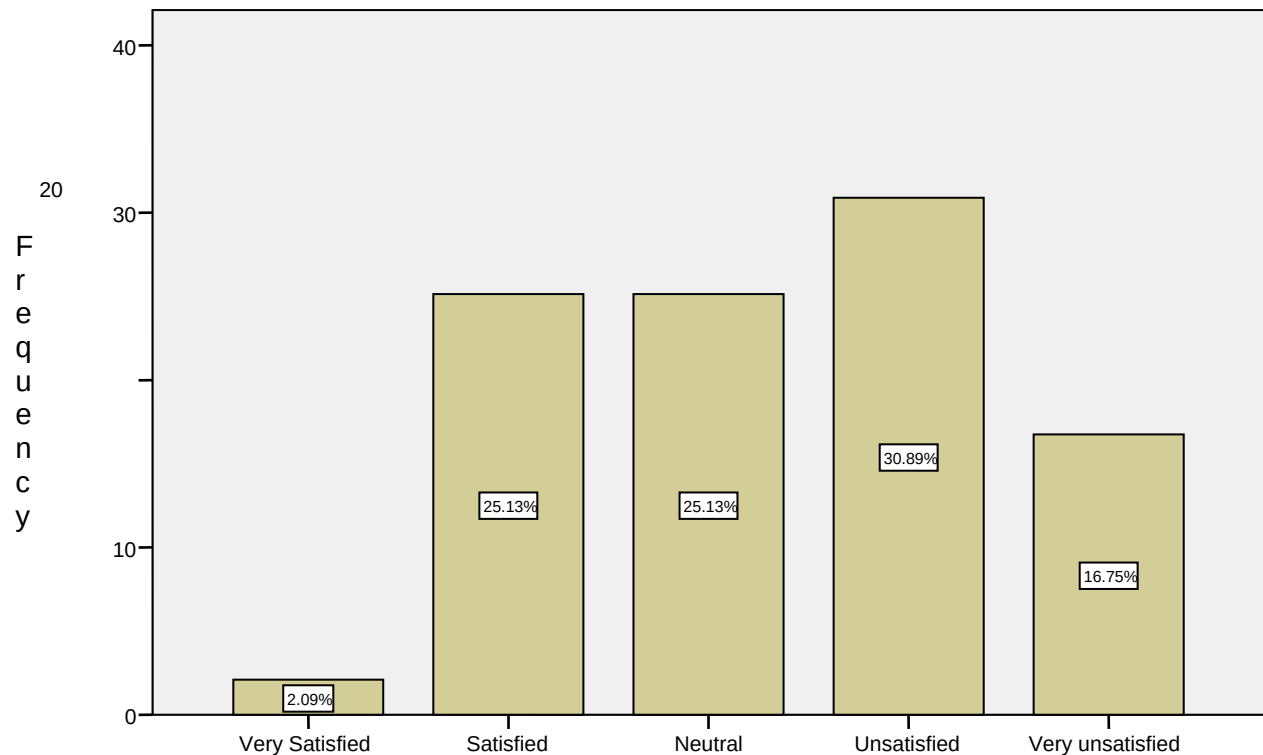
V. Customers' Opinion on Some Elements of Good Governance Practices by BTA

Good governance is a very important and key factor affecting customer's satisfaction in any service. The existence of good governance is manifested by the absence of corruption the presence of equality in services among customers, responsiveness, accountability and transparency among others, in rendering services.

As indicated in table 3.9 in the previous page, from the sampled customers 138(72.3%) replied no to the question 'is there a transparent land delivery mechanism? As to the accountability of officials 69(36.1%) of the respondents expressed that it is low. Moreover, customers rate of the responsiveness of staffs shows that 71(37.2%) and 33(17.3%) of customers rated low and very low respectively. 131(68.1%) of customers expressed that there is no equal access to land in *bishoftu* town. For the justification asked for most of the customers explained that equal access to land in this town is affected by a number of factors. According to them corruption (relative, previous knowledge and authority) were the problems which have over shadowed equal access to land.

The data described above indicate that there is no transparent land delivery mechanism in BTA, the rate of the accountability of officials was not high and there was low responsiveness from the staffs of BTA, land delivery service unit in general. These result in any measures show that there is customers' dissatisfaction in land delivery service. The above data also indicate that there is no equity as to the land delivery service in BTA. Lack of equity indicates the absence of one of the indicators of good governance and development.

Bar chart 4.2 Overall satisfactions by the service rendered



Overall how satisfied are you with land services rendered to you?

This bar chart 4.2 in the above page shows that the majority of customers 59(30.9%) were unsatisfied 32(16.8%) of customers were very unsatisfied. Over all i.e. 47.7% of them were not happy with land delivery service. Only 27.2% of customers were happy with the service indicated.

The data in the above bar chart clearly shows us that over all, customers were not satisfied with land delivery service provided by BTA

3.2.2.2. Data Collected from Employees of BTA and its Analysis

VI. Employees Background Information

Table 4.11 on the next page shows that 18 (64.3%) out of 28 respondents are male as to age most 11(39.3%) of the employees are between 26-35 years. Concerning education 12(42.9%) are diploma and 9(32.1 %) of them are degree holders. As to income, 15(53.6%) of the employees are getting monthly income of birr less than 1000.00. On the other hand, none of the employee gets monthly income less than 300.00 birr and greater than 3000.00 birr.

The above data shows us that male dominates the employees of the unit; their age level indicates that most employees are in their active age. As to education, 75.0% of employees were found to held greater than diploma. In terms of education, it can be said that employees are in a good condition and better performance can be expected unless and otherwise some other factors affecting employees work are there. As to income 15(53.6%) of the employees are getting monthly salary between 301.00 and 1000.00 birr. Considering the current living condition of the country, this amount of income really de motivates employees and negatively affects customers' service immensely.

Table 3.10 Employees' Background Characteristics

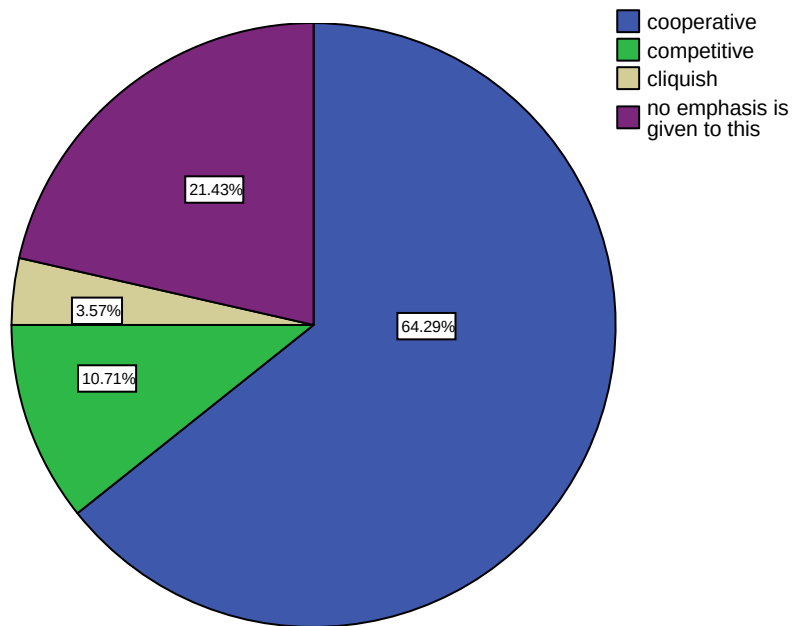
Variables	Response choices	Frequency	Percent
Sex	Male	18	64.3
	Female	10	35.7
	Total	28	100.0
Age in years	18-25	7	25.0
	26-35	11	39.3
	28-25	1	3.6
	36-35	1	3.6
	36-45	5	17.9
	46-55	3	10.7
	Total	28	100.0
Educational level	Below Twelve	2	7.1
	Certificate	5	17.9
	Degree	9	32.1
	Diploma	12	42.9
	Total	28	100.0
Level of income in birr	<300	0	0
	301-600	8	28.6
	601-1000	7	25.0
	1001-1500	3	10.7
	1501-2000	5	17.9
	2001-3000	5	17.9
	>3000	0	0
	Total	28	100.0

Table 3.11 Customers and other stakeholder actively participate on how best to improve quality of service communication that dominates

Variables	Response choices	Frequency	Percent
Customers and other stakeholders participate on how best to improve quality of services	There is a plan but not implemented so far	5	17.9
	Already implemented	11	39.3
	No such plan at all	3	10.7
	I do not have any information	9	32.1
	Total	28	100.0
Communication that dominate	Top- down	6	21.4
	Bottom- up	2	7.1
	Side ways	7	25.0
	All are common	13	46.4
	Total	28	100.0

Customers and other stakeholders according to the employees of BTA, land delivery service department participated on how best to improve the quality of services 11 (39.3%). 9(32.1%) of the employees do not have any information about it, and 3(10.7%) claim that there is no such participation at all. According to the employees of BTA, land delivery department, top-down, bottom-up and side way communications are all common in BTA and no single communication line dominates. Pie Chart 4.2 on the next page shows also that the kind of relationship that exists between different units is co-operative most employees 15(64.3%) stated this. Therefore, from the above data one can conclude that so far customers and other stakeholders' participation on how best to improve the quality of service has not been implemented. The very good thing we see from this data is that communication flows in every direction to employees at different hierarchies. But the administration failed to make and allow other stakeholders to communicate so that information obtained help improve the quality of service to customers. We also see that different units co-operate, good behavior.

Pie chart 4.2 The relationships between different units of BTA



What types of relationships exist between different units of *Bishftu* Town Administration?

Table 3.12 Employees' opinion about good relationship between employees and their bosses

Variable	Response choices	Frequency	Percentages
Good relationship exists between workers and their bosses	Strongly agree	7	25.0
	Agree	13	46.4
	Disagree	5	17.9
	Strongly disagree	3	10.7
	Total	28	100.0

The above table clearly indicates that there is good relationship between employees and their bosses, most respondents 13(46.4%) and 7(25%) have expressed agree and strongly agree, respectively.

From the above data it is possible to say that there is good relationship between workers and their bosses. This is a good quality that the organization has to maintain and develop.

VII Training Information and Emphasis Given by BTA

Employee training contributes much to the quality of services expected by customers. Employees of BTA land delivery department are exposed to questions that reveal their experience concerning training. Customer's satisfaction depends on the emphasis given by institutions. Institutions may give emphasis to customers or to other things they consider are very important. Moreover, they give good or bad emphasis to teamwork.

Table 3.14 on the next page shows that 17(60.7%) of the employees expressed that they have not taken training on customers service. According to employees involved the reason for not taking training on customers service is that there is a problem of selection for training 8 (28.6%), 7(25.0%) of employees claim that there is lack of knowledge about the importance of training on the other hand 20(71.5%) of employees have expressed that BTA considers employee training as cost rather than as investment.

The data obtained from the above table clearly shows that employee training did not have favorable place for one thing there is a problem of selection for training for the other thing training is considered not as investment. Therefore most of the employees did not take training.

Table 3.13 Training information, the reason for the absence of training and consideration given to training

Variables	Response choices	Frequency	Percent
Training information	Yes	11	39.3
	No	17	60.7
	Total	28	100.0
The reason for the absence of training	0 Ⓐ	10	35.7
	Financial constraint	1	3.6
	Lack of knowledge about its importance	7	25.0
	Problem of selection for training	8	28.6
	It is not important to train employees	2	7.1
	Total	28	100.0
Training is considered by BTA as	Investment	8	28.6
	Cost	20	71.5
	Total	28	100.0

Ⓐ= Customers who replied yes for the previous question and are not expected to answer

As indicated in the table 3.14 below, most employees opinion 17(60.7%) indicated that BTA gives more emphasis to customers satisfaction. 8(28.6%) of the employees expressed that the town administration gives more emphasis to political concern. As to the emphasis that is given to team work, 12(42.9%) and 9(32.1%) of the employees indicated or rated it as high and very high respectively.

From the above data one can infer that customer's satisfaction by BAT has got emphasis. Furthermore, teamwork has got high emphasis in general. Both qualities inferred from the above data concerning BTA are admired if supported by customers' opinion.

Table 3.14. More emphasis is given by BTA, emphasis given to team work

Variables	Response choices	Frequency	Percent
BTA gives more emphasis to	Financial concerns	3	10.7
	Customer satisfaction	17	60.7
	Political concern	8	28.6
	Total	28	100.0
The emphasis given to team work by BTA while providing services is;	Very high	9	32.1
	High	12	42.9
	Neither high nor low	2	7.1
	Low	3	10.7
	Very low	2	7.1
	Total	28	100.0

VIII. Measuring Motivation of Employees

One of the very important factors affecting customers' satisfaction is employee motivation. Motivating employees is energizing manpower in the direction of specific service that need to be rendered to customers. Motivated employees feel happy when performing tasks to which they are assigned.

This part, therefore, is designed to measure how much employees of BTA land delivery department get motivated using selected indicators.

Table 3.15 Employees’ opinion on competitiveness of basic salary, whether employees get promoted at the right time, managers’ action when employees work well and whether managers delegate decision making to their subordinates.

Variables	Response choices	Frequency	Percent
Do you believe that your basic salary is competitive?	Yes	13	46.4
	No	15	53.6
	Total	28	100.0
Do you get promoted at the right time?	Yes	13	46.4
	No	15	53.6
	Total	28	100.0
The decision taken by managers when employees perform well	They are silent	8	28.6
	They usually take the credit for themselves	15	53.6
	They reward the staff.	3	10.7
	Others	2	7.1
	Total	28	100.0
Management delegates decision making to subordinate staffs	Strongly agree	5	17.9
	Agree	9	32.1
	Neutral	1	3.6
	Disagree	10	35.7
	Strongly disagree	3	10.7
	Total	28	100.0
Management culture looks like	A blaming culture	14	50.0
	Accepting mistakes	1	3.6
	Encouraging learning from mistakes	7	25.0
	That which gives advice	6	21.4
	Total	28	100.0

In respect to basic salary most of the respondents 15(53%) expressed that their basic salary is not competitive 13(46.4%) of them replied it is competitive. As to whether these employees are getting promoted at the right time again 15(53.6%) of them claimed on while 13(46.4%) replied yes on the other hand most respondents 15(53.6%) indicated that managers usually take the credit of employee performance for their own. To the statement management delegates decision making to subordinate staffs, 13(46.4%) of the respondents expressed disagreement. Finally as to managers’ culture 14(50%) of the employee respondents indicated that it is a blaming culture. 7(25%) of them replied that management encourages learning from mistakes.

The data obtained in the above section clearly indicates that employee motivation was disregarded from the program of BTA if it exists at all it must be insignificant one.

IX. Access to Resources

Table 3.16. Employees' opinion about access to resources necessary to carryout their job

Variable	Response choices	Frequency	Percent
Whether employees have access to resources necessary to carryout their jobs	Yes, but not enough	12	42.9
	Yes, I have full access	1	3.6
	There is high constraint in this regard	11	39.3
	I do not want to reply	4	14.3
	Total	28	100.0

Table 4.16 shows that most of the employees 12(42.9%) claimed that they do have access to necessary resources used to carry out their job but it is not enough. 11(39.3%) of them expressed that there is a high constraint with regard to access to such resources. Insignificant number 1(3.6%) of the employee has expressed to have full access to resources necessary to carry out his job.

From the above data we can conclude that resources necessary to carry out their job are not available to workers to the extents that satisfy their customers. The same was revealed from interview made with one of the officials of land delivery service unit BAT.

3.2.2.3 Data Obtained from Interview of One Official and Its Interpretations

In this section data was gathered from the official by first asking questions according to the interview questions prepared before hand and responses were recorded by the interviewer at the spot.

Major problems faced in the land delivery services

The major problems faced in the land delivery services by BTA according to the official in the land delivery service are:

- ❖ The problem of separately identifying individuals who have land already from others who don't, for that matter, there are many individuals who have more than one plot of land or individuals who have already held but coming to the municipality for another one.
- ❖ Land scarcity is another problem according to the official. According to him, as more persons apply for land for different purposes many farmers are expected to loose their land and consequently there is the need for compensation. The mismatch of demand and supply for land is the effect of this problem.
- ❖ Many people need land for marketing purposes. They receive land for residential houses. They sell this land to other individual and again claim another land.

Mechanisms used to solve problems in land delivery services

According to the official of land delivery services, the above problems will be solved by studying new master plan increasing the financial capacity of the municipality by revising the land value. Furthermore, the municipality ordered kebeles not to give paper that clarify non land hold for individuals and group of individuals as kebeles found to give such papers in the previous times even for individuals having owned land already.

The above data shows that simple identification of land owner from non land owners became major problem. It can be avoided by having proper recording and information technology. With regard to land scarcity claimed by the officials, the problem is clear however, the municipality did not try to act to prepare land for customers before they apply for land. The problem might, however, be lack of finance. The data also shows that people market land; they receive, sell and want to receive it again. Here we can say that the demand for land increases artificially while people who do not have shelter fail to get land while others who have already the land may receive it for marketing purposes.

The interview reveals that there is a plan for expanding the town by having new Master Plan and increasing land value that upgrades the municipality's financial capacity. This shows that the officials claim land scarcity but the solution for the problems stated comes only in the future. This shows us that the municipality did not give prompt solutions to stated problems in order to satisfy customers.

Complaint handling mechanism in land delivery services, the number of complaints coming from customers every year on average and what measures taken to reduce these complaints.

According to the official interviewed, there is complaint handling mechanisms designed by the municipality, the yearly average customer's complaint with regard to land delivery service is 800. The measures used to reduce complaints in this year are rendering as accurate service as possible. On the other hand, out of the 800 complaints deep analysis were made and 300 were made to receive land. From the remaining, 200 were found to be cases that have already had land while 300 persons were made to wait to get land in the future the unknown future because how long that future is not stated clearly.

The above data shows that the land delivery service included complaint handling mechanism it is good to have such mechanism in order to identify and give proper solutions to customers complaint, This is part of customers service. 800 complaints that have come from customers show that it is very high. The fact that 600 out of 800 complaints have found to be valid complaints indicate that there was a problem in the service from the very beginning. The 200 cases that was found to own land shows that the land administration procedures included the identification of unlawful cases.

Customers' satisfaction with the land delivery services they receive

The interview with regard to whether customers of land delivery service were satisfied with the service rendered by *Bishoftu* Town Administration reveals that they (customers) are satisfied at 40 percent when rated out of 100 percent. The official is saying that customers were waiting to get a plot of land for the last many years.

This data shows that the town administration has not done well in this regard. If customers are made to wait for a very long periods of time to get a specific service, they will be dissatisfied with the services they receive.

The availability of resources necessary to meet customer's satisfaction

Response of official of land delivery service about resource problems shows that, resources necessary to serve and satisfy customers in the land delivery services BTA are in short supply when compared to demand. According to the official interviewed, the level of development of our country reveals the inability of every organization to solve the problem of resources. He said that BTA cannot be peculiar. He claims that they have lack of enough employees in terms of both number and skill. In addition to this, they lack different instruments that are helpful for under taking customer service, furthermore they lack vehicles that are very necessary to carryout their job and satisfy customers.

There is a gap of eleven employees that must be hired to satisfy customers need. Furthermore, instruments used for technical work like meters, vehicles, computers are not present in the required quantity. Finance is another crucial resource that the unit lacks that is reason that land could not be ready proactively i.e. before customers apply for it.

The above data shows that there is a very serious problem of resources. The above information obtained from the official indicate that there are crucial shortages of resources necessary to serve and satisfy customers in the land delivery services. This finding support the belief possessed by the official that BTA has satisfied customers who want to get land at 40% even though customers' satisfaction is highly affected by resources availability. Organizations and units that lack important resources will not be expected to render services such as land delivery services successfully. This results in customers' dissatisfaction.

Equity in the size of land received by customers

Land administrator's view about equity with regard to the size of land held by different individuals owning land at different times. The interview made with the land administration official reveals that even if many people owned large sized land up to 1000 m² many years back and they have ownership certificate that is legal but today only 105 m² land is provided for the same purpose, it is not possible to raise the question of equity because these people are treated at different times.

According to the official 200-500 meter squares (m²) of land will be provided for individuals who want to get land for residential houses on lease basis with the help of auction.

The above data shows that the question of equity with regard to the size of land received by different customers at different times is not rational. If there are laws that revise the size of land owned by people many years back it may solve the problem of expanding the size of the town and the confrontation made with farmers.

The data also shows that large size of land is given to persons who are ready to take land on lease basis. For one thing, this falsifies the claim of scarcity of land and for the other thing, and this arrangement supports customers who have the ability to participate in auction.

Permissions for construction of fences and the main building and whether these permissions are provided during the provision of site plan

The interview with the official reveals that the permission for constructing fences and building will be provided to customers at the time of plan copy if they request alone.

The above data shows that there is disintegration in services provision, different services which can be given together are provided at different times. Customers come to the municipality to get the plan copy. They also come to get permission to construct fences and building. For one thing this system kills customers' time and dissatisfies them. For the other thing fees for the town administration will not be collected at the right time. It does not consider time value of money.

The application of current service delivery systems such as business process reengineering in order to satisfy customers

According to the official in the land delivery section, there is an improvement in the land delivery services when compared to the previous service delivery system starting from March 2008. Previously customers had to visit a number of offices to meet their needs. They were expected to visit the town administration for a number of days. Today this is changed in favor of one stop shop type of service rendering mechanism. From an information desk customers visit single office specific to his/her interest that office person attend and brings to an end until that customer gets the service needed.

The data shown above indicates that the change of old system in favor of the new may shorten and saves the time and cost of the customers. But since its experience is for the last very short periods of times, nothing can be said about it just now.

3.2.2.4. Measurement of Association

The overall satisfaction by the services rendered being a dependent variable was checked using SPSS 15.0 against the independent variables indicated in the table on the next page. The P- value considering 95% confidence levels were calculated and the following p-values were obtained. Accordingly, most of the p- values indicate that the variables are highly associated. It means there is statistically significant relationship between the dependent and the independent variables (with $P < 0.05$). However, sex, age, educational level and the availability of service providers in the office did not have significant association with overall satisfaction of customers ($P > 0.05$).

Dependent variable = Overall satisfaction by services rendered

Table 3.18 Chi square tests

Independent Variables	Chi Square	P-Value s
Sex	3.232	.574
Age (yrs)	16.879	.145
Educational level	30.05	.211
Occupation	57.377	.000*
Income	51.957	.003*
Employee feeling when rendering service	40.404	.002*
Knowledge and skill of employees	50.576	.000 *
Availability of Service providers in the office	34.878	.090
Waiting time to get specific service	92.825	.005*
Staff courtesy	38.450	.000 *
Institutional readiness to make service simple	29.303	.000 *
Information dissemination by BTA	72.344	.001 *
Emphasis given to customers feedback	12.626	.000 *
Compatibility of service given with customers' value	32.735	.012*
Citizen participation in policy making	38.699	.002 *
Serious problems in land delivery	33.278	.014*
Fees paid matches the quality and value of service	17.134	.008*
Easy access to land in the town	50.667	.003 *
Waiting period since application for land	8.343	.000 *
Land tenure system preferred by customers	28.398	.001 *
Land satisfy your expectation	21.838	.000 *
Compensation for farmers is made by	26.768	.012*
Necessary infrastructures are in place with land provision	89.837	.000 *
Is there equal access to land?	42.769	.000 *
Is there transparent land delivery mechanism?	61.986	.000 *
Accountability of officials	110.622	.000 *
Responsiveness of staffs	76.6	.000 *

*= Statistically significant association

3.3. Discussions

The study disclosed that most of the customers and employee respondents have socio-economic problems. 59.2 percent of customers and 53.6 percent of employees of BTA are getting less than 1000.00 birr monthly income and residents could not lead their life if they could not have their own residential houses. As it is founded out from the data, getting land to build residential houses takes a number of years. Therefore, these people are urged to live on rent which is additional cost to them. 1000.00 birr and less is not enough amount of money for employees too, and therefore, creates socio-economic problems to them. The subsequent effects of these conditions are unhappy employees and the corresponding dissatisfied customers.

Based on customers' opinion employees are unhappy (46.6%) when delivering services, their knowledge and skills need improvement. Most of the employees (70.2%) fail to use working hours for office work. The above findings conflict with Nicholas (1999: 194) who stated that TQM could be a very effective management tool in refocusing government's mission as servants of the citizenry by concentrating the resources of public administration on the governmental process that can be enhanced to deliver higher quality. John Duncan and Borger (1999: 327) have given solutions to the above problems by stating that incenting employees can be used to encourage employees to make trade offs that are in the interest of the firm. The good thing that was found here is that employees were courteous to customers.

The findings from the institutional status to satisfy customers disclosed that out of 191 customers 125(65.4%) indicated that there were no simple procedures to serve customers. Nicholas (1999: 194) states that TQM transforms the process of the organizations' products, performance procedures and people. Here the procedures used to deliver services should be simple to make customers satisfy. Therefore, BTA did not agree with Nicholas's view.

As to proper information dissemination to customers, out of 191 customers 149(72.8%) replied that it is there but not enough. Emphasis to customers feed back to improve the quality of customers service is witnessed by the customers themselves. Still significant numbers of respondents disagree with the emphasis given to customers' feed back. In

formation is power. Without its proper dissemination no organization can carry out its task as effective as it needs. BTA, however, did not consider this in its overall effort at its full scale. As to customers' feedback the institution is not in conflict with Lawrence (1993: 7) who stated that quality management emphasizes the use of customers' feedback in attempting to constantly improve the quality of products and services.

With regard to compatibility of services with the value of customers, respondents (73.8%) indicated that it is absent it means, therefore, that there is disconfirmation as to expectation and performance. Bruk (2007: 22) states that satisfaction is a function of performance. He further elaborates that if perceived performance falls short of expectation the customer is dissatisfied. Therefore, customers of BTA who are taking land are unsatisfied according to the above findings which are also conflicting with Borins (1995:5-11) who claims that NPM goes for providing high quality services that citizens' value.

Citizen participation in policy making in BTA was not considered according to customer respondents 77(40.3 of them said that citizen participation in policy making in BTA has not been considered so far. Fifty-four percent of them expressed they do not have such idea itself. Gordon (1980: 250) states that citizen participation in the delivery of services becomes a very essential tool of making citizen feel happy because according to him such arrangement makes citizen part and parcel of government program. Umeh and Andranovich (2005: 47) have the view that citizen participation is an attitude of openness to the perceptions and feelings of others. It is a concern for what difference a project makes to peoples' lives; it is an awareness of the contributions that others can bring to an activity. According to these authors popular participation is an important dimension in the administration of public service. But the findings of this research disclosed that such important factor was missed from public service specifically land delivery service in BTA.

Land Delivery Service

Land policy and the corresponding land ownership were factors creating serious problems in land use according to customers approached. Customer's response to what type of land tenure they prefer revealed that 41.9 percent and 38.7 percent expressed that they prefer mixed and private ownership of land respectively. Surprisingly insignificant percent of the

total respondents preferred public ownership of land. For the reason they were asked to, most replied that their preference encourages investment and develop confidence and security. Furthermore, it eliminates corruption and unnecessary bureaucracy. UNECE, (2007: 2) states the privatization of land and the registration of tenure whether free hold, enable people to improve their land and property so maximizing its value and use. This supports the findings of this research. According to Krstyna (2001:197) recent Polish law has in some cases ignored municipal government's role in favor of developers and users of land this could be done to reduce long process in delivery of services. Krstyna added while individual property rights must be enhanced and protected the role and powers of local governments in land use management must reflect the realities of current transition to democracy.

NUPI (2003: 51) states that as part of the over all effort to shift the responsibility of production of goods and services from the government to the private sector Ethiopian government adopted a new land lease policy which, however, has yet not to be fully operationalized. In this sense the government has already understood that there is a problem with public ownership of land and, therefore, trying to apply market like decisions on land administration with in the framework public ownership. As a result, the finding shows that-public ownership of land is not welcomed by both the citizen and the government but accepted for some reason.

Fees paid to get land does not match the quality and value of the customers, moreover, it is indicated that there was no easy access to land. In addition to this, the waiting period since application is made for land is 3-4 years even though surprisingly some individuals 6.3 percent out of 191 get land within 6 months and 20.4 percent of the customers have been waiting for land for over 4 years. Umeh and Andranovich (2005: 46) have the view that if development is conceptualized as an increase in the capacity to influence the future and customers satisfaction is to be maintained three of many consequences of development administration are the involvement of equity consideration or fair distribution of benefits and opportunities among prospective clients, effectiveness the degree to which public services reach clients and efficiency consideration. As can be seen from the findings the

reality is the opposite in BTA that is the absence of equal access to land with some receiving land within 6 months and others wait for the same service over 4 years.

Findings of this research identified that customers make compensation for farmers. 99(51.8%) of the customers indicated that compensation for land is made by customers, 66(43.6%) of them replied it is made by the municipality. This shows significant number of customers indicated compensation for farmers is made by the municipality this may be because of the difference in application time. Customers' paying farmers compensation violate amended regulation No 1/1987 E.C of 2002 which states that compensation of farmers for the land they loose because of the expansion of towns is made by the municipality. Here either the regulation should be revised or it must be used. Necessary infrastructures are very important when urban land is provided for different purposes. However, the findings of this research disclosed that such is not in place; therefore, it is not difficult to perceive how much difficulty customers are to face.

Customers Opinion on Some Elements of Good Governance Practice by BTA

Equal access to land was not present even if this is very essential element of good governance. Out of 191 customer respondents, 131(68.1%) of them denied the existence of equal access to land. The justification they made reveals that relative, previous knowledge and authority are factors that affected equal access to land in BTA. As to transparency in land delivery, 138 out of 191 respondents indicated there was no transparent land delivery mechanism. The accountability of officials is rated low by the majority of respondents and responsiveness of staffs also rated as not high by 54.5% of the respondents. In contrast to the above findings, World Bank (2000: 10) describes that improving the livability of and competitiveness of cities places big demand on urban governance and management. According to the Bank good governance implies inclusion and representation of all groups in the urban society and accountability integrity and transparency of local government actions. Alan and David (1996: 58) describe also that the theme of responsiveness to citizen/ client has become part of the basic frame work for strategic management of local authorities. Considering these reviews as standard BTA has been evaluated and the findings show that it is in conflict with the authors with regard to good governance.

Training Information and Emphasis given by BTA

Employees training contribute much to the quality of service provision. However, findings of this research reveal that the majority (60.7%) of them have not taken training on customers' service. There is also a problem of selection of employees for training moreover, training is considered as cost rather than as investment. The above findings oppose the views of Bantie et al (2004: 115) that training is the act of increasing the knowledge and skills of employees for doing a particular job and through training the aptitude skills and abilities of employees for doing particular jobs are increased. In this sense BTA want to act in the opposite direction. That means most employees did not get training.

Findings of this research disclosed that customers' satisfaction has got more emphasis. In addition to this team work is given high emphasis too this is supported by the data that 42.9% and 32.1% of the sample employee indicated that the rate of emphasis given to team work by BTA is high and very high, respectively. According to the data obtained from employees of BTA the town administration is giving emphasis to customers and in doing so applying the concept of Dennis (1996: 90) who states that certainly organizations that have adopted TQM are improvement and customers focused and quality driven. It also goes with the view of N.F Kam (1997: 175) who states that Malaysian public service has decisively oriented its business activities towards meeting the needs of customers. But the problem is here we see conflicts between customers and employee views about BTA customers' services. The reason could be that employees may feel they are against their activity. Even interview made with one official reveal that it is difficult to say that their customers are satisfied. On the other hand more emphasis is given by BTA to team work. This suits the view of Dean (1993: 103) who describes that working together empowers employees and serving customers' will is a complex task that cannot be performed alone. He added that individuals need to pool their information ideas and assistance to solve customers' problem.

Employee Motivation and Access to Resources

Employee motivation and customers' satisfaction have strong relationship. Basic salary is one of the most important factors affecting motivation. Most employees 53.6 percent

expressed that their basic salary is not competitive, promotion being another factor was considered by the researcher the problem is most of the employees do not get promoted at the right time 53.6 percent . Surprisingly managers take the credit of employee performance for themselves and there is a blaming culture rather than recognizing and encouraging employees. The above findings do not match with the findings of research on the Effect of Public Service Recognition Job Security and Staff Reduction on Organizational Involvement (Barbara, 1985: 286-287). The findings indicate that employees who feel they receive the recognition they deserve are much more likely to be involved in their agencies than those who feel a lack of such recognition.

As to the access to resources necessary to carry out their job, respondents have replied they are available but not enough 42.9%. On the other hand, 39.3% of them reveal that there is a high constraint of such resources. Findings from the interview that took place with one official of BTA indicate that resources necessary to serve and satisfy customers in land delivery services are in short supply compared to demand. According to him, there is a gap of thirteen employees; moreover, technical instruments including computers that are very important to facilitate delivery of services are less than the required quantity. In this sense the information obtained through questionnaire and interviews were found to be the same with regard to resources.

Lack of data base management, land scarcity, and peoples' need of land for selling purpose became major problems in land delivery services according to the interview made with the official of BTA. Studying new master plan, centralizing certification of non land hold, which was undertaken by kebeles, and valuation of land to increase revenue to the town administration were measures planned to solve the above problems.

ARC(2007:1) stated that there is a wide recognition that urban lands are the most profitable dynamic contentious valuable sought after and yet less regulated (informal land market) where by vested interests are tapping into the niche at the expense of the poor and the public benefit. This shows that the nature of urban land energized our people to try to own land for informal marketing purpose which reflects the case of *bishoftu* town and it really affects the poor and the public both.

BTA has already designed mechanism of complaint handling as land delivery services is concerned 800 complaints are coming to the administration. 37.5 percent of the complaints were found to be genuine 25 percent were not genuine. This group was found to have already owned land. The remaining 37.5 percent have found to be waiting for the next unknown period of time. The town administration shares the view that Malaysian public service has with regard to complaint handling. In this line N.F Kam (1997: 178) who states that Malaysian public service redress grievance which is designed to remedy defects or shortcomings of service delivery and aimed at regaining confidence of customers. Customers visit BTA to receive different elements of one particular services for instance while it is possible to get permission for constructing fences and that of the main building along with ownership certificate, practically these services are provided by the town at different times and challenges the efficiency of the organization.

Demand and supply for land

Since 1997 E.C the demand for land and its supply have been increasing with regard to customers who want land for residential houses on lease free. However, in 2000 E.C the town administration announced that it does not accept new application as a result of high number of back logs accumulated in previous times. The problem is, this decision by it self aggravates the complication. On the other hand, even though the government is planning to make lease an exclusive land provision mechanism in Ethiopia it was stated in Proclamation No-272/2002, the practice is different. The data available shows that in 2007 and the beginning of 2008, 272 persons applied and 186 of them are receiving land on lease bases for residential purposes. From 2000-2007, 308 investors have received land from BTA with other 278 individuals failing to get land because of their inability to fulfill the criteria set by the administration. According to NPUI (2003:48), the existing lease policy is characterized by lack or limited implementation capacity, public awareness and understanding and absence of land and land related laws which can create a strong supportive role to express land rights. This research also disclosed that a very small number of customers request land for residential houses on lease bases and coincides with NUPI in this regard.

With regard to demand and supply for land, NPUI (2003: 63) states that land supply is one of the critical issues of land development and management system. It added that in every urban centers of Ethiopia, it has been a major bottleneck. Past and present experience show that detail land use plan preparation, land acquisition (appropriation) and development of land with services lag behind the allocation and delivery system due to various policies, legal, institutional and procedural problems. This research found out that BTA follows not a simple procedures, does not involve customers and other stake holders in its plan, and information dissemination to customers is weak and above all preparation of land proactively is absent from its efforts.

NPUI further elaborates that sources in different regions and city administrations and bureaus indicate that land use and detail plan preparation, land acquisition process and land development activities which include major infrastructure provision substantially reduced the capacity to satisfy the effective land demand in various urban centers.

4.4. Conclusion

The data obtained from different sources revealed the real picture of the satisfaction level of customers of BTA land delivery service. BTA lacks employee commitment, resources necessary to carry out daily tasks. Moreover, information dissemination to customers, and readiness to make service delivery simple were lacking. In addition to these, citizen participation in policy making was not there and the measure of some elements of good governance indicated that BTA is not so far fulfilled the criteria at least included in this research. The data analysis disclosed that overall; customers were not satisfied with the services delivered to them.

CHAPTER FOUR

Summary of the Findings, Conclusions and Recommendations

4.1. Introduction

This chapter is the most essential part of the research thesis that concentrates on the research findings, conclusions and recommendations.

4.2. Summary of the Findings

The research revealed that there are a number of problems; employees were not happy while serving their customers. This is the result of lack of motivation. There are absence of proper information dissemination and compatibility of services in line with the value of customers. Moreover, policy making did not include participation of customers.

Concerning land, serious problems with land use in Ethiopia is land Policy and the corresponding land ownership, increased fees and the time to get land beyond imagination, and lack of full information about the land policy of the country. In addition to these, compensation for farmers is made by customers and there is no infrastructure at the time of distribution land and there is a problem of good governance in land administration.

The research identified that Employee training is taken as cost rather than investment. Managers take the credit of employee performance for themselves, the basic salary is not competitive manager do not promote employees at the right time and there is a blaming culture in the organization. The very good things about BTA are communication flows in every direction in the organization's different hierarchies. Furthermore, there is cooperation between different units and there is good relationship between employees and their bosses.

Here, however, contradictions were found out that most employees said that there is a blaming culture in the organization. On the other hand, they considered that there is good relationship between employees and their bosses.

So far customers and other stakeholders' participation on how best to improve the quality of service is not implemented.

There are conflicting views between customers and employees of BTA with regard to the attention given to customers. Customers' opinion shows that they were not considered as they expected and were not satisfied with services rendered to them but employees' opinion shows that more emphasis is given to customers' service by BTA.

Access to the necessary resources required to carry out jobs is a problem for. In fact, there is lack of manpower, technical instruments including computers for information technology and vehicles used to facilitate customers' service.

Disintegration of the components of land delivery service has become the norm in the BTA. The provision of plan copy, permission to build fences and the construction of the main building are made at different times.

The inability to identify residents who already own land from others, land scarcity and informal land market has become very serious problem in *Bishoftu* town administration.

There is no proper record keeping and the use of information technology. As a result, BTA was not able to identify holders of land from non holders easily.

To give solution to the problems mentioned above, the following measures are suggested by the official with only the first which was implemented so far.

- ⇒ Centralizing the provision of non land hold certificate which was undertaken by kebeles
- ⇒ Expansion plan of the town.
- ⇒ Increasing the capacity of the administration in terms of information.
- ⇒ Revisions of land value to enhance financial capacity of the town administration.

Lease could not become the exclusive land distribution mechanism .There is lack of awareness and understanding about lease by the public and many customers have no financial capacity to go for bids.

Demand and supply of land are far away from each other. This is the problem of many urban centers in Ethiopia. Preparation, acquisition and development of land for the customers and the need for basic infrastructure complicated the problem and reduced the capacity of satisfying effective demand.

There is no easy access to land, this is supported by the fact that customers have been waiting to receive land most of them for 2-3 years some for over 4 years even though surprisingly few get land within 6 months time.

In general the institution failed to have mechanisms of serving customers in a way they will be happy. Information is not properly disseminated to customers. Moreover, the administration is not ready to provide services to customers using simple procedures. However, customers feed back to improve the quality of service was considered by the institution (BTA) very well. This is because some questions were forwarded to customers' only currently telling them that it is useful for improving customers' services.

Lack of customers' participation in policy making and the absence of customers' and other stakeholders' participation on how best to improve the quality of services were found out. Even though customers feed back are collected, their opinions and ideas were not used as an input in the policy making process.

95.1 percent of the customers who want land delivery service are customers under lease free arrangements (for residential houses). 3.5% of them are customers who are taking such services under lease arrangement for residential houses and 2.4% of the customers are investors. This means the majority of the customers are customers who need lease free land.

Lack of accountability of the officials in land delivery services and responsiveness of staffs, the absence of equity and transparency were important findings of this research, furthermore, involvement in corruption during land delivery service is what most of the customers stated on the questionnaires. According to the customers, equity was affected by misuse of office (relatives, previous knowledge and authority).

There is complaint handling mechanism in BTA. Concerning land delivery service, 800 complaints are visiting the town administration every year on average. Out of 800 complaints 600 became valid after thorough examination last year.

Overall, customers were not satisfied with land delivery service they are receiving from Bishoftu Town Administration.

4.3 Conclusion

Local governments are concerned with providing a number of services to residents. Cities and towns are local government bodies which have taken the above responsibilities

Land delivery service is one of the services rendered to residents (customers). Customers want to get quality services that satisfy their expectation. In this research the level of customers' satisfaction included the measurement of employee's effort to satisfy their customers. In this respect employees were not happy and were not available in the office most of the time. Hence customers spent most of their time, one of the precious resources of man kind.

When we look at service delivery in terms of institutional readiness in terms of simple procedures to serve customers, and information dissemination to customers, both are lacking. However, customers feed back to improve the quality of service was considered well by BTA. The problem is citizens' participation which is considered to make customers part and parcel of the policy and which simplifies the implementation of the policy itself is not given proper place in the minds of concerned officials.

Land policy and the corresponding land ownership have created serious problems in urban land use. Land tenure preferred by most customers is not public ownership. The reason was other ownership arrangement like private ownership provides confidence and encourages investment and development of the land. There's no easy access to land. This is supported by the fact that some customers were waiting for over 4 years and the majority were waiting for land for 2-3 years since applications were made. Moreover, customers did not have full information about the land policy of the country. This is one of the problems that

prevented customers not to claim their rights. It also impairs cooperation from customers' side.

The findings of this research indicated that the land customers receive does not satisfy their expectation. Respondents claim that the land is very small. They say this because most of the customers who are taking land are low income group and want to carry out activities that contribute to their income within the land received for residential houses. This is actually conflicting with the rules and regulation of the town. Land delivery service does not match with the fees customers were paying according to the findings and compensations that should be made for farmers will be made by customers themselves. This is against the rules set by the *Oromia* Regional Government which states that compensation for farmers will be made by municipalities.

The measurement of some elements of good governance practice of BTA in serving and satisfying its customers indicated that corruption is common in the administration; there is no equity in land distribution. Responsiveness, accountability and transparency are lacking in land delivery services by BTA. The phenomena are the direct opposite of customers' expectation and this definitely contributes to their dissatisfaction by the service.

The demand and supply for land is found to be far away from each other so far 60 percent of the demand is satisfied from the year 1997-1999 E.C and the problem is complicated with the interruption of application for land in the year 2000 E.C.

The mismatch between demand and supply for land is aggravated by the behavior of some people who market land received from the town administration. Such individuals are selling land and apply for land next time. The cycle does not stop. Observations show also that all family members of the household go for land because the family leader knows that he/she is going to sell all but a single plot of land received at a time by all family members.

On the other hand even though government's intention is to make lease the exclusive land provision system, that was not possible because of various problems related to policy. There is lack of awareness and understanding about lease among customers and many are unable to participate in lease arrangements as it needs relatively high income.

The capacity of institutions to undertake their task and subsequently satisfy their customers depends very much on the resources they have. The problems stated above like the mismatch of demand and supply for land could be managed at its acceptable range if necessary resources used to carry out all tasks are available. However, the reality in BTA is the opposite; it lacks many of these resources. Man power, technical instruments and vehicles are not in the required quantity. Researcher's observation also shows that transportation fees are contributed to take technical personnel who are showing and delivering the plot of land to each customer.

The absence of training for employees, considering training as cost and lack of motivation of employees dominate in BTA, however, there is a cooperative relationship between different units and good relationship exists between workers and their bosses. These two latter qualities are very good qualities observed even though contradictory to the relationships described above.

Overall customers were not satisfied with land delivery service which is being rendered to them. This is due to a number of factors that affect customers' satisfaction.

4.4. Recommendations

Customers' satisfaction in government institution measures the level of the governments in terms of their responsiveness, openness and over all their democratic maturity or immaturity. To secure these things, this research work gives the following recommendation on the basis of the research findings arrived at.

Employees are the motors or engines of every organization. They are the main resource without which other resources contribute nothing. From the findings of this research, however, employees are not given proper attention both in terms of filling the vacant positions and in training and developing the existing employees, Training and developing employees are assets to the organizations. They improve employees' knowledge and skills therefore; it is recommended that BTA fill the vacant positions as soon as possible. It should expose its existing employees to training and development programs too.

It was found out from this research that employees are not happy with their working environment. Concerning relationship, however, there is good relationship between employees and their bosses. The reason for this could be fear of disappointing their immediate bosses and its consequences.

The institution lacks proper dissemination of information to customers but, nowadays provision of information is the right of citizen and it makes authorities responsive to residents. Therefore, BTA should disseminate information to its customers using a combination of notice board, and advertisement. And there is the absence of simple procedures to deliver land services. Simple procedures in delivering service save customers' time and money. As a result, the administration is recommended to implement simple procedures that save customers' time and money.

Customers' feed back which was considered very well by BTA should create two way communications. It has to bring changes in planning and implementation. For instance, customers' ideas and opinions should be included in the policy making and should support customers' participation in policy making.

Citizen participation in policy making is helpful not only for customers but also for the administration. It facilitates customers' sense of ownership of the policy and simplifies implementation process. Therefore, BTA is recommended to allow the participation of residents in planning activities.

Customers of BTA, land delivery service preferred not public ownership of land and they claim that serious problems were created in urban land use due to the land policy and the corresponding land ownership; this could be due to the inefficiency that has been observed in land delivery services currently operating in the country. Therefore, policy makers are recommended to carry out research that covers the whole country and implement the best policy preferred by the majority of the people.

Most of the customers were waiting to get land for 2-3 years. This time is a very long period and requires some kind of adjustment. Surprisingly, few get land within 6 months. For one thing, waiting to get a plot of land for 2-3 years is not reasonable. The

administration should work hard to become efficient enough in serving customers. For the other thing, unequal treatment concerning the number of years customers have to wait is evident from the above data and supports the opinion of customers which say that there was no equal access to land. Therefore, there should be single and one standard time that should be followed in delivering land to customers.

Some elements of good governance such as accountability of officials in land delivery service, responsibility of staffs, equity and transparency in providing services are lacking in BTA. This shows that employees were left uncontrolled. Therefore, there must be strong, thorough and close examination on how employees are serving their customers.

The interview with an official and the data collected from employees of BTA revealed that there are serious constraints of resources such as vehicles and technical instruments. Therefore, it is recommended that all resources necessary to carry out the required task so as to satisfy customers must be present. .

Provision of the plan copy, permission for fence and the construction of the main building should be made together rather than doing it in a disintegrated way. Doing so will save customers' time and money.

The demand and supply gap for land is becoming wider and wider. This is the problem of many urban centers in Ethiopia. Preparation, acquisition and development of land for the customers and the need for basic infrastructure complicated the problem and reduced the capacity of satisfying effective demand. Informal marketing of land also aggravated the problem. Therefore, BTA is recommended to work hard in improving the preparation, acquisition and developing land proactively. To facilitate this, the study of new master plan of the town should not remain a plan and must be implemented. Furthermore, the administration must develop itself in terms of information technology to be able trace customers who have already received the land and whose intention is selling land.

It was found out that customers were not satisfied with the services they are receiving from BTA while employees were claiming that more emphasis is given to customers' service. It

is therefore, recommended that instead of hiding the truth customers feelings are taken care of and they are served in real sense.

The fact that 600 complaints out of 800 becoming valid in one year indicate that there is problem with service providers. This could be due to conflict of interest and, therefore, it is recommended that customers who are eligible to get land get it at the right time.

The town administration should design the strategy that ensures efficiency and effectiveness to satisfy its customers. To do this the administration has to convince the government to get the necessary support when things go beyond its capacity instead of simply complaining about resource shortages. The government in its turn must give due emphasis to supporting local government capacity with the required control in order to serve and satisfy the community.

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Annex 1

Addis Ababa University
Faculty of Business and Economics
Department of Public Administration and Development Management

Questionnaire Designed to Gather Data from Customers of Bishoftu Town Administration

Dear Sir/ Madam

This questionnaire is designed to collect data for the research to be under taken on the topic title Customer's Satisfaction in Land Delivery Services by urban Local Governments, A Case Study of *Bishoftu* Town Administration. As a customer of *Bishoftu* Town Administration, your involvement in this research as to give opinions on your experience on how much you are satisfied or the other way round with the land delivery services rendered to you is highly important in order to achieve the objectives of the research. Hence your cooperation to fill in this questionnaire is highly helpful.

Please indicate your response by circling your choice and, by giving your suggestion and comments on the space provided.

N.B. Your name and address will not be stated in this research and all information that you provide will be used for academic purposes and will be kept strictly confidential

Mohammedhussen Mama
Masters Student in Masters of Public Administration

Thank you very Much

General Directions

1. Circle your choice from the given alternatives
2. Give your comments on the space provided for open ended questions
3. There is no need to write your name and address

I. Questions on General Background of the Study Subjects

1. Sex

- A. Male
- B. Female

2. Age

- A. 18 - 25 years
- B. 26 – 35 years
- C. 36 – 45 years
- D. 46 – 55 years
- E. 56 – Above

3. Educational Status

- A. Grade 0- 6
- B. Grade 7 -8
- C. Grade 9 – 10
- D. Certificate
- E. Diploma
- F. Degree
- G. Masters
- H. PhD

4. What is your occupation?

- A. Farmer
- B. Trader
- C. Government employee
- D. Private employee
- E. Unemployed

5. What is your monthly income?

- A. Less than 300 Birr
- B. 301 – 600 Birr
- C. 601 – 1000Birr
- D. 1001 – 1500 Birr
- E. 1501 – 2000 Birr
- F. 2001 – 3000 Birr
- G. 3001 – 4000 Birr
- H. 4001 and Above

II. General Questions which Explore Employees' Status in Satisfying their Customers in Land Delivery Services

6. How do employees of the Bishoftu Town Administration feel when they are delivering services to you?

- A. They are very happy
- B. They are happy
- C. Neutral
- D. They are unhappy
- E. They are very unhappy

7. How do you rate the knowledge and skill of employees of Bishoftu Town Administration on the services they are rendering to you?

- A. Very high
- B. High
- C. Neutral
- D. Low
- E. Very Low

8. What is your experience about the availability of service providers in the office hours?

- A. They are available in the office all the times during working hours.
- B. They are in the office 50% of working hours.

- C. They are in the office only sometimes
 - D. They are not in the office all the time
9. How long do you wait before getting specific service from staffs of Bishoftu Town Administration?
- A. Very short time.
 - B. Short time
 - C. Neither short nor long time
 - D. Long time
 - E. Very long time
10. The staff courtesy (Politeness, respect and consideration) toward customers is:
- A. Very good
 - B. Good
 - C. Neither good nor poor
 - D. Poor
 - E. Very poor

III. Questions that Measure the Institutional Status to Satisfy Its Customers

11. How do you evaluate the institutional readiness in terms of making service delivery simple?
- A. It is designed in a way services can be rendered more efficiently and effectively.
 - B. It considers customer's service delivery in a simple way partially
 - C. It did not consider customer's service delivery in a simple way
 - D. Others, specify_____
12. What is your experience about the proper information dissemination to customers by the Bishoftu Town Administration according to your observation?
- A. It is not in place.
 - C. It exists but not enough
 - C. It is highly appreciated

13 Bishoftu Town Administration emphasized the use of customers feed back in attempting to improve the quality of land delivery services.

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

14. Does the services given by the Bishoftu Town Administration compatible with your value?

- A. Yes
- B. No

15. Citizens participation in policy making by the *Bishoftu* Town Administration is

- A. Welcomed only if requested
- B. Already in the administrations program
- C. It has not been considered so far
- D. I have no such idea so far

IV. Questions Measuring Land Delivery Services

16. What do you think is the serious problem with respect to land use in Bishoftu town?

- A. Land administration
- B. Land policy
- C. Land scarcity
- D. Land ownership
- E. Others, specify_____

17. Which land tenure system do you feel is more appropriate for your satisfaction?

- A. Public ownership of land
- B. Private ownership of land
- C. Mixed ownership of land

18. What is your justification for your answer to question number 17?

19. Fees paid to get land matches the quality and values of the services provided

- A. Strongly agree
- B. Agree
- C. Neither agrees nor disagrees
- D. Agree
- E. Strongly disagree

20. Did you have easy access to land in this town?

- A. Yes
- B. No

21. For how long have you been waiting to get a plot of land since application has been made?

- A. 1-6 months
- B. 7-11 months
- C. 1-2 years
- D. 3-4 years
- E. Over 4 years

22. How do you evaluate the employees of Bishoftu Town Administration in terms of responsibility to serve you in your way to get land?

23. Do you have full information about the land use policy of the town?

- A. Yes
- B. No

24. Do you feel that land you receive from Bishoftu Town Administration satisfy your expectation?

- A. Yes
- B. No

25. If your answer for question no 24 is No, what is your comment on that?

26. Who is paying the compensation that is to be made for farmers previously owning the land?
- A. The municipality
 - B. Customers
 - C. NGOS
 - D. Do not know
27. Necessary infrastructures will be in place immediately after receiving land from the town administration.
- A. Strongly disagree
 - B. Disagree
 - C. Neutral
 - D. Agree
 - E. Strongly agree

V. Questions on Some Elements of Good Governance

28. How do you evaluate land delivery service by Bishoftu Town Administration from the point of view of corruption?

29. Do you think there is equal access to land for all customers of Bishoftu Town Administration?

- A. Yes
- B. No

30. If your answer for question No 29 is No, specify the existing reality concerning differences.

31. Is there a transparent land delivery mechanism in the Bishoftu Town Administration?

- A. Yes
- B. No

32. How much are you satisfied with the accountability of the officials in your way to get land delivery service?

- A. Very high
- B. High
- C. Neutral
- D. Low
- E. Very low

33. Responsiveness of staffs to serve their customers according to your observation is,

- A. Very high
- B. High
- C. Neither high nor low
- D. Low
- E. Very low

34. Overall, how satisfied are you with the service provided by the town administration?

- A. Very satisfied
- B. Satisfied
- C. Neutral
- D. Unsatisfied
- E. Very Unsatisfied

Thank you

Annex 2

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Annex 3

Addis Ababa University
Faculty of Business and Economics
Department of Public administration and Development management

Questionnaire Designed to gather information from the employees of Bishoftu Town Administration.

Dear Sir/ Madam,

This questionnaire is designed to collect data for the research to be under taken by Mohammed Hussen Mama, Second year masters Student in Masters of Pubic Administration on the topic Customers **Satisfaction in Land Delivery Services by Urban Local Government: A Case Study of Bishoftu Town administration**

As an employee of Bishoftu Town Administration, your involvement in this research as to give opinions on your experience on how much you are involved in customer's satisfaction is highly important in order to achieve the objectives of this research. Hence your cooperation to fill in this questionnaire and in providing accurate information is highly helpful.

Please indicate your response by circling your choices, by giving your suggestion and comments on the space provided.

N.B. Your name and address will not be stated in this research and all information that you provide will be used for academic purposes and will be kept strictly confidential

Thank you very Much

Genera Directions

- 1. Circle your choice from the given alternatives.**
- 2. Give your comments for open ended questions**
- 3. It is not necessary to mention your name and address**

I. Employees' general back ground questions

- Sex
 - Male
 - Female
- Age
 - 18 - 25 years
 - 26 – 35 years
 - 36 – 45 years
 - 46 – 55 years
 - 56 – Above
- Educational Status
 - Below Twelve
 - Certificate
 - Diploma
 - Degree
 - Masters
- What is your monthly income?
 - Less than 300 Birr
 - 301 – 600 Birr
 - 601 – 1000Birr
 - 1001 – 1500 Birr
 - 1501 – 2000 Birr
 - 2001 – 3000 Birr
 - 3001 – 4000 Birr
 - 4001 and Above

II. Specific Questions on Participation and Communication

5. Do customers and stakeholders actively participate in determining how best to improve the quality of services in Bishoftu Town Administration?
- A. There is a plan but not implemented so far.
 - B. It is already implemented
 - C. There is no such plan at all
 - D. I do not have any information about this.
6. Which communication between managers and lower level workers dominates in Bishoftu Town Administration?
- A. Top- down
 - B. Bottom- up
 - C. Side ways
 - D. All are common
7. What type of relationship is practiced in Bishoftu Town Administration' different units?
- A. Cooperative
 - B. Competitive
 - C. Cliquish
 - D. No emphasis is given about this
8. There is a good working relationship between your boss and yourself. Do you agree?
- A. Strongly agree
 - B. Agree
 - C. Neither agrees nor disagrees
 - D. Disagree
 - E. Strongly disagree

III Training Information and Emphasis Given by BTA

9. Have you ever obtained training on client/customer service?
- A. Yes
 - B. No

10. If the answer for question number 8 is No, what do you think is the reason for that?
- A. Financial constraint
 - B. Lack of knowledge about its importance.
 - C. There is a problem of selection for training.
 - D. It is not important to train employees as such.
11. Employee training is considered in your organization as:-
- A. Investment
 - B. Cost
12. What does the Bishoftu Town Administration gives more emphasis to?
- A. Financial concerns
 - B. Customer satisfaction
 - C. Political concern
13. The emphasis that is given to team work by Bishoftu Town Administration in providing services is;
- A. Very high
 - B. High
 - C. Neither high nor low
 - D. Low
 - E. Very low

VI. Motivation of Employees

14. Do you believe that your basic salary is competitive?
- A. Yes
 - B. No
15. Do you get promoted at the right time?
- A. Yes
 - B. No

16. When you have performed your job well, what do managers usually do?
- A. They are silent
 - B. They usually take the credit for themselves
 - C. They reward the staff.
 - D. Others, specify_____
17. Management delegates decision making to subordinate staffs when it is necessary.
- A. Strongly agree
 - B. Agree
 - C. Neutral
 - D. Disagree
 - E. Strongly disagree
18. What do the management culture looks like?
- A. A blaming culture
 - B. Accepting mistakes
 - C. Encouraging learning from mistakes
 - D. That which gives advice

VI. Resource

19. Do you have access to resources necessary to carry out your job?
- A. Yes, but not enough
 - B. Yes, I have full access
 - C. There is high constraint in this regard
 - D. I do not want to reply

Thank You

Annex 4

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Ā}Ñu^M;

G. ¾fw w` Ó"-<'f K. ¾"<ÉÉ` Ó"-<'f

N. yXkKL~ LkKLH ›Ānf Ó•-<'f S. Āl fŸ<[fU ›M}cÖ"<U

8. uNLò-« u `f SNŸM Ø\ ¾Y^ Ó"-<'f ›K uT>K"< ĀeTTK<;

G. u×U eTTKG< K. eTTKG< N. U"U S. ›MeTTU

W. u×U ›MeTTU

III

9. ¾Ā"u™< ›ÑMKAf ²<]Á eMÖ" "eĀ"< Á"nK<;

G. ›- K. ›M"cÉŸ<U

10. lØÁo lØ` 8 ¾}cÖ SMe ›M"cÉŸ<U ŸJ' Uᵢ"Át\$ U" ĀSeKA M;

G. ¾Ñ"²w Ø[f K. eM eMÖ" ØpU ¾Ó"³u? Ø[f N. KeMÖ""<

¾T>ÁeðMÑ"<" W^}— ¾SU[Ø ‹Ó` S. K?L •K ĀØk•

11. uT>c\uf Āl SY]Á u?f ¾W^}™< eMÖ" "Èf "'< ¾T> ¾"<;

G. "Ā ›="yefS"f K. "Ā "Ü

12. $\frac{3}{4}u=j\tilde{o}\sim \ddot{Y}T\triangleright e\}Ç\grave{A}\`ybl-f\ddot{Y}<[f\frac{3}{4}T>c\ddot{O}^{\prime\prime}<\ddot{Y}T>\ddot{Y}\}K<fK\frac{3}{4}f\text{---}^{\prime\prime}<\text{---}^{\prime\prime}<;$
 G. $K\tilde{N}^{\prime\prime 2}w\ K.K\grave{A}^{\prime\prime}u^{TM}\lrcorner S\grave{A}cf\ N.K\flat K+^{\prime\prime}$
 S. $K\frac{3}{4}f\text{---}^{\prime\prime}<U\ f\ddot{Y}<[f\triangleright \tilde{A}c\emptyset U$

13. $\frac{3}{4}\ddot{Y}\}T\triangleright e\}Ç\grave{A}\ K\grave{A}^{\prime\prime}u^{TM}\lrcorner \triangleright \tilde{N}M\acute{O}K\grave{A}f\ KSe\ddot{O}f\ Kc^{\wedge}\}^{TM}\lrcorner \frac{3}{4}u<\acute{E}^{\prime\prime}Y^{\wedge}$
 /Team work / U^{\prime\prime} \acute{A}IM\ f\ddot{Y}<[f\tilde{A}c\times M;

G. $u\times U\ddot{Y}\tilde{o}\text{---}\ K.\ddot{Y}\tilde{o}\}\text{---}\ N.\dots\dots\dots\dots\dots\dots\dots\dots\dots S.\acute{p}\}\text{---}\ W.u\times U\acute{p}\}\text{---}$

VI.

14. $\frac{3}{4}^{\prime\prime}\ \acute{A}V^{\prime}\grave{a}\ l@l\ddot{O}C\ mS\eta\tilde{A}b@èC\ k_{\text{,}}\ kFl\#T\ UR\ s!\grave{n}\acute{E}[R\}\text{---}ÇÇ\}^{\prime\prime}<wK^{\prime\prime}<\acute{A}U^{\prime\prime}K<;$
 G. $\triangleright\text{---}\ K.\triangleright\tilde{A}\grave{A}KU$

15. $bmS\eta\tilde{A}b@t\$mm\eta\tilde{A}\ m\lrcorner rT\ \neq dG\ b_{\text{,}}\ g\grave{A}\tilde{a}\ wQT\ X\tilde{A}dg\#nWN;$
 G. $\triangleright\text{---}\ K.\triangleright\tilde{A}\grave{A}KU$

16. $\`f\ \emptyset\backslash Y^{\wedge}\ uW\backslash \tilde{N}>^2?NL\grave{o}\text{---}\ w^2<\tilde{N}>^2?U^{\prime\prime}\ \acute{A}\grave{A}\`O\grave{K}<;$
 G. $\acute{U}\text{---}^{\prime\prime}<\frac{3}{4}T>K<f\ K.\text{---}\text{---}^{\prime\prime}\text{---}\text{---}^{\prime\prime}Ç=I\ \frac{3}{4}c^{\wedge}\text{---}^{\prime\prime}<\tilde{A}LK<$
 N. $iMTf\ \tilde{A}c\ddot{O}<\text{---}\ M\ S.SSKe\triangleright M\ddot{o}M\acute{O}U$

17. $\frac{3}{4}SY\}\}\acute{A}\ u?~NL\grave{o}\text{---}\ \text{---}<d'@c\ddot{U}'f^{\prime\prime}\ Ku\ \lrcorner c^{\wedge}\ddot{O}^{TM}\lrcorner \acute{A}e\}LM\acute{o}K<;$
 G. $u\times U\ eTTKG<\ K.\ eTTKG<\ N.U^{\prime\prime}U\dots\dots\dots\dots\dots\dots\dots S.\triangleright MeTTU$
 W. $u\times U\triangleright MeTTU$

18. $\`f\ uT>c\backslash uf\ SY]\acute{A}\ u?f\ \frac{3}{4}NL\grave{o}\text{---}\ \vee IM\ U^{\prime\prime}\ \tilde{A}SeLM;$
 G. $f\lrcorner f\ \frac{3}{4}u^3uf\ K.el\}\}f^{\prime\prime}\ \frac{3}{4}T>\acute{A}M\ddot{o}$
 N. $kel\}\}f\ STRN\ \frac{3}{4}T>\acute{A}u[\ S.U_i\` \frac{3}{4}T>c\emptyset$

VI.

19. Y^-" u f i i M " Ç = c \ ¾ T > [Ç - f " l d l f ¸ S Y] Á u ? ~ Á k ` w K A M ;

G. › - ' Ñ ` Ó " u m = › Ã Å K U K. › - B z # ¾ J n # m d l f ¸ › Ñ — K G <

N. Ÿ õ } — ¾ J ' ¾ l d l e ¸ Ó ` › K S. S S k e › M ð M Ó U

› S c Ó " K G <

Annex 5

Addis Ababa University
Faculty of Business and Economics
Department of Public Administration and Development
Management

**Interview questions forwarded to one official of *Bishoftu* Town
Administration, land delivery unit.**

- 1a. what are the major problems you face in the land delivery services?
- 1b. What are the mechanisms you used to solve these problems?
- 2a. Do you have a complaint handling mechanism in land delivery services?
- 2b. How many complaints are coming from customers every year on average?
- 2c. what measures were taken to reduce complaints?
3. Do you feel that your customers are happy with the services they receive?
4. Are the resources necessary to meet customer's satisfaction available? If not, specify the resources you lack
5. It is evident that some residents held large size of land in Bishoftu Town and others very small land. What does the town administration do to ensure equity in terms of such service?
6. Would you tell me about the permission for construction of fences and the main building? Do you give these permissions during the provision of site plan?
7. Have you ever applied current service delivery systems such as business process reengineering in order to satisfy your customers?

Declaration

I, the undersigned, declare that this thesis is my original work, has not been presented for the degree in any university and that all sources of the materials used in this thesis have been duly acknowledged.

Declared by:

Mohammedhussen Mama

Signature_____

Date_____

Confirmed by: Advisor: -

Dr. Tholada V.S. Prasad

Signature_____

Date of approval_____

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Department of Public Administration
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Addis Ababa, Ethiopia