

**ADDIS ABABA UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**COLLEGE OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF PUBLIC ADMINISTRATION AND  
DEVELOPMENT MANAGEMENT**

**THE IMPACT OF ORGANIZATIONAL CULTURE ON CUSTOMER  
SATISFACTION: WITH SPECIAL REFERENCE TO KERSA  
MALIMA WOREDA PUBLIC HEALTH SECTOR**

**BY: WADAJO WAMI BEGNA**

**June, 2014**

**Addis Ababa, Ethiopia**

*Addis Ababa*  
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**ADVISOR: CHAKRADHAR DASH (PROF.)**

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**A Thesis Submitted to the School of Graduate Studies, Addis Ababa University, Faculty of Business and Economics, Department of Public Administration and Development Management in Partial Fulfillment of the Requirements for the Degree of Master's of Arts in Public Administration.**

**June, 2014**

**Addis Ababa, Ethiopia**

A Thesis Entitled:

**The Impact of Organizational Culture on Customer Satisfaction: With Special Reference to Kersa Malima Woreda Public Health Sector.**

By: Wadajo Wami

We here certify that this thesis submitted by the name confirms to acceptable standards and as such fully adequate in scope and quality.

It is therefore, approved as the fulfillment of the thesis requirement for Master of Art Degree in public Administration and Development management.

Approved by Board of Examiners

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## **Acronym**

FDRE-	Federal Democratic Republic of Ethiopia
SPSS –	Statistical Package for Social Science
SNNP-	Southern Nations Nationalities and People

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## Abstract

*Customer satisfaction is the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or services of particular organization. It becomes an increasingly important factor for organizational survival in the current dynamic environment. It is highly sensitive to different environmental and organizational factors. This study seeks to examine the impact of organizational culture on customer satisfaction in the public health sector of Kersa Malima Woreda. Three health centers have been randomly selected among five existing health centers for the purpose of this study. The primary data was collected from customers and employees of the selected health centers through the distributions of semi-structured questionnaire as data gathering tools for sample population of the selected health centers. Non-participant observation was also employed as data gathering tool to supplement questionnaire. Both questionnaire and observation targeted around the service quality and organizational culture dimensions. The total sample size was 151 out of which 136 questionnaires were completed and included in the analysis part. The responses of respondents were analyzed using descriptive statistics and narrated. SPSS software was used in analyzing the collected data. The results of analysis showed mixed responses. The correlation coefficients show that all independent variable were found to be positively correlated with customer satisfaction though there is a discrepancy in their strength. Moreover, multiple regression analysis was used to determine the impact of all independent variables on dependent variable, customer satisfaction. And accordingly, customer satisfaction is found to be primarily predicted by higher level of reliability, tangibility, team orientation, responsiveness, customer orientation and stability of organization. Mean while, the employee satisfaction is mostly predicted by higher level of stability, outcome orientation and innovation and risk taking. Generally, it was found that when 67 % of observed variability in customer satisfaction can be explained by independent variables included in the study, 58 % of observed variability in employee satisfaction is found to be explained by change in independent variables included in the study organization.*

# CHAPTER ONE

## 1. Introduction

In this part, the basic aspects that can give essential information on the general nature of the study are presented. To this end, background of the study, statement of the problem, objectives of the study, research questions, significance of the study, method of data collection, limitation of the study, and organization of the study are covered.

### 1.1 Background of the Study

An organization is a collectivity with a relatively identifiable boundary, a normative order (rules), ranks of authority (hierarchy), communications system, and membership coordinating systems (procedures). This collectivity exists on a relatively continuous basis in an environment and engages in activities that are usually related to set of goals (Hall, 1999). These activities have outcomes for organizational members, the organization itself, and for the society. The essence of organizations revolves around the development of shared meanings, beliefs, values and assumptions that guide and are reinforced by organizational behavior. These shared meanings, values and assumptions represent organizational culture (ibid).

Different definitions have been given for the term organizational culture so far. Schein (1990) defined organizational culture as “a pattern of basic assumptions invented, discovered and developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid and is therefore taught to new members as the correct way to perceive, think about, and feel in relation to those problems. Organizational culture is viewed as the unique pattern of shared values, norms, attitudes, beliefs, rituals, socialization, expectations, collective programming of the mind and assumptions of the employees in the organization that shape the socialization activities, language, symbols, rites and ceremonies of a group of people and which distinguish the members of one organization from another (Hellriegel et al. cited in Nakamya , 2011 and Davis and

Newstrom, 1989). The authors also indicated as “culture may exist across an entire organization, or it may refer to the environment within a single division, branch, plant or department”.

Ravasi and Schultz (2006) added that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. Consequently it is considered as a great force which determines the fate of one particular organization whether it is public or private.

Since it is a dynamic systems concept, organizational culture is affected by almost everything that occurs within an organization (Davis and Newsroom, 1989). Like the air in a room, it surrounds and affects everything that happens in an organization. It is also indicated that organizations like fingerprints and snowflakes are always unique since they have their own history, patterns of communication, systems and procedures, statement of philosophies, stories and myths which in their totalities constitute its culture which finally known to both employees and public. In this form, the culture becomes perpetuated because an organization tends to attract and retain people who fit its values and beliefs.

Cameron and Quinn (1999) in their study said that an organization’s culture is reflected by what is valued, the dominant managerial and leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organization unique.

The above definitions clearly show as organizational culture is a commonly shared practice in a particular organization in its daily operations which may affect organizational activities either positively or negatively since it is shared both by employees and the public at large. Hence, the complete knowledge and awareness of organizational culture will help to improve the ability to examine the behavior of organization which assists to manage and lead the organizational activities. In connection with this, O’Reilly (1991) as cited in Nakamya (2011) stated the importance of having clarity on what is meant by the term organizational culture, if it is to be analyzed and managed, even though the concept is difficult to define.

Different literatures have identified different dimensions and types of organizational cultures those are inherent to both public and private. The absence and presences of all these have different effects on organizational efficiency and effectiveness in the processes of delivering the intended goods and services based on their degree of intensity. They highly influences the activities of both services providing and production organizations since they are inherent whenever human efforts come together to achieve the same goals and objectives by using the same resources in the areas of their activities.

According to the study of Greenberg and Brown (2003), organizational culture influences an individual and organizational processes by generating strong pressures on employees to go along with and to think and act in a way that is consistent with the existing organizational culture. The influences can either lead to enhance employee commitment and promote organizational success or hinder its effectiveness (Schein, 1990). This is the clear indications of strong relationships between organizational culture and organizational performances in the processes of providing the intended goods and services for the targeted customers. Whenever the performances of organizations are affected, it is true that the fillings of customers will be affected since the final resting points of organizational activities are on the shoulders of the customers. This influence is mostly significant in service rendering organizations because of the underlying characteristics of service.

Service is defined as any intangible act or performance that one party offers to another that does not result in the ownership of anything (Kotler & Keller, 2009). Service as overall activities that is undertaken to meet social needs is highly sensitive to the prevailing organizational culture. This influence is mostly high in the case of public sector because of its behavior.

Public services particularly refers to those activities of government institutions aimed at satisfying the needs which insures the well-being of society as well as enforcing laws, regulations and directives of government. It also implies the systematic arrangement of activities in service giving institutions with aim of fulfilling the needs and the expectation

of service users and other stakeholders with optimum use of resources (Janet and Robert, 2007).

Services have different characteristics which determine the effectiveness and efficiency of the concerned organizations which finally determines the customer satisfactions. Understanding these characteristics is a determinant factor for the successfulness of any service providing organization in handling their customer interest. In response to this, all service providing agents are expected to investigate the status of their services in order to meet the pre-determined objectives since organizational activities are highly influenced by environmental factors either from the internal or external .

Considering the vitality of service sectors, Ethiopian government introduced civil services reform which contains five basic pillars under the coordination of the then Ministry of Capacity Building in the year 2001 in the name of the Office for the Coordination of Capacity Building by proclamation No. 256/200: 1630-1632 to coordinate these pillars of reforms (Tesfaye, 2010). Accordingly, the government recognized the importance of improving the performance of public service delivery and the creation of accountable and responsible civil service institutions that would support the development efforts in the country few years after the downfall of the military government (ibid).

Service delivery is one among these five pillars of the reform with the overall intensions of improving public sectors performance in the processes of delivering service for the intended customers. Six projects were there under the umbrella of Service delivery Sub-Program [which includes] development of service delivery policy, grievance handling directives, award system in the civil service, methods integration of related public service (center links), and preparation of technical directives for improving civil service delivery and service delivery standard directives (Fekadu,2013) .

However, the implementation status of the aforementioned sub-programs is below the expectation. This attributes to many factors like too much focus on technical aspects, rather than changing attitude of the workforce, impulsive start of implementation, and lack of committed political leadership (ibid).

Even though service delivery had gone under different reforms, it could not escape from the influences of service related organizational culture since every organization has its own culture that can affect the organizational activities either positively or negatively given that culture is inherent and long lasting in the life of any organization for the reason that organization is the collections of people from different socio- economic and political backgrounds.

As it is clearly written in the article 50 sub article 1 and 4 and article 78 sub article 1 of the FDRE constitution of 1995, the country has the three-tier system that involves the national/federal/, regional and local levels of government, and each sphere is separated with its own powers and functions. It also made clear references and justifications in favor of the decentralization process, pledging to grant adequate power to the lowest units of government. In charging the regions with the responsibility of providing social services and carrying out poverty reduction programs, it is believed that decentralization brings about higher efficiency and better accountability in service delivery. It is also viewed as an effective way of bringing the decision-making process closer to the people, which enable the people to directly participate in their own development (Kumera, 2006).

In this manner Woreda took the positions of local governance from which basic goods and services are provided for the concerned portion of society in collaboration with other stakeholders through the decentralized manners which is expected to facilitate better service provisions for society. Accordingly, each and every Woreda has its own administrative wings and sectors to accomplish the intended objectives as per its necessities.

Despite the government efforts to improve service delivery through decentralized approach, there are still different challenges standing as inhibiting factors to the performance of Woreda administrations. In doing so, Woreda's activities will not escape from the influencing factors like service related organizational culture in the processes of service provisions considering culture as how things are done around here as the definition given by Williams, Dobson and Walters(1994). These influences will finally affect the organizational performances and feelings of the customers towards the ongoing

services. So this paper will try to see the impact of organizational culture on customer satisfaction in Kersa Malima Woreda public health sector.

## **1.2 Statement of the problem**

Organizational culture remains a major determinant factor for organizational efficiency and effectiveness in carrying out their activities. According to empirical findings in various literatures, organizational culture plays a great role on organizational effectiveness, employee commitment and performance, provisions of qualified service, organizational productivity, job satisfactions, etc.

For example, Sokro (2012) undertook the analysis of the existing relationship between organizational culture, motivation and performance and believes that organizational culture can either encourage an employee to give out his best for the sake of organizational goals or it can discourage or demoralize people which can be dangerous for the performance of the organization. In his study, it is indicated that the effects of organizational culture is a common practice in every organization since each and every organization has unique organizational culture though there can be differences by the degree of its influences.

Yamsul et al. (2013) also studied the influence of motivation and organization culture on work satisfaction and organizational commitment. The results of this study stated that there is a positive and strong relationship between organizational culture values and employees' responses. The study further indicated that organizational culture as values perceived by organization members significantly determines organization function and identity in holding organizational culture congruence with other variable like motivation, work satisfaction and organizational commitment.

Helou and Viitala (2007) affirmed that organizational culture can be seen as the total sum of all needed organizational activities that aim at fulfilling organizational purposes and concluded that culture followed by organization highly influences motivational practices and finally the overall performances of organization. From this one can deduce that organizational performance is influenced either positively or negatively by the

persisting organizational culture and the same is true for customer satisfaction. This is supported by the study of Syauta et al. (2012) in Indonesia which clearly shows the negative consequences of non-conductive organizational culture on employee performance, job satisfaction and organizational commitment.

The above paragraphs show the significant role of organizational culture in influencing the organizational activities either positively or negatively both in service rendering and productions organizations.

In the Ethiopian cases, attempts have been made to provide efficient and effective public services under different circumstances to achieve customers' satisfaction while the issue of service delivery is becoming a global concern that demands continuous reform to cope-up with unstable environment and the ever changing of customer needs. That is the reason behind different endeavor to provide efficient and effective public services in different circumstances to bring customers delight in the country. The Study made by Kumera (2006) shows the direct reflection of these concepts. It indicated as a series of reform measures were introduced into the country's public services to effectively institute multi-faceted decentralized system first at regional and subsequently at Woreda level since 1991. According to this study, provision of public services through decentralized institutions and participation of the population are expected to match local needs and priorities with required resources even though delivering basic services like health is at a very low stage of development (ibid). Despite the existence of different studies in connection with factors affecting customer satisfaction, very little attention has been given to organizational culture. This means that the impact of organizational culture on customer satisfaction has not yet received adequate research attention in Ethiopia. Thus, there is a major gap in the relevant literatures on Ethiopia, which has to be covered by this research.

Believing the significant role of organizational culture in the processes of service delivery, the intension of this paper is to investigate the impact of organizational culture on customer satisfactions in public sector particularly in the health sector of Kersa Malima Woreda. In this sector practical problems are highly reflected in connection with

respecting customers interest and job ethics, transparency, team work and readiness for change, accountability and provisions of qualified services even though these are cited as value of this sector.

Delay in service delivery is also a great problem in this sector though the sector is mandated to give timely services for the customers. There is also a critical lack of empathy in the processes of service provision which deteriorate customer satisfaction. In this study, the researcher tried to investigate the level of both internal and external customer satisfaction towards the persisting organizational culture of the study organization.

### **1.3 Objectives of the study**

#### **1.3.1 General Objective**

The study was carried out with the general objective of investigating the impact of organizational culture on customer satisfaction in the processes of service provision in Kersa Malima Woreda public health sector.

#### **1.3.2. Specific Objectives**

The specific objectives of the study were:

- ✓ To identify whether organizational culture can affect on customer satisfaction.
- ✓ To disclose the ways by which organizational culture can affect customers satisfaction
- ✓ To indicate the extent to which the sector consider the priorities of customer needs in the processes of service provisions
- ✓ To pinpoint the presence of complaint handling mechanism in the study organization

- ✓ To assess the major effect emanates from the overall images of the continual organizational culture in the sector and finally to recommend the concerned organs about the impact of organizational culture on customer satisfaction.

## **1.4 Basic Research Questions**

The study has tried to answer the following basic research questions.

- I. Can organizational culture affect customer satisfaction?
- II. In what ways can organizational culture affect customer satisfaction in the study organization?
- III. To what extent the organization is taking into account the priorities of customer needs in the processes of service provisions?
- IV. Is there customer complaint handling mechanism in the study organization?
- V. What effects emanate from the overall images of the persistent organizational culture in the study organization?

## **1.5. Significance of the study**

Organizational culture plays significant roles in provisions of goods and services. Therefore, studying its effects on customer satisfaction has paramount importance as it helps in realizing the extent to which organizational culture influence the efficiency and effectiveness of an organization. Every research should have something to contribute since a lot of time, money and above all human energy is exerted to do it. Accordingly, this research is expected to have the following significances.

The local officials through the research's output can get important information concerning the effects of organizational culture on customer satisfaction. This will inspire them to deal with their weaknesses and strengths in the provisions of key social services in the health sector of the respective Woreda.

Findings of the research can also stimulate the interest of other researchers to further investigate the various aspects of the problems which are not fully addressed by this particular study. Accordingly the study is expected to be a bench mark for the upcoming research investigations.

Different bodies having interest in the sector will also use the research findings as input in their decision making processes.

## **1.6. Scope of the Study**

The theoretical aspect of organizational culture goes across several disciplines and it is, therefore, a multidisciplinary study. The concept of organizational culture includes broad elements like artifacts, values and assumptions of the concerned organizations. For the purpose of this study, organizational culture is defined as how things are done around the concerned organization in relation to service provisions. As a result, this paper is delimited to investigate the impact of persistent organizational culture on customer satisfaction on provisions of services in the public health sector of Kersa Malima woreda by taking three health centers as the study organizations. Even though different categories of organizational cultures are developed by different researchers and authors, this paper has tried to depend on the dimensions of organizational culture indicated by Delobbe, Haccoun and Vandenberg (2020) and Sokro (2012). These authors have identified seven dimensions which can be used to analyze the culture of one particular organization. Among the seven dimensions, only five of them have been used in this study. Five dimensions of service quality like tangibility, reliability, responsiveness, assurance and empathy are used in analyzing the impact of organizational culture on each dimension which finally affects the levels of customer satisfaction.

The study is also delimited only to health sector even though the Woreda has 30 sectors since it is difficult to see every sector's organizational culture and its impact on customer satisfactions due to the presence of different constraints.

With respect to geography, the study is intended to consider Kersa Malima Woreda which is found in Oromia regional state, South West Shoa zone. It is located south of

Addis Ababa at 60 kilometers. The woreda is surrounded by four neighboring Woreda's namely 'Akaki, Sodo Dachi, Tole, Sadan Sodo and Sabata Hawas woreda and SNNP regional state.

### **1.7 Limitation of the study**

Multidimensionality and the absence of single definition for organizational culture was the primary limitation of this study.

Lack of published data or study that is conducted on the impact of organizational culture on customer satisfaction in the country has also the other potential limitation. This creates difficulty in developing the research model for the study.

While carrying out this research, the researcher faced mainly constraints of budget during data collection process. Most of the respondents could also not easily understand the concepts in English Language and this also exposed the researcher for extra cost and the researcher managed this problem by translating the questionnaire in to the local language i.e. Afan Oromo. What so ever the case is, the researcher has tried to come up with the result of the study.

### **1.8 Research Methodology**

This part deals with the methodology that the researcher has tried to apply to finalize the overall research. It includes population of the study, research design, sample size, techniques used in sample selections, data collection technique and sources of data and methods of data analysis.

#### **1.8.1 Research Approach**

The study is mixed in approach since it involves both qualitative and quantitative aspects. The research type employed in this study is both descriptive and explanatory. It is a descriptive research because the items used for this study are described by computing their frequency and mean. Descriptive research design has been used since it enables the researcher to collect as much response options as possible from the organizations under

investigations. Accordingly, descriptive research design particularly survey method has been used with the support of qualitative study since it has the ability of describing the existing situation as it is. Survey is chosen as an overall approach for its ability to incorporate different methods and techniques in the collection and analysis of data that focuses on the various issues of the study. The selected design has also the ability to gather data at a particular point in time with the intention of describing the nature of existing conditions.

Besides it also an explanatory research since the researcher has explained the relationship between organizational culture, service quality and customer satisfaction and how these dimensions can affect customer satisfaction. It has also the ability to clarify why and how of the relationship between two or more aspects of a situation or phenomenon.

### **1.8.2 Data Sources**

For the fulfillment of the study, the researcher has mostly relied on primary sources of data. Accordingly, all the necessary primary data has been collected through administering questionnaire for employees and other external customers of the study organization. Non- participant observation was also used to investigate the ongoing activities in the study organization in connection with the subject of the study.

### **1.8.3 Data Collection Techniques**

In this study, the researcher used mixed type of data collection techniques because a single technique is considered to be insufficient for the study. Therefore, the researcher designed to use both quantitative and qualitative data collection techniques. Accordingly, to obtain sufficient information from the selected sources, data were collected through non- participant observations and questionnaires. In line with this, both close ended and open ended questionnaires were designed and distributed to concerned study units. Two groups of questionnaires were prepared. The first group was for customers and the second was for employees. The questionnaires were prepared in English and translated into local language and distributed to the study units in order to manage their understanding

abilities and to initiate the respondents to fill it as neat as possible. Moreover, observations were made to strengthen the collected data. Accordingly non- participant observation was used since it can help to document the conditions under which service is provided.

#### **1.8.4 Sampling Procedures and Sample size**

Determining an efficient sample size is of great significance in any research. This is because too small samples may lead to inaccurate results, while samples that are too large may waste time and resources.

In this study simple probability sampling techniques particularly lottery method has been used to select three health centers among five existing health centers in the Woreda to investigate the impact of institutional based organizational culture on customer satisfaction since it is difficult to manage all health centers at the same time for the researcher . This technique was used since it has the ability of giving equal and known chances of belongingness into the sample and by so doing sampling bias is either minimized or eliminated. Accordingly, Lemen, Gibiso and Adadi health centers have been selected.

The target population of the study consists of all customers of the selected health centers and employees who have a direct contact with customers. The study took a total of hundred fifty one (151) sample respondents from Leman, Adadi, and Gibiso health centers who have been using and providing all health related services. In this form, a total of 136 and 15 samples were selected from customer and employee portion of the target population respectively. Customer's respondents were selected based on the average monthly served customers by each health center. As it is obtained from the archive document of the target health centers, on average Lemen, Adadi and Gibiso health centers are on the way of serving 341, 207 and 136 customers per month respectively. For the purpose of this study 20 % of average monthly served customers were selected which represent 68, 41 and 27 sample from each health centers respectively. The customers were contacted at the gate of service delivery point.

In line with the health professionals, the concerned health centers have 29 employees. 15 employees/ health professionals have been selected for the purposes of this study which accounts to 50% of the total population. Accordingly 7, 5 and 3 employees have been selected proportionally from Lemen, Adadi and Gibiso health centers from the total of 13, 10 and 6 health professionals respectively. This amount is preferred to represent the idea of all employee population since it is almost half of the total population. Each and every sample employee respondents have been contacted through systematic probability sampling techniques after listing their names alphabetically in ascending order.

### **1.8.5 Data Analysis and Presentation**

The data analysis has been undertaken right after the data collection from the field. In the progress of meeting the intended objectives of the study and nature of issues under investigations, the gathered data from the predetermined sources has been edited first, coded and summarized and presented through tables, percentages and pie charts.

Simple descriptive statistical analysis has been used with different supporting tables, pie chart, mean and simple percentages. Correlation and regression analysis have been undertaken to know the relationships and its intensity among the study variables. Grand mean was also used to conclude the result of each dimension at the end of analysis. Statistical Package for Social Science (SPSS) version 16 was the used software to process the gathered data. Manual analysis was carried out for qualitative aspects of the analysis.

### **1.9. Ethical Consideration**

All information gotten from the respondents were treated without disclosure of the respondents' identity. Moreover, no information was modified or changed, hence information gotten was presented as collected and all the literatures collected for the purpose of this study were appreciated in the reference list. In the processes of conducting survey, sufficient information was verbally given out about the study in Local language, explaining why it will be carried out, by whom, and what it will involve. The consent from the participant has been considered before handing over the questionnaire paper to the respondents. The questionnaire were read and interpreted to respondents who

could not read and write for their consent before a questionnaire was administered for them.

### **1.10. Organization of the Study**

The research paper is organized in to four chapters. The first chapter is an introductory part which includes background of the study, problem statement, and objectives of the research, research questions, and scope of the study, significance, and research methodology. Chapter two highlights the general theoretical framework related to the meaning and importance of organizational culture, service quality and customers satisfactions. Chapter three provides data presentation and analysis regarding organizational culture, service quality and customer satisfaction. Finally, in chapter four the summary, conclusion and recommendations are presented.

## **CHAPTER TWO**

### **2. Review of Related Literature**

#### **2.1 Introduction**

This part assessed the related concepts and theories that are relevant to the main subject of the study. The general concepts of organizational culture, service quality and its implications on customer satisfactions particularly in public services have been presented.

#### **2.2 Theoretical Framework of Organizational Culture**

##### **2.2.1 Concepts and Definitions of Organizational Culture**

Historically, there are numerous definitions about organizational culture, which is defined by various scholars in different ways in the literature.

Authors like Hellriegel, Slocum and Woodman (2001); Hofstede (1980); Martin, 2001 and Schein (1992 cited in Nakomya, 2011) asserted as it is difficult to define organizational culture and its concept. The authors clearly agreed on importance of having clarity on what is meant by the term organizational culture, if it is to be analyzed and managed.

Among the several definitions given for this concept perhaps the most commonly known is “the way we do things around here” (Lundy & Cowling, 1996 in Sun, 2012).

Accordingly, organizational culture is manifested in the typical characteristics of the organization, which means it should be regarded as the right way in which things are done or problems should be understood in the organization. It is widely accepted that organizational culture is defined as the deeply rooted values and beliefs that are shared by personnel in an organization (ibid).

Divan (2012) argued that culture is embedded across entire organizations over time as members develop common beliefs, values and practices that are then transferred to new recruits. This idea is also advocated by Sun (2012) in which organization culture is generalized as the “set theory” of important values, beliefs, and understandings that members share in common and it provides better (or the best) ways of thinking, feeling and reacting that could help managers to make decision and arrange activities of organization. The author pronounced that a successful organization should have strong cultures that can attract, hold and reward people for performing roles and achieving goals. In this form, strong cultures are usually characterized by dedication and co-operation in the service of common values. So how much does an employee involve for an organization at their best should be recognized clearly in order to be a successful organization in the processes of undertaking the predetermined activities (ibid).

When indicating the sound roles of organizational culture in organizational progress, Sun (2012) said culture may be considered as ‘software’ within an organization and because of this managers are supposed to study carefully and try to find how does each element of this ‘software’ works on the basis of ‘hardware’ (simply regarding an organization as an operating hardware). This shows as each and every activities of organization could not escape from the influences of organizational culture.

The other definition is the one which is provided by Robbins & Sanghi (2007) and Austin and Claassen (2008). They defined organizational culture as a system of common values which can be estimated that people describe similar organization culture even with different background at different levels within the organization and set of beliefs, values, and meanings that are shared by members of an organization.

Ravasi and Schultz (2006) also indicated that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. It implies the behavior of humans who are part of an organization and the meanings that the people attach to their actions. These largely tacit assumptions and beliefs are expressed and manifested in a web of formal and

informal practices and of visual, verbal, and material artifacts, which represent the most visible, tangible, and audible elements of the culture of an organization (ibid).

Culture includes the organizational values, visions, norms, working language, systems, symbols, beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. It affects the way people and groups interact with each other, with clients and with stakeholder (Davis and Newstrom, 1989).

This clearly shows the significant effects and roles of organizational culture on over all organizational activities and the interactions among organizational stakeholders since it is a commonly shared practice.

In addition to this, Brown (1995) stated that organizational culture refers to the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members.

The followings are some selected definitions of organizational culture as indicated by Mary Jo Hatch and Ann Cunliffe (2006).

**Table 1. Some Selected Definitions of Organizational Culture**

Elliott Jaques (1952:251)	‘ The culture of the [... organization] is its customary and traditional way of thinking & doing of things , which is shared to a greater or lesser degree by all its members and which new members must learn & at least partially accept in order to be accepted into service in the [... organization].
Andrew Pettigrew (1979:574)	‘Organizational culture is a system of publicly and collectively accepted meanings operating for a given group at a given time. This system of terms, forms, categories , and images interprets a people’s own situation to themselves
Meryl Reis Louis (1983:39)	‘ Organization are culture – bearing milieu , that is [...] distinctive social unit [ that]is possessed of a set of common understandings for organization action [...] & languages & other symbolic vehicles for expressing common understanding .’
Edger Schein (1985:6)	‘ The pattern of basic assumptions that a given group has invented , discovered ,or developed in learning to cope with its problems of external adaption & internal integration , & that have worked well enough to be considered valid ,& therefore , to be taught to new members as the correct way of perceive , think , & feel in relation to these problems’
John Van Maanen ( 1988:3)	‘Organizational culture refers to the knowledge members of a given group are thought to more or less share ; knowledge of the sort that is said to inform , embed , shape , & account for the routine & not ,so routine activities of the members of the culture . [...it] is expressed [...] only through the actions and words of its members & must be interpreted by, not given to, a field worker. culture is not itself visible , , but is made visible only through its representation
Harrison Trice & Janice Beyer (1993:2)	‘Organizational cultures are collective phenomena that embody people’s responses to the uncertainties & chaos that is inevitable in human experience.

Source: adopted from Mary Jo Hatch and Ann L. Conifer (2006:177), Organization theory 2<sup>nd</sup> edition.

The above definitions emphasized on different aspects of organizational culture like shared assumption, shared values, shared socialization and norms, and shared symbols, language, narratives and practices; and how organizational culture assists employees in being introduced and socialized into the new organization, while concurrently ensuring internal integration. It also asserted as organizational culture can be reflected in the web of both formal and informal practices which finally determine the overall images of an organizations. Accordingly, every activities of organization are under the umbrella of the prevailing organizational culture. In doing so, organizational culture lets the employees know how to perceive, think and feel when faced with new problems within their new organizational environment and it affects organizational interactions with both internal and external customers.

Stated differently, organizational culture has the same content and meaning at the group (i.e., subculture) and organizational levels (Hartnell, Yi Ou and Kinicki, 2011).

For the purpose of this study, organizational culture is defined as” the way we do things around here” or way we think about things around here” as it has used by (Williams, Dobson and Walters, 1994).

Being the determinant factor for the overall status of one particular organization, different factors can be a base for the developments of organizational culture. Its development is not the result of overnight and single events. Rather it is resulted from different events which prevail for a long period of time.

### **2.2.2 How Organizational Culture Developed**

For organizational culture to be developed, different agents play a great role. Among the other Finnegan (2000 as cited in Ojo, 2012) indicated that the values and norms which are the basis of organizational culture are formed through the following four ways. These are:

- I. By Leaders in the organization, especially those who have shaped them in the past. People identify with visionary leaders – how they behave and what they

expect. They note what such leaders pay attention to and treat them as role models.

- II. Through Critical Incidents or Important events from which lessons are learned about desirable or undesirable behavior.
- III. Through effective working relationship among organizations members. This establishes values and expectations.
- IV. Through the Organization's Environment: Culture is learned over a period of time. Where a culture has developed over long periods of time and has become firmly embedded, it may be difficult to change quickly.

As it is indicated above, leaders of an organization, events those have the ability to leave lessons from which desirable and undesirable behavior will be learned. The relationship among the organizational actors and the general working environments has also the ability to develop organizational culture in particular organization. In this form organizational culture can be developed.

### **2.2.3 Dimensions of Organizational Culture**

Organizational culture can be examined by its different dimensions. Accordingly different researchers and authors have identified different types / dimensions of organizational culture based on their studies.

Shahzad et al., (2012) indicated that organizational culture can be weak and strong. Accordingly, strong culture is believed to be available where the greater part of employees embraced the same sort of beliefs and values as concern to the organization and weak organizational culture could be one that is loosely joined. In this case rules are imposed strictly on the employees that may create diversity between the person's, personal objectives and organizational goals.

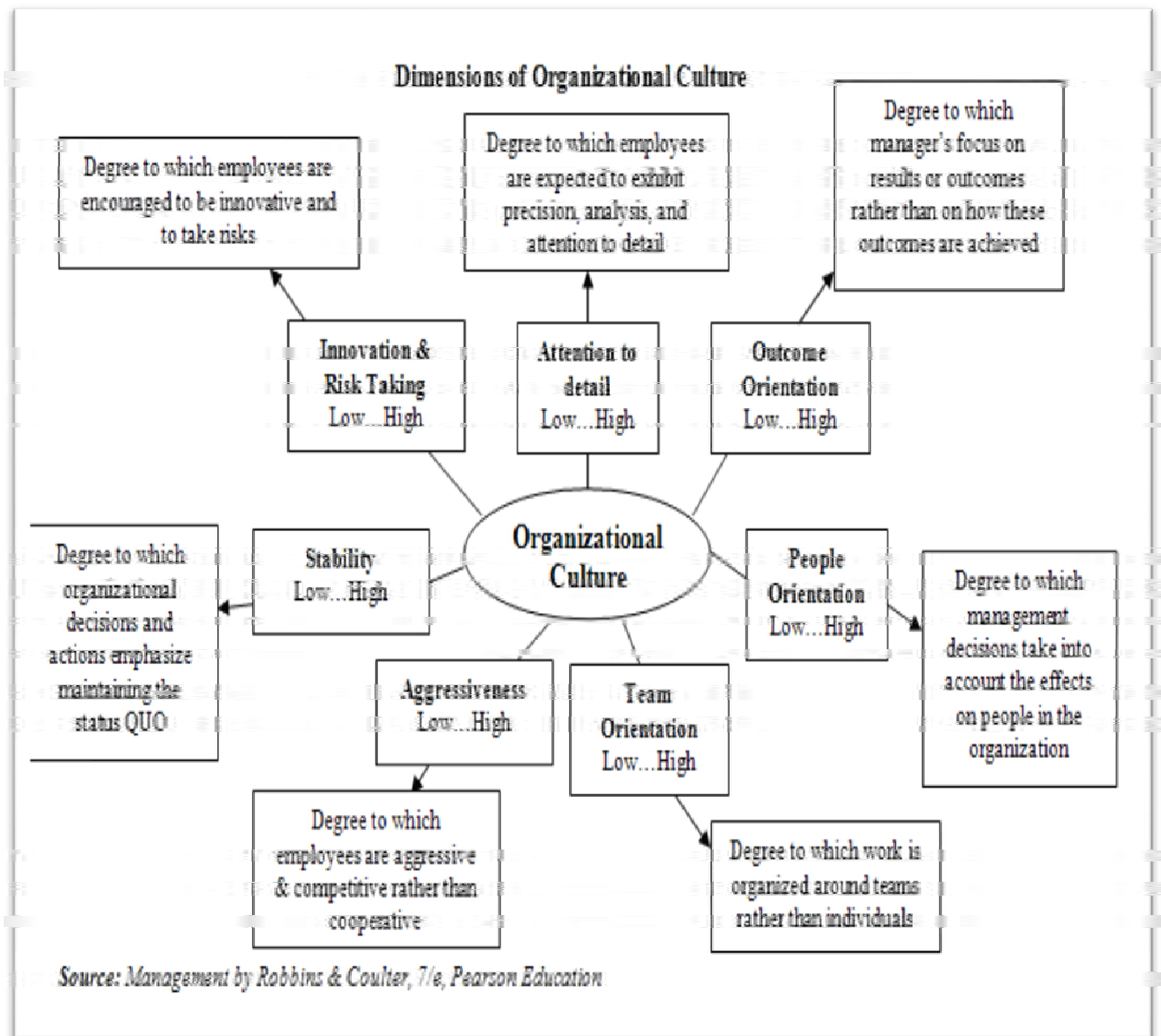
In the other ways Delobbe, Haccoun& Vandenberg (2002 ); Kumar (2001) ; Robbins (2006) and Collins and Porras (2000) in Nicker (2008) have identified seven dimensions

which in aggregate capture the essence of organizational culture that could be used to compare culture across organizations. These seven dimensions are:

- **Innovation and Risk taking:** characterizes the degree to which employees are encouraged to be innovative and take risks while performing their duties.
- **Attention to detail:** the degree to which employees are expected to exhibit precision, analysis, and attention to detail or task. It means that paying attention to being precise/ careful.
- **Outcome Orientation:** the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve these outcomes.
- **People Orientation:** the degree to which management decisions take into consideration the effect of outcomes on people within the organization. It is degree of value and respect for people.
- **Team Orientation:** the degree to which work activities are organized around teams rather than individuals based.
- **Aggressiveness:** the degree to which the people are aggressive and competitive regarding their work rather than easy going.
- **Stability:** the degree to which organizational activities emphasize maintaining the status quo in contrast to growth. Or the organizational openness to change.

In terms of figure it is shown as follows:

**Figure 1: Dimensions of Organizational Culture**



Sources: Robbins, S. and Coulter, M. (2007).

As it is indicated on the Figure 1, any organization's culture can be evaluated by using the indicated dimensions of organizational culture. Each of these characteristics exists on a continuum from low to high. Appraising the organization on these seven characteristics gives a composite picture of the organization's culture (Nicker, 2008). Their influences are based on their degree of intensities.

In other ways Cameron & Quinn (2011) categorized organizational culture into four: Clan culture, hierarchy culture, adhocracy culture and market culture. Accordingly the four categories describe the extent to which an organization is either internally focused or externally focused on customer satisfaction (ibid). These are elaborated as follows:

**The Clan culture/collaborate:** Is with the motto of "do things together". Exists in an organization where there is a very pleasant place to work in which people share a lot of personal information, much like an extended family. The leaders or heads of the organization are seen as mentors and perhaps even parent figures. The organization is held together by loyalty or tradition. In this case, commitment is high. The organization emphasizes the long-term benefit of human resources development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork, participation, and consensus. In an organization with this type of organization culture, leaders are facilitator, mentor and team builder. And the value drivers in such kind of culture are commitment, communication and development. In organization with this kind of culture quality strategy is empowerment, team building, employee involvement, human resource development, open communication.

**The Adhocracy/create Culture:** is organizational culture where a work place is dynamic, entrepreneurial, and creative i.e. do things first. In such organizational culture, leaders are considered innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The organization's long term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a product or service leader is important. The organization encourages individual initiative and freedom. The quality strategy is, creating new standards, anticipating needs, continuous improvement, finding creative solutions.

**The Market Culture/ compete:** Organization with this culture is result-oriented whose major concern is getting the job done. It is with the intentions of doing things fast. In such organization people are competitive and goal-oriented. Quality Strategies of

organization is measuring customer preferences, improving productivity, creating external partnerships, enhancing competitiveness, involving customers and suppliers.

The leaders are hard drivers, producers, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns. The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and penetration.

**The Hierarchy/ Control Culture:** A very formalized and structured place to work. Procedures govern what people do. Organization with this kind of culture deals with doing things right which implies efficient utilizations of resources and achieving the right outputs. The leaders pride themselves on being good coordinators and organizers who are efficiency minded. Maintaining a smooth-running organization is most critical.

Formal rules and policies hold the organization together. The long-term concern is stability and performance with efficient and smooth operations. Success is defined in terms of dependable delivery, smooth scheduling and low cost. The management of employees is concerned with secure employment and predictability. Efficiency, punctuality, consistency and uniformity are the value driven in organization with such kinds of culture. Error detection, measurement, process control, systematic problem solving and quality tools are quality strategies in such kinds of organizations.

The identification of organizational cultures into different categories and dimension is not sufficient to attempt to understand and measure the culture of the organization. However, it is also very important to measure the impact that the culture has on the everyday operations and workings of the organization, that is, how the organization organizes itself, its relations with customers (internal and external) and how the organization treats staff, those should be key aspects when building a successful culture( Sun , 2012).

As it is indicated in the above paragraphs the studies made on organizational culture have identified different dimensions and types of organizational culture. These types and

dimensions have the ability to explain the prevailing culture of one organization and influence the other aspects of organizational elements.

#### **2.2.4 Levels of Organizational Culture**

Organizational culture exists on several levels, which differ in terms of visibility and resistance to change. When it comes to changing the culture of the organization, it becomes difficult to determine which the more, and which are the less important elements that help shape an organization's culture (Nicker, 2008).

Schein (2004) argues that there are three major levels to be considered when analyzing organizational culture. They are:

- Basic assumptions, namely the fundamental dynamics of how the organization and its members relate to the environment, time, space, reality ,and to each other which often fall below the level of consciousness and tend to dictate and motivate the behavior.
- Values and beliefs which reflect what members believe "ought to be" the work of the organization in the form of easily articulated ideologies, attitudes, and philosophies. It represents collective beliefs, assumptions, and feelings about what things are good, normal, rational, and valuable.
- Cultural artifacts which are the most visible layer of culture within the organization and include the languages used, stories told, ceremonies performed, rewards given, symbols displayed, heroes remembered, and history recalled. It also includes the organizational processes by which behavior is made routine and structural elements such as charters, formal descriptions of how the organization works, and organization charts. Any challenge of these assumptions will result in anxiety and defensiveness (ibid).

The above indicated levels of organizational culture encompass the overall images of one organization. Organization can also produce multiple cultures or subcultures that overlap to create intergroup harmony, conflict, or indifference (Martin, 2004). In connection with

this Schein (2004) argues that each organization, at minimum, contains three subcultures among front-line personnel executing tasks; the subset focused on process design, innovation, and improvement; and executive personnel responsible for organizational survival and long-term effectiveness. This clearly indicated as one can describe a particular organization in terms of its culture and subcultures.

### **2.2.5 Functions of Organizational Culture**

Organizational culture has different functions in the life of any organizations. It plays several important roles within an organization. As such it provides a sense of identity and generates organizational commitment as well as commitment to the organization's mission and clarifies and reinforces standards of behavior (Greenberg and Baron, 2003). It influences everybody and influenced by every body's action and thinking and hence the successes of any organization depends on its culture. It is clear that culture is an important force that influences employee attitudes and behaviors within organizations which will result in the employee commitment to their organization, and therefore they will deliver higher standards of service (ibid).

According to Martin (2004), the functions of organizational culture can manifest itself through creating the feeling of identity among personnel and commitment to the organization and competitive edge to enable the members (especially new members) in the organization to well understand acceptable behavior and social system stability.

It is the fact that organizational culture can offer a shared system of meanings which forms the basis of communication and mutual understanding. If the organizational culture does not fulfill these functions in a satisfactory way, the culture may significantly reduce the efficiency of an organization (Sun, 2012). When indicating the indirect role of organizational culture, Martins & Terblanche (2003) said organizations use different resources and processes to guide behavior and change in which organizational culture play an indirect role in influencing behavior by using reasonable managerial tools such as strategic direction, goals, tasks, technology, structure, communication, decision making, cooperation and interpersonal relationships, and so forth, which are all designed to do things. Organizational culture has the ability to promote code of conduct, facilitates

recognition, provides self-satisfaction and opportunity to set the standards of performance, guides and controls the employees, directs employee behavior towards goal achievement, makes people development-oriented and develops positive attitude (Hofsted, 1980 and Amman, 2003).

These are elaborated as follows:

1. **Culture Promotes Code of Conduct:** a strong culture in an organization explicitly communicates accepted modes of behavior which make the people to be conscious. In this form, promotion of the culture of quality can help to achieve good organizational results.
2. **Culture Facilitates Recognition:** Every organization is recognized by its culture. It is a known fact whenever we name an organization we immediately remember the culture attached to the organization. Organizational culture sets the boundary beyond which employees are not permitted to go. Employees of an organization automatically adopt the cultural limit of their organization. A number of organizations are well recognized by the culture.
3. **Culture Provides Self Satisfaction:** Organizational culture enables employee to be satisfied internally. They get internal satisfaction with an esteemed culture.
4. **Culture Provides Opportunity to Set the Standards of Performance:** Organizational culture provides employees to get an opportunity to set the standards of performance. They try to achieve the standards. It becomes a self-control mechanism which helps the organization to grow and flourish.
5. **Culture Guides and Controls the Employees:** Organizational culture acts as a motivator that guides and controls the employees.
6. **Culture Directs Employee Behavior towards Goal Achievement:** a sound culture directs the attitude and behavior of the employees towards the achievement of goals.

7. **Culture Develops Positive Attitude:** Culture develops a positive attitude and behavior of employees. It leads to development of a good behavior and good behavior makes a good culture which promotes organizational performances.
8. **Culture facilitates induction and socialization:** induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization; its cultural norms, and undefined conduct. The newcomer imbibes the culture of the organization, which may involve changing his / her attitudes and beliefs to achieving an internalized commitment to the organization.
9. **Culture supplements rational management:** creation of work culture is a time-consuming process. Therefore, organization culture cannot suddenly change the behavior of people in an organization. Culture communicates to people through symbols, values, physical settings, and language, and, thereby supplements the rational management tools such as technology and structure

Generally the importance of organizational culture should not be neglected to become an efficient and effective organization because it has a significant impact on the daily activities of organization and acts as an agent in determining the organizational images for both internal and external customers. Moreover, the prevailing organizational culture can highly influences the performances of each organization. This has been in turn result in affecting customers' satisfaction either positively or negatively.

In indicating the functions of organizational culture, Martins (2000) as cited in Sun (2012) said culture manifest itself in two aims: first, creating the feeling of identity among personnel and commitment to the organization; second, creating a competitive edge to enable the members (especially new members) in the organization to well understand acceptable behavior and social system stability. As such organizational culture has the ability to offer a shared system of meanings which forms the basis of communication and mutual understanding and if the organizational culture does not fulfill these functions in a satisfactory way, the culture may significantly reduce the efficiency of an organization.

This will in turn determine the level of customer satisfactions towards the ongoing services of service providers.

## **2.3. The Concept of Service, Service Delivery and Public Service**

### **2.3.1 The Concept of Service and Service Delivery**

Because of its broad concept and multidimensional nature, it is difficult to define service. However, different scholars have defined it from different perspectives. Service means something which is done by individual or group to help or benefit others, either freely or with payment, through systematically arranged way, or in informal way to meet individual or public needs (Kotler, 1989). He added that service is a work carried out for others by an organization where no transfer of goods is involved. It consists of social processes that involve a physical or informational interaction between a service provider and a client (user), the interaction of client and employees that lie at the heart of most service system.

Services possess several unique features that often have a significant impact on marketing Program development. Manufacturing organizations produce tangible goods that can be numbered, stored and consumed at a later time whereas, services are intangible performance. These special features of services may cause problems and often result in making decisions that are substantially different from those found in connection with the marketing of goods (ibid).

According to Kotler (1989), services have the following major characteristics that greatly affect the design of service management programs. These are:

**Intangibility:** Services are intangible, unlike physical products, they cannot be felt, smelled, heard, or tasted before they are bought or rendered.

**Heterogeneity:** This refers to the difficult nature of services to standardize them; as a result, output can vary widely in quality. Services are usually designed around the specific requirements of the individual customer

**Inseparability:** Services possess a potential for high variability in the quality of output. Because they depend on people who provide them and when and where they are provided. It cannot be guaranteed to be identical in all aspects to those that have gone before and to those that will follow.

**Variability:** Services possess a potential for high variability in the quality of output since they depend on people who provide them and when and where they are provided. It cannot be guaranteed to be identical in all aspects to those that have gone before and to those that will follow.

**Perishability:** It is to mean that services cannot be stored because it is not tangible goods.

Being in the right spot at the right time is important to service users while having the right service, in sufficient quantity, in the right place at the right time is important to the service providers (Kotler, 2001)). Accordingly, the presence of random nature of customer request for service which generally prevails in service system is almost impossible to provide service capacity that match demand. However, it is possible to address and achieve goals of satisfying customers to certain and better degree by efficient utilization of the fixed capacity. This requires the organization to use several strategies for providing a better match between demand and supply in a service organization (ibid).

Members of societies, individuals or groups who are direct recipients or users of these services are customers for those who supply the services (Kotler, 1999). Customer is a person who buys (external customer) and a person with whom one deals, i.e. internal customer or employees. This implies that the definition of customer is not limited only to someone who is a direct user of services or products and outside of the organization but it also includes the organization's employees who render the service to direct users. The relationship between the two creates the customer chain and if the relationship is smoother the chain is stronger (ibid).

Service delivery basically refers to the systematic arrangement of activities in service giving institutions with the aim of fulfilling the needs and expectations of service users

and other stakeholders with optimum use of resource. It is the action organizations can take to add value to the goods and services (Studler, 2002).

### **2.3.2 Public Service Delivery**

Service will be provided for the service users either by government or private sector in the economy. It is called public services when public bodies (such as central or local government) either provide themselves or commission others to provide the demanded services for the target groups. Public services are delivered by a nexus of relationships between beneficiaries, politicians and service providers (Besley and Ghatak, 2007). Public services generally refer to any activities undertaken to meet social needs. It particularly refers to those activities of government institutions aimed at satisfying the needs and ensure the well-being of society as well as enforcing laws, regulations and directives of government (Gaster and Squires, 2003). It is often used to mean services provided by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the service (ibid).

To be a citizens centered public service, it should incorporates citizens concerns at every stage of the service designing and delivering process that the citizens needs become the organizing principle around which the public interest is determined and service delivery is planned ( the Canadian Center for Management Development, 1998). Accordingly, priorities as well as improvements in public service should be seen from the service users and not from service provider's perspective. This indicates that the actual performance of the provided service is known by the service users rather than service providers. Because of this, service providers should always engage in the processes of knowing the reactions of their customers to be successful in the life of their organizations. That means organizations should have a mechanisms to know the feedback of their services to take the corrective measurement if needed in the processes of service delivery.

In the processes of customer service delivery, understanding of both internal and external service environment is a necessary condition for the service providers. This is conditioned by different components of customer service delivery frame works.

Citizen centered service delivery is decided as service that incorporates citizens concerns at every stage of the service designing and delivering process that the citizens needs become the organizing principle around which the public interest is determined and service delivery is planned(ibid). Accordingly, the conceptual framework of customer service delivery has the following four components. These are:

- ✓ Citizens' expectation of government service delivery which shows knowing citizens expectation, perception as well as priorities and involving them in service improvements.
- ✓ Measuring and reporting on performance and accountability: with the aid of information in closing the service gap measures progress to guide the selection of service improvement tools.
- ✓ Government delivery of service: in order to give service for citizens as they expect, capacity of public organization should be improved continuously.
- ✓ Government service improvement tools box: closing the appropriate mix of tools to close the service gap is guided by citizens with the priorities for improvement.

### **2.3.2.1 Measuring Public Service Delivery**

Governments around the world are putting pressure on their public managers to improve service quality and deliver efficiency at the same time: to do more, for less. After all, managers in the private sector face similar pressures and they are expected to deal with them as a matter of routine (Ng Wee Wei, 2008). Public service is a term often used to mean services provided by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the service.

Measuring service quality and customer satisfaction is a central issue to evaluate public sector reform implementation even though there is a challenge that arises from the absence of universal definition of quality services and measurement indicators (Kotler et al. 2002). But there is a general agreement among scholars in the area that quality of

service should be measured or judged by the customers. However, they differ on the techniques or methods of how customer satisfaction is measured (ibid).

Even though, it is difficult to measure service quality and customer satisfactions there are two prominent measures of service quality and customer satisfaction. They are SERVQUAL with 10 aspects of service quality (Suresuchander, et.al, 2002). These are: reliability, responsiveness, competence, access, courtesy, communication, and credibility, security, understanding the customer and tangibles and The Batho Pele (putting people first) principles. These principles have established eight principles of public service delivery. These are consultation, service standards, access, courtesy, information, openness and transparency, readiness and value for money. Both of them have more or less the same indicators (ibid). These are the reason behind for the development of organizational values, norms, mission, objectives and, etc on the eve of the establishment of every organizations and the introductions of public sector reform in different countries. These reforms are with the objectives of delivering the customer centered service with the expected outcomes of getting the satisfied customers.

## **2.4 New Trends in Managing Public Service**

Under different circumstances public services under gone new trends. That is why public officials are always working in a rapidly changing environment and are confronted with the forces of globalization and devolution of power to local governments that shape the environment in which they operate. This also resulted from the coming of new public management which addresses the relationship between government and citizens, not just as a practical concern, but from a distinct theoretical position (Janet and Robert, 2007). It is with the fundamental nature of inculcating new trends in the public administration to shift some important insights and values from the private sector strategy to the public sector to enhance service delivery. These include efficiency, effectiveness, flexibility, responsiveness, competition, result oriented management, more explicit and measurable performance standards, more active control based on preset output indicators and answerability (Tegene, 2008).

Accordingly, government must be accountable to the larger public interest not merely the self interest of individual customers or consumers. It clearly shows the critical issues of accountabilities in public sectors in the processes of handling the customers' interest.

In the concept of new public services, those who interact with governments are not simply customers but rather citizens. New public services seek to encourage more and more people to fulfill their responsibility as citizens and in turn for public administrators to be especially sensitive to their voices (Janet and Robert, 2007). In the new public services, government play an important and active role in creating arenas in which citizens through discourse can articulate shared values and develop a collective sense of public interest in which public administrator engage citizens with one another so that they come to understand each other and ultimately adopt a longer range and broader sense of community and societal interest.

New public services recognize that those who interact with government are not simply customers but rather citizens. Under new public services, government agencies always strive to offer the highest quality of services even though it is constrained by many different factors. One of the most sophisticated efforts to improve service quality begins with the recognitions of the difference between customers and citizens (Schmidt and Strickland 1998) in Janet and Robert (2007). Accordingly, when citizens are described as bearers of right and duties within the context of a wider community, customers are different in that they do not share common purpose rather seek to optimize their own individual benefits (ibid). According to this source the complexity between government's interactions with citizens and public marks all efforts to improve service quality in government.

Janet and Robert (2007) indicated that despite the presence of different complexity, there have been a variety of efforts to define public service quality. They have indicated the following comprehensive lists which are developed for local government in the processes of public service delivery. They are:

- I. Convenience measures: this measures the degree to which government services are easily accessible and available to citizens.

- II. Security measures: is the degree to which services are provided in a way that makes citizens feel safe and confident when using them.
- III. Reliability assesses : the degree to which government services are provided correctly and on time
- IV. Personal attention: it measures the degree to which employees provide information to citizens and work with them to help in meeting their needs
- V. Problem solving approach : it is the degree to which employees are strive to solve problems
- VI. Fairness: this measures the degree to which citizens believe that government services are provided in a way that is equitable for all
- VII. Fiscal Responsibility : is the degree to which citizens believe local government is providing services in a way that uses money responsibly
- VIII. Citizens' influences: it measures the degree to which citizens feel they can influence the quality they receive from the local government.

There are many reasons which are influencing the need for positive change in public service delivery around the world today. Change in perception regarding the role and performance of public institution and the service they deliver are among the major ones. In response to this, governments around the world started to improve public service delivery in the 20th century. This is the reason behind the new the trends in the public sector having different forms in different countries even if the principles are the same worldwide (ibid).

These new trends are stated by Kotler (1989) as follows:

- ✓ Focusing on the core responsibilities of the central government while delegating non core activities to NGOs and local government.
- ✓ Focusing on achievements of results without neglecting accountability.

- ✓ More delegation with government organizations that gives room for creativity and flexibility

The above indicated trends in the public service delivery are with the final objectives of achieving the satisfied users of goods and services. Here under the concept of customer satisfaction will be discussed.

## **2.5 Conceptualizing Customer Satisfaction**

### **2.5.1 Definition of Customer Satisfaction**

Customers are the portion of society those are using the goods and services of one particular organization. In the processes of using these goods and services customers may either satisfied or dissatisfied with the ongoing activities of organizations.

Despite the widespread recognition attached to customer satisfaction, researchers have not yet agreed on one global definition for it. Although the constructs have been thoroughly explored, one theoretical model has not and likely will not be accepted due to the complex process involved in arriving at a customer's judgment of satisfaction or dissatisfaction (Ampomah, 2012).

Customer satisfaction is the condition at which perceived performance of institutions (organizations) or service meet users expectation. It is the evaluation of the perceived discrepancy between prior expectations and the actual performance of the products of particular organization. The most general interpretation of satisfaction is the sense and feeling which is produced by comparing what is received and what is expected by needs and wants (Fecikova, 2004). It refers to the extent to which customers are happy with the products and services provided by organization. According to Westbrook and Oliver (1991) the notion of customer satisfaction involves cognitive and affective aspects in pre-purchase, purchase, and post-purchase phases of buying goods and/or receiving services.

Giese and Cote (in Ampomah, 2012) argue that consumer satisfaction comprises three basic components including the type of response; the centre of interest or the subject on which the response is focused; and the moment in time at which the evaluation is made.

This implies the seasonality of customer satisfaction. It is also clear that customer satisfaction is the functions of both organizational and customers related factors. In this form both organizational and customer related entities should be given attentions in order to gain the satisfied customers.

Customers are dissatisfied if the performance falls below expectations and they are satisfied if performance matches or exceeds expectations (Kotler and Armstrong, 1999). This clearly indicated that customer's satisfaction is the function of achieving performance expectations as well as level of the service. It is determined by how well the product meets the customer expectation for the product (Kotler et al., 1996) in Voss (2006). The ability to create high degree of satisfaction is crucial and key component of a successful and prosperous organization. For organizations gaining high levels of customer satisfaction is very important because satisfied customers are most likely to be loyal and to make repeat orders and to use a wide range of services offered by organization

Satisfaction is customer's evaluation of a product or service in terms of whether that product or service has met their needs expectations. Failure to meet needs and expectation is assumed to result in dissatisfaction with the products or services. Customer satisfaction is usually measured directly, with customers being the automatic respondents (ibid). Customers are satisfied when the actual performance of the organization exceeds or match with the customers' expectations. Satisfied customers remain loyal longer, but more or less price sensitive and talk favorably about the organizations. It is a highly personal assessment that is greatly influenced by individual expectations. Some definitions are based on the observation that customer satisfaction or dissatisfaction results from either the confirmation or disconfirmation of individual expectations regarding a service or product (Kotler, 1989). That means the definition of customer satisfaction is often linked to both the personal interaction with the service provider and the outcomes experienced by service users.

Services of particular organization should be customer oriented to satisfy the needs of customers. Customer orientation is defined as the degree to which members of an

organization respond to customers' views, take customer's views seriously, consult customers on some decisions and respect customers' views on products or services (Flamholtz & Kannan-Narasimhan, 2005) in Rashid (2008). It also refers to the extent to which an organization and the individuals within an organization focus their efforts on understanding and satisfying customers which results into promotion of provider/ client relationship characterized by trust, cooperation, and lack of conflict, and fosters internal trust and employee commitment( Rashid , 2008).

In general, customer orientations refer to the individual and organizational dedication to improve customer service, and the tendency to exert effort for the benefit of customers.

In doing so, organizations must consider customer satisfaction as a key leverage point to differentiate themselves from other organizations (Deshpande & Farley, 2004) in Rashid (2008).

In this study customer includes both internal (Employees) and external customers. Beidokhti and Ghaderi (2011) also supported this idea by categorizing customers into domestic and foreign customers in their study. Accordingly, where domestic customers are the inter-organization customers, that is, its employees, foreign customers include end consumers and middle customers which directly use the productions and services of organizations. Internal customers or employees are considered to investigate the implications of organizational culture on customer satisfaction since employees who are not satisfied are not expected to satisfy their clients.

Employee satisfaction is defined as the degree to which employees feel valued by the organization or company (Cook, 2004) in Rashid (2008). Employee satisfaction could be achieved through satisfaction of work, pay, supervision, co-workers and promotional opportunities (ibid).

In this study, customer satisfaction refers to the consumer's judgments regarding organization's success or failure in meeting expectations where met expectations results in customer satisfaction and unmet expectations come up with dissatisfaction in which

satisfaction is post consumption experience which compares perceived quality with expected quality.

## **2.5.2 Determinants of Customer Satisfactions**

Customer satisfaction is the functions of different organizational elements. These elements have a great potential in affecting the organizational activities either directly or indirectly. It is influenced by specific product or service features, perception of quality, customer's emotional responses, their attributions and their perception and other organizational elements like employees motivations, performances and over all the prevailing organizational culture. The followings are some determinant factors of customer satisfaction as indicated in different literatures.

**Product or Service Features/ quality** - Customers satisfaction with a product or service is influenced by customer evaluation of product or service feature. Service quality is a consumer's overall impression of the relative inferiority or superiority of an organization and its services (Bitner and Hubbert, 1994).

**Service Recovery** -Refers to the actions an organization takes in response to a service failure if any. In connection with this Michel and Meuter (2008) argue that service failures can lead to negative disconfirmation and ultimately dissatisfaction, though appropriate service recovery efforts may restore dissatisfied customer to a state of satisfaction.

**Customer Emotion**- Customer's emotion can also affect their perception of satisfaction with products and services (ibid). This means the condition of the customers at the moments of receiving services highly affects their fillings towards the ongoing services

**Attribution of Service Success or Failure**- Attribution influence perception of satisfaction when they have been surprised by an outcome, (the service is either much better or much worse than expected), and customers tend to look for the reasons for their assessments of the services that can influence their satisfaction (Hennig-Thurau, 2004).

**Perception of Equity or Fairness-**These are also the major determinant factors of customer satisfaction (ibid).

**Employee Customer Orientation-** A customer orientation is defined as a selling behavior in which salespeople assist customers to satisfy their long-term wants and needs versus a sales orientation, which places the selling organization and/or salespersons before the customers. As a result of the intangible and interactive nature of services, customers often rely on the behavior of service employees when judging the quality of a service. Consequently, the employees' level of customer orientation is considered an important leverage for service firms' economic success (ibid).

Customer orientation of service employees is characterized by employees' recognition of such things as the "need to pamper", "need to read the customer", "need for personal relationship", "need to deliver", and "need to communicate" (Brown et al., 2002).

## **2.6 The Concept of Service Quality**

Quality is a significant element of production or services in keeping the customers satisfied. It is the totality of features and characteristics of a product or service, which bear up on its ability to satisfy stated and implied needs. It is the ability of a product or service to meet and preferably exceeds customer expectation (Kotler et al., 2002). It refers to the perception of the degree to which the product or service meets the customer's expectations. The quality of services can be particularly difficult to measure as it relies more on the subjective opinions of customers. But among other things, it is dominated by judgments about availability, responsiveness to customer's needs, and competence of staff, courtesy and help fullness of staff, communication between participants, timeliness, and, fairness (Kotler, 1989).

Service quality is focused on evaluation that reflects the customer's perception of elements of service such as interaction quality, physical environment quality and outcome quality. These elements are in turn evaluated based on specific quality dimensions (Zeithamal, et al., 2003).

According to Gronroos (2000), service quality can be distinguished between functional and technical qualities. Technical quality [...] is the accuracy of analysis and procedures and functional quality refers to the manner of service delivery. In this manner service quality is primarily shaped by functional quality, since it is often difficult to assess the technical quality by the external customers (ibid).

In order to provide qualified services, the service culture of organizations should be considered since it plays a great role in affecting organizational activities. According to Chen and Yu (2009) Service culture is a branch of organizational culture where an appreciation for good service exists, and giving good service to internal as well as external customers is considered by everyone is a natural way of life and one of the most important values. This indicates the important role of organizational culture in influencing the customer satisfactions in the processes of handling the customer needs and wants in the life of any organization.

### **2.6.1 Customer Expectation of Service Quality**

Service quality is the customers' judgment about the goods and services of organizations. Expectations are reference points against which service delivery is compared only at beginning. The level of expectation can vary widely depending on the reference point the customer hold. Customer expectations embrace several elements including desired service, adequate service, predicated services and a zone of tolerance that falls between the desired and adequate service levels (Lovelock and Jochen, 2004).

This concept is elaborated as follows:

- A. Desired and Adequate Service Levels-** This is a type of service customers hopes to receive from the service providers. It is a "Wished-for" level; a combination of what customers believe can and should be delivered in the context of their personal needs. However, most customers are realistic and understand that organization can't always deliver the desired level of service; hence, they also have a threshold level of expectations, termed adequate service, which defined as the minimum level of service customers; hence, they also have a threshold level of expectations, termed

adequate service, which defined as the minimum level of service customers will accept without being dissatisfied.

- B. Predicted Service Level-** The level of service that customers anticipate receiving is known as predicted service which is directly affected how they define “adequate service” on that occasion. If good service is predicted, the adequate level will be higher than if poorer service is predicted. Customers’ predications of service may be situation specific since different internal and external factors can affect it.
- C. Zone of Tolerance-** This is the extent to which customers are willing to accept the variations from the expected one. A performance that falls below the adequate service level will cause frustration and dissatisfaction, where as one that exceeds the desired service level will both please and surprise customers. Another way of looking at the zone of tolerance is to think of it as the range of service with in which customers do not pay explicit attention to service performance. When service falls outside this range, customers will react either positively or negatively.

### **2.5.2 Customer Perceived of Service Quality**

Customers’ expectations and experience of service can vary of a single organization since a single organization can have different service related culture and subculture. Service quality is about customers perceptions of the provided services. It is consumer judgment about the actual service performance by concerned organizations. Perceived value is the customer’s overall assessment of the organization service based on the complete experience of the service delivery process and they are subjective.

Because of service intangibility, customers search for evidence of service in every interaction they have with a service organization.

The evidences of service as experienced by the customers are: people, process and physical evidence (Raghu et al., 2001). Accordingly, when some people refer to the contact employees, other refers to customers or the customers himself who participate in the service delivery process which reflects dimensions of reliability, assurance, empathy

and responsiveness. Whereas process implies the operational flow of the activities and the steps involved in the process of service provisions. It reflects the reliability and the promptness of the service. In this case, the dimensions of reliability, assurance and empathy and responsiveness of service quality are all reflected in the approach, ability, efficiency and communicative skills of the front line employees (ibid). Physical evidence reflects the tangible aspect of service dimensions which includes the services escape, the equipment and any other tangible aspect.

## **2.6. Organizational Culture and Customer Satisfaction**

Numerous literatures indicated the significant roles of organizational culture on the other aspects of organizational elements like employee commitment, organizational performances, organizational productivities, provisions of qualified service and employee job satisfaction (like Yamsul et al. ,2013; Helou and Viitala, 2007; Syauta et al., 2012 and Sokro, 2012). The work of the above authors clearly shows the significant roles of organizational culture in influencing the overall activities of organizations. These influences could be constructive if the prevailing organizational culture is constructive and otherwise it is destructive.

According to Tesco (2008) quoted by Nakamya (2011), the cultural values prevailing in an organization are very essential for the performance of an organization. This source indicated that the way activities are managed in an organization is becoming so crucial that organizations are realizing the need to give more attention to the welfare of their employees so that they can in turn create a welcoming atmosphere and good relationship with the ever needful customers. Accordingly, the nature of the organizational culture in an organization has implications on the various functions of quality of the service that the customer receives (ibid).

Rashid (2008) argues that an organization's culture should be oriented towards customer and employee satisfaction in order to satisfy and retain customers. The study founded that employee satisfaction is significantly correlated with perceived customer satisfaction which means employees who are not satisfied with their job should not be expected to

satisfy customers. The study therefore, concluded that organizational culture influences customer and employee satisfaction.

In an organization with service culture, everyone in the organization stands behind good service and giving good service is seen as one of the most important values in the organization (Mikko, 2013). This source indicated that service culture exists when a service orientation and an interest in customers are the most important norms in the organization and consumption of a service is process consumption rather than outcome consumption. Accordingly knowing what customers expect is one of the most critical factors in delivering good service quality which directly affect customer fillings towards the ongoing organizational activities in the processes of service provisions.

## **2.7 Empirical Evidences on Organizational Culture and its Impacts on Other Aspects of Organizational Elements**

This part presents the works of different people in connections with the impacts of organizational culture on other elements of organizations.

As it is evidenced from different literatures there were many researches and studies on the field of organizational culture in different parts of the world under different circumstances in connection with organizational culture and its influences on the other aspects of organizational elements even though scarcity of literatures are reflected on the areas of cultural influences on customer satisfactions up to the knowledge of the researcher.

For example, Shahzad et al. (2012) studied in the field of impact of organizational culture on organizational performance and found that organizational culture has a deep impact on the variety of organizations process, employees and its performance. This research also shows that if employee are committed and having the same norms and value as per organizations have, it can increase the performance toward achieving the overall organization goals. The result of this research further recommended that managers and leaders of organizations have to develop the strong culture in the organization to improve the overall performance of the employees and organization. This shows the significant

roles of organizational culture on organizational performances. Whenever organizational performances are influenced it is clear that the customers' satisfactions about the goods and services of organization are also influenced either positively or negatively.

The other study is undertaken by Van Stuyvesant Meijen (2008). This study investigates the influence of organizational culture on organizational commitment by taking the selected municipality of South Africa. This research also indicated the significant roles of organizational culture on employee commitment by indicating the role of preferred and existing organizational culture in the study area which directly affects the service delivery of the selected municipality.

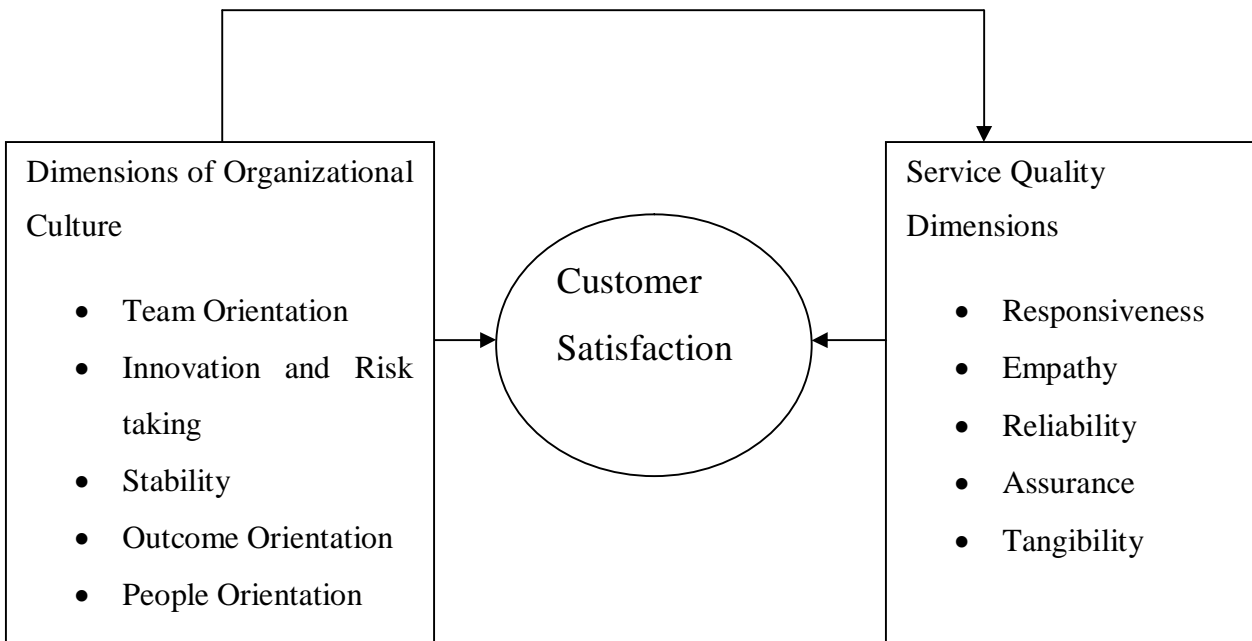
Organizational culture is a major determinant of an employee's efficiency and effectiveness in carrying out their jobs. That is, organizational culture is one of the major key determinants of how employees perform or behaves in their job (Ojo, 2012).

Additionally, Sun (2012) said organizational culture can have an influence on: employee motivation; employee morale and 'good will'; productivity and efficiency; the quality of work; innovation and creativity and the attitude of employees in the workplace.

The study of Uddin, Luva and Hossian (2013) also affirmed this idea. They have studied the impact of organizational culture on employee performance and productivity by undertaking a case study of telecommunication sector in Bangladesh. The result of this study also indicated the sound role of organizational culture on employee performances and productivities. It also indicated that organizational culture significantly influences employee performance and productivity in the dynamic emerging context. The findings of this paper significantly demonstrate both positive and negative mannerism of organizational culture which has significant consequences on employees as well as organizational performance. It also asserted that organizational culture is an open system approach and it has interdependent and interactive association with organizations performance.

Adding to this, Chegin (2010) undertook the study by relating organizational culture and staff productivity of public organizations and concluded as the meaningful relation exists between organization's culture and organizational productivity.

**Figure 2. Conceptual Framework**



**Sources:** Researcher owns constructions.

Organizational culture is broadly categorized into Artefacts, Espoused Values and Basic Assumptions (Schein, 2004).

- The observable values (artefacts): this is the level that can be observed, the visible organizational structures and processes.
- The espoused values: is the level at which an image of the organization is created. The strategies, goals and philosophies formulated.
- Basic underlying assumptions: these are deep beliefs which form the essence of culture.

The above figure presents a summary diagram of the proposed causal model for the prediction of customer satisfaction from the concept of organizational culture and service quality

It indicates the relationship between and the effects of the variables under study that is organizational culture and customer satisfaction. Organizational culture includes basic elements like artifacts which are the visible portions of organizational culture, Values and basic underlying assumptions broadly. In this case organizational culture is to be investigated in terms of its five dimensions. These dimensions are repetitively mentioned in different literatures. This is the evidence from the work of Delobbe, Haccoun, Vandenberg (2002), Kumar and Robbins (in Sokro, 2012) and Ojo (2012).

The researcher in this particular paper also believed that the other aspects and types of organizational culture would be represented by these dimensions since it indicates the internal work processes of organizations. It is also said in literatures that these dimensions in aggregate has the capacity to capture the essence of organizational culture. The assumption behind organizational culture and customer satisfaction is that if organizational culture is favorable, the organizational environment is conducive and it will make the employee to perform to their best using the available resources that will in turn create conducive environment to provide qualified services for the target customers which leads customers to be satisfied with the ongoing services.

In this study customer satisfaction is to be measured in terms of service quality. Service quality can be indicated by reliability, responsiveness, assurance, empathy and tangible services as designated by American authors, Parasuraman, Valarie Zeithaml and Len Berry in 1985.

These authors originally identified 10 elements of service quality which includes reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/ knowing the customer and tangibles. These elements are finally condensed into reliability, responsiveness, assurance, empathy and tangible as mentioned above. The following Below Table 1 indicates their definition.

**Table 2: Dimensions of Service quality**

Dimension	Description
Tangibility	The physical artefacts /facilities and equipment available, the appearance of staff; how easy it is to understand communication materials, tools and equipments.
Reliability (outcome dimensions)	The ability to deliver the promised services dependably and accurately
Responsiveness	The readiness /willingness of the staff to help customers and provide prompt services.
Assurance	The knowledge and courtesy of employees and their ability to convey trust and confidence towards their customers
Empathy	Providing a caring and individualized service to customers. That means giving individualized attention, approachability, easiness of contact; effort in understanding the customers' needs.

Sources: Thomson. (2002:17)

According to this source, the above dimensions are most widely reported set of service quality dimensions by the SERVQUAL researchers. The aggregated sum of difference between perceptions and expectations from the five dimensions forms the global perceive quality construct. In this study service performance will be considered to understand the feelings of customers about the ongoing service culture of the organization based on their reaction towards the forwarded questionnaires.

## **CHAPTER THREE**

### **3. Data Presentation, Analysis and Discussion**

#### **3.1. Introduction**

The study was focused on the impact of organizational culture on customer satisfaction. The results of the research are presented here under various headings and sub headings using various graphical presentations notably Tables and Pie charts. It contains summary of descriptive statistics, correlation and regression analysis among the study variables and discussion of the results. Both correlation and regression analysis results were evaluated.

#### **3.2. Background Information about the Study Area**

Kersa Malima is one of the twelve Woreda's found in the south- west Shoa zone of Oromia regional state. It is located at south direction of Addis Ababa at the distance of 60 km on the way to Butajira / Hossaina. The woreda is bordered by Akaki Woreda in the East, Tole and Sadan Sodo Woreda in West, Sabata Hawas from north and Sodo Dachi and Southern Nations Nationalities and People (SNNP) regional state from south direction. The woreda gets its current administrative structure in 1998 E.C after Sodo Dachi was separated and become an independent woreda. Administratively the woreda is divided into thirty one (31) rural Kebeles and one (1) town administration. The woreda has the total of 7288 urban and 93534 rural population.

Its dominant climate condition is 'Woyina Dega' which constitutes 58 percent while the remaining 42 percent is characterized by 'Dega' climate condition. The woreda is found at the elevation of 1850m-3360m above the sea level. It gets an average of c°18- 25c° temperature and 900mm-1400 mm rainfall annually.

Afan Oromo, Guragigna, Amharic and other languages are widely spoken being Afan Oromo is the working and education language of the Woreda.

### 3.3. Data Presentation, Analysis and Discussion

This part deals with presentation, analysis and discussion of collected data. Data collected from customer and staff respondents are organized, analyzed and presented in this part. Information gathered during observation are summarized and included in this presentation since it is designed to supplement questionnaire.

For the purpose of this study, the researcher has distributed a total of 151 questionnaires, 136 for clients/ external customers and 15 for employees. From the total number of questionnaires that were distributed to clients/customers and employees, the rate of return of the questionnaire is 123(90.4%) and 13(87%) respectively. That means even though all questionnaires were distributed to the total sample size, around 11(7.28%) questionnaires were not returned and 4(2.65%) questionnaires were discarded due to incompleteness. Thus, the returned questionnaires were not having an excessive missing value and all are included for analysis purpose. Therefore, from the total of 151 questionnaires, 136 questionnaires which represent the response rate of 90.06 % were systematically presented, analyzed and discussed in the following section. The following table summarizes the number of distributed and returned questionnaires.

**Table. 3: Number of Distributed and Returned Questionnaires**

Health Center	Sample		Distributed Questionnaire		Returned Questionnaire	
	Customers	Employees	Customers	Employees	Customers	Employees
Lemen	68	7	68	7	63	5
Adadi	41	5	41	5	37	5
Gibiso	27	3	27	3	23	3
Total	136	15	136	15	123	13

Source: Field Survey, March 2014

### **3.3.1 Profiles of Customer Respondents**

Looking at biographical characteristics of respondents would help the readers to appreciate the composition of the respondents. Thus, gender, age category, educational status and occupation of the study organization are the basic features considered in this study for customer respondents under the subheading of respondent's profile. This background information about the informant is a good indicator of the picture of the reality about the respondents.

The education level attended by customers' respondents is also important to deduce their level of understanding about the issues on progress in connection with service delivery processes in these particular organizations.

**Table 4: Backgrounds of Customer Respondents: gender, age category, educational status and occupation**

No	Indicator/variables	Category	Number	Percentage
1	Gender	Male	61	49.6
		Female	62	50.4
		<b>Total</b>	<b>123</b>	<b>100</b>
2	Age Category	18-30	74	60.2
		31-43	35	28.5
		44-55	7	5.7
		56-68	4	3.3
		Above 69	3	2.4
		<b>Total</b>	<b>123</b>	<b>100</b>
3	Literacy level	No schooling at all	37	30.08
		Some primary School(1-4)	28	22.76
		8 <sup>th</sup> complete (5-8)	13	10.56
		10 <sup>th</sup> complete (9-10)	21	17.1
		12 <sup>th</sup> complete (11-12)	3	2.4
		Diploma	13	10.6
		Degree	8	6.5
		<b>Total</b>	<b>123</b>	<b>100</b>
4	Occupation	Government Employee	24	19.51
		Business Person	25	20.3
		Farmer	49	39.8
		Student	10	8.1
		Other	15	12.2
		<b>Total</b>	<b>123</b>	<b>100</b>

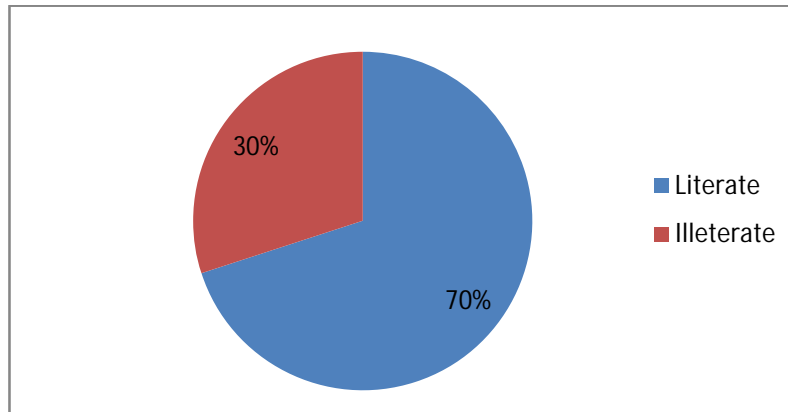
Source: Field Survey, March 2014

The above Table 4 presents the characteristics of sample population. Demographically the selected customer respondents are varying. It could be seen from Table 4 above that, the customers of the health centers are not equally distributed. It is revealed that, out of 123 customer respondents, 62(50.4%) are females and the remaining 61(49.6%) are males. Accordingly, it is shown that the female and male respondents are almost equally using the services provided by these organizations. Additionally, it can be deduced that the collected data is the reflections of the ideas of both sex groups in nearly balanced manners.

The survey was conducted among the customers who are at least 18 years old. The question about respondent's age was asked to understand the customers' maturity level in dealing with the issues under investigations. Accordingly, the largest age group is laid in the age category of 18-30 years which accounts to 59% out of the total respondents. The smallest age group was related to people who are over 69 years old. People within an age bracket of 31 -43 years constitutes the second largest group which accounts to 30% followed by those in the age brackets of 44-55 and 56- 68 respectively. From this it can be indicated that the study organizations are mostly visited by people whose age lies between 18 - 43 years.

The table also shows the educational backgrounds of customer respondents. Accordingly, 30.08% are not literate followed by 22.76 % of respondents who have attended some primary school and 10.56% have completed junior school. While 19.5 % of respondents have joined high school, 10.6% are diploma holders. Finally, it is only about 6.5% of customer respondents who have attended degree program. The educational status of customer respondents is summarized as follows into two categories i.e. those who can read and write and those who cannot read and write.

**Pie Chart. 1: Summary of educational status of customers**



Source: Field Survey, March 2014

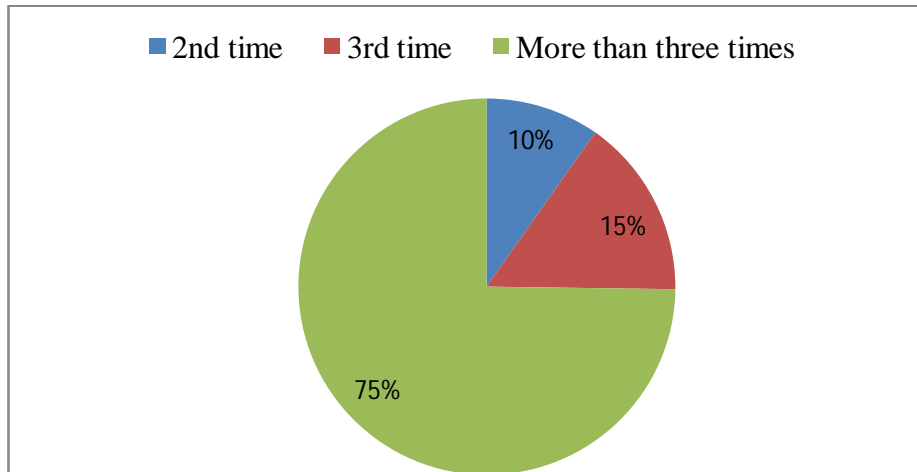
As it is shown in the above Pie chart 1, majority of customer respondents are those who can read and write. This gives an indication that they are capable of giving an independent assessment of organizational culture and service delivery practices of the study organizations.

With regard to the current occupational engagement of the customer respondents, Table 4 above reveals that the customers of the centers are varying in their occupational engagements. It is indicated that the vast number of customers are those who are relaying on agricultural activities. Accordingly, 39 percent of customers are farmers while 20.3 percent are those who run private business. The remaining 12.2 percent are those who are engaged in more than one career followed by government employee which accounts to 19.51percent. The rest 8.1 percents of respondents were students. Occupationally, one can realize that the respondents were from different occupational backgrounds.

### **3.3.2 Customers Service Utilization**

Visiting time will make the respondents to have an insight about the organizational practices in connection with the subject of the study. Accordingly, customers were asked to indicate their services experiences with the organizations under investigations. Their responses to this idea are summarized in the following pie charts.

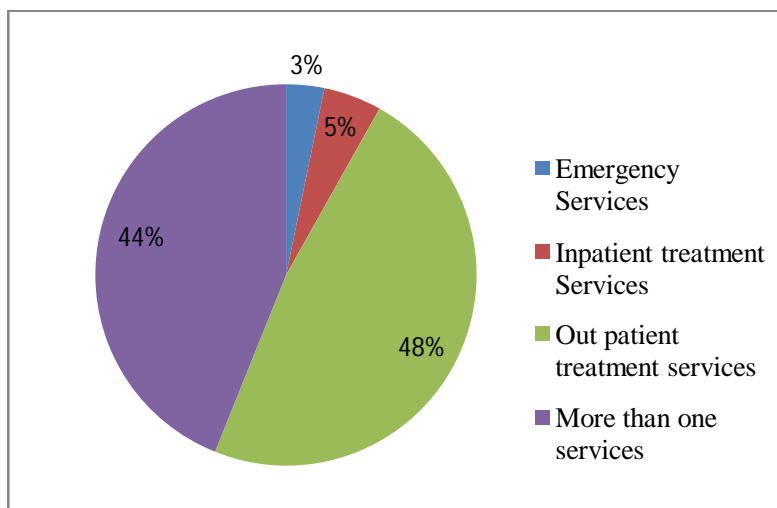
**Pie chart 2: Visiting time of Customers**



Source: Field Survey, March 2014

With respect to the service experiences of the respondents, the above Pie Chart 2 indicated that 75 percent of respondents have visited the study organizations for health related services for more than three times. The rest 15 and 10 percents are those who have been served by these health centers for the third and second time respectively. This means about 90 percent of the customer respondents have attended the health centers for health related services for three and more than three times. This indicates that majority of the respondents have a good experience about the organizations under investigation in connection with service delivery processes. Thus, the larger numbers of respondents are expected to have a lot of experience about the service delivery practices and the prevailing organizational culture of the study organization and hence they can easily measure their satisfaction level.

**Pie Chart .3: Type of services attended by customers**



Sources: Field survey, March 2014

The above pie Chart 3 depicts the type of services attended by customers of the health centers. Accordingly outpatient treatment service is highly attended by the customers (48%) followed by those who have attended more than one services under different circumstances (44%). The rest 5% and 3% have attended inpatient and emergency services respectively. From this it can be realized that the attended service combinations of the respondents vary in kind and their responses might have the ability of combining the overall images of every department in the organizations in connection with the subject of the study.

### **3.4. Analysis and Discussion of Customers' Responses**

The main focus of this part is on the analysis of collected data from the conducted field survey on the subject of organizational culture and its impact on customer satisfaction in the Kersa Malima Woreda public Health sector specifically organizational culture and service quality as determinant factors of customer satisfaction. The structure of this section is based on the sequential order of the questionnaire in order to present the data at hand and provide the conceptual results of the survey. Questionnaires were filled by the customers of the study health centers from February 17 –March 26 and entered into the soft ware used for this purpose which means SPSS. The questionnaires were developed

based on five point Likert scale which ranges from strongly disagree to strongly agree. The analysis of the study was done by using descriptive statistics by computing the percentage score of each item to interpret the response rate of respondents for each item. Grand mean of each dimension was computed to reach on conclusion about the respondent reaction to them. Finally the correlation and regression analysis were undertaken to determine the existing relationship and its degree among the study variables.

### **3.4.1 Organizational Culture**

Organizational culture is defined by Lundy & Cowling (1996) cited in Sun (2012) as the way we do things around here. Literatures also indicate that the values, visions, working language, systems, symbols, beliefs and habits of one organization are considered as the culture of that organization. One can also investigate organizational culture at three levels like basic assumptions, values and beliefs and cultural artifacts as indicated by Schein (2004). Organizational culture has also the power of offering a shared meaning to organizational members which forms the basis of communication and mutual understanding. It has also the power of promoting code of conduct among the members of one organization, facilitating recognitions, providing self sufficiency, creating opportunity of setting standards of performance, guiding and controlling of employees towards goal achievement and developing positive attitudes among employees. Literatures also pinpointed the significant role of organizational culture on other aspects of organizational elements like employee commitment, organizational performances, organizational productivity, and provisions of qualified services and employees' job satisfactions. The influence of organizational cultures on over all activities of organization is also mentioned repetitively in different literatures.

Based on the above reality, questionnaire was prepared for the customers of the concerned organizations in order to know the influences of prevailing organizational culture on customers' satisfaction in the study organizations. For the purpose of this study, organizational culture is investigated through four dimensions like customer or people orientation, team orientation, outcome orientation and stability orientation for

customer portion of the study population. The responses of respondents are presented below.

### 3.4.1.1 Customer Orientation (People Orientation)

Customer orientation is the degree of value and respects for people. It also indicates the degree to which management decisions take into consideration the effect of its outcome on people within an organization (Haccoun& Vandenberg, 2002 and Kumar and Robbins in Sokro, 2012). Customer orientation is primarily concerned with the welfare of customers, emphasizing and listening to the voice of the customers and delivering solutions based on their best interest and wants (Slater and Narver, 1994) as cited in Bellou (2007).

**Table 5: Impression of Customers about Customer orientation (people orientation) of organizational activities**

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
		N <sub>0</sub> (%)	N <sub>1</sub> (%)	N <sub>2</sub> (%)	N <sub>3</sub> (%)	N <sub>4</sub> (%)	
1	Employees of this health center have good respect to customers in their daily encounter	43(35%)	40(32.5)	12(9.8%)	28(22.8%)	Nil	123
2	Employees are always striving to satisfy their customers' needs	32(26%)	68(55.3%)	4(3.3 %)	14(11.4%)	5(4.1%)	123

Source: Field survey, March 2014

As it is portrayed in the above Table 5, out of 123 customer respondents, 43 respondents which represent 35 percent of the total respondents strongly disagreed with the presence of respect and good relationships between employees and customers of the study organizations. The next majority which means 32.5 percent of respondents disagreed

with the same concept. The rest majority who accounts to (22.8%) of respondents agreed and as to them there is encouraging and good relationships among service providers and service receivers. 12 out of 123 respondents were unable to say anything with regard to the presence or absence of good relationship between the customers or employees of the study organization. From the view of respondents, one can understand the presence of discouraging relationship and respects between service receivers and service providers as it is indicated by the responses of the vast majority through disagreement with the subject under investigation. In line with this finding Ojo (2012) argues that organizational culture is a major determinant of an employee's efficiency and effectiveness in carrying out their jobs and it has a significant influence on employee work behavior.

Customers were also asked whether employees are striving to satisfy their needs during their dealings. In line with this, majority responded by disagreeing and strongly disagreeing. This represents 95 persons out of 123 respondents. While 19 out of 123 agreed and strongly agreed, the remaining 4 among customer respondents was unable to say anything. From this, one can deduce as the subject organization is left behind in working hard to satisfy their customer needs as their customers expect of them.

#### **3.4.1.2. Team Orientation of Organizational Activities**

Team orientation is the degree to which work activities are organized around teams rather than individual based. It implies cooperation across different parts of organization in which involvement is actively encouraged.

In connection with this respondents were asked to assess whether the activities of organization are undertaken in a team based manner or not. Their answers to these questions are revealed in the following Table 6.

**Table 6: Impression about team orientations of organizational activities**

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
		N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	
1	There is appropriate inter - departmental co-ordination in service delivery processes in this organization.	36(29.3%)	43(35%)	16(13%)	28(22.8)	Nil	123
2	Employees are cooperative in handling their customers' affairs.	34(27.6%)	55(44.7%)	12(9.8%)	20(16.3%)	2(1.6%)	123

Source: Field survey, March 2014.

Customers were asked to react to the presence of inter-departmental/ case team coordination. As we can understand from the above Table 6, among the sample respondents of customers, 64.3 percent responded that they disagreed with the presence of team work. For them there is no appropriate interdepartmental coordination and team work among functional departments and employee. This might be the hindrances for the smooth functioning of overall organizational activities. For the same question, 28 percent of respondents responded by agreeing to the presence of interdepartmental coordination. As to them the organization is not blamed from the absence of harmony among the existing departments. Few among customer respondents which accounts to 13 percent of the total respondents remained neutral. They could not verify the status of the organizations under investigation in terms the interdepartmental coordination and the presence of team work.

From the responses of the majority, one can deduce the presence of problems in connection with interdepartmental coordination in service delivery processes.

The same respondents were also inquired to indicate their levels of agreement or disagreement to the existence of cooperation in the study organization in handling their customer affair in their day after day interactions. Out of the total respondents 27.6 and

44.7 percent strongly disagreed and disagreed respectively to the presence of cooperation among employees in handling their customer affairs. As of them the centers are characterized by individual based activities. Where 16.3 and 1.6 percent representing 22 people out of total respondents agreed and strongly agreed, the rest 9.8 percent remained neutral. It can be observed from the responses of customer respondents that majorities have seen their service providers as not cooperative in handling their customers' affairs/problems even though activities are organized around a case team. That means the spirit of carry out activities in team is not the habit of this organization.

### 3.4.1.3. Outcome Orientation of Organizational Activities

Outcome orientation implies the degree to which organization focuses on result or outcomes rather than on the techniques and processes used to achieve the intended outcomes. But the processes followed and a technique used remains a determinant factor in influencing customer satisfaction.

Table 7 below portrays the answers of customer respondents about the outcome orientations of organizational activities.

**Table 7: Impression of customer respondents about outcome orientation of organization**

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
		No (%)	No (%)	No (%)	No (%)	No (%)	
1	There is a complex processes to be followed to get the necessary services	Nil	45(36.6%)	11(8.9%)	25(20.3%)	42(34.1%)	123
2	The organization is on the way of using the available resources appropriately in fulfilling its customers' needs	38(30.9%)	60(48.8%)	7(5.7%)	15(12.2%)	3(2.4%)	123

Source: Field survey, March 2014

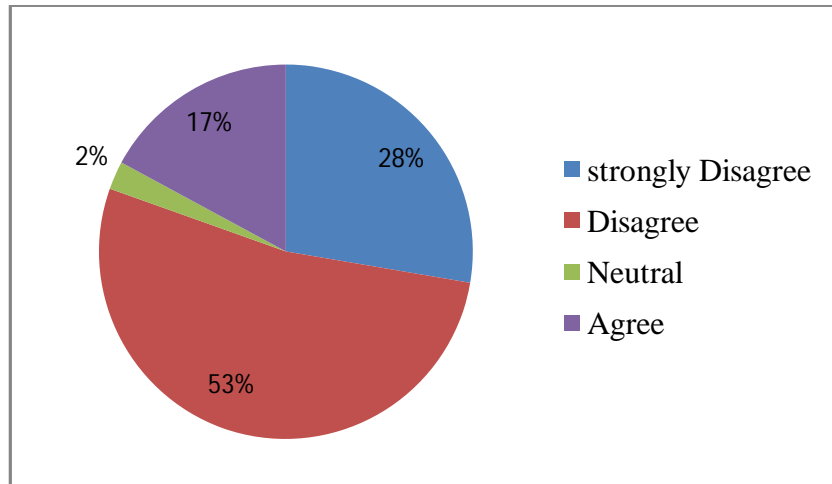
Customers were to rate the existence of complexities in getting the needed services. For most of them there is no any form of complexities. This is indicated by the responses of 54.4 percents of respondents that amounts to 67 sample respondents out of 123. For 36.6.percents of respondents the organizations became complex. For 11 respondents it becomes difficult to decide the position of the concerned organizations in terms of complexities. No one strongly disagreed with the raised issues. It can be concluded from the response of the customers respondents as there is no significant complexity in order to get the intended services.

Customers were also asked whether organization is using its available resources (mostly physical resources) or not in its daily operations. They answered by indicating their levels of agreement from strongly agree to strongly disagree. Accordingly, most of them indicated their answers in disagreement brackets. This represents 98(80%) of total respondents. In the views of these respondents the available resources are not handled by the study organizations in the appropriate manner. The rest 22 (18 %) customer respondents agreed to same idea. As to them the current status of organization in using its available resources is enough. For the rest 5.7 percent of customer respondents it is difficult to indicate the current positions of the organizations in terms of resource utilization. As a result they refrained themselves from judging their organization in terms of resource utilizations. From this one can understand the presence of miss utilization of the available economic resources in the study organization.

#### **3.4.1.4. Organizational Stability**

Stability implies the degree to which organizational activities emphasized on maintaining the status quo in contrast to growth or its openness to change. The responses of respondents are presented below.

**Pie chart 4: Impression of customers about organizational readiness for change**



Source: Field Survey, March 2014

It is noted from the above figure that 53 percent of respondents disagreed followed by 28 percent who strongly disagreed with futurity of organization in terms of change orientation to serve its needy customers more. The rest 17 and 2 percent of customer portion of respondents agreed and remains neutral respectively. From the responses of respondents it is possible to conclude that the study organization is not ready to accept change in its customers' needs.

### **3.4.2 Service Quality**

Quality is a measure of how closely a product or service confirms to customers' needs, wants and expectation. It is a degree to which a product or service confirms to customer expectation and specification. It is an evaluation that reflects the customer's perception of elements of service such as interaction quality, physical environment quality and outcome quality. Quality can also be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler et al., 2002). According to literatures providing quality service means trying to satisfy the needs and desires of its customers.

### **3.4.2.1 Customers' Responses on Responsiveness Dimension of Service Quality**

Responsiveness is the willingness of the staff to help customers and provide prompt service (Parasuraman et al., 1988). It shows the willingness of the employees of a service organization to help their customers and respond to their requests as well as to inform customers when service will be provided, and then give prompt service. Based on this, customers were asked to indicate their level of satisfaction or dissatisfaction with employees' willingness, their professional qualities to satisfy their customer needs, speed of addressing complaints and their advices on the possible directions to get the needed services if not provided by them. Their responses are summarized in Table 4 below.

**Table 8: Impression of respondents about responsiveness dimension of service quality**

No	Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total
		Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	
1	Employees are always willing to help their customers and are polite to them	26	21.1	40	32.5	9	7.3	36	29.3	12	9.8	123
2	Employees have thorough knowledge about their customers' needs and treat them well.	19	15.4	47	38.2	10	8.1	42	34.1	5	4.1	123
3	Complaints are addressed within time and are received positively in this organization	38	30.9	36	29.3	19	15.4	23	18.7	7	5.7	123
4	The staff of this health center are able to advise me on possible alternatives to my request, if not provided by this organization	29	23.6	24	19.5	12	9.8	41	33.3	17	13.3	123

Source: Field Survey, March 2014

In assessing employees willingness in helping their customers and their degree of politeness towards their customers in their daily contact, 40 respondents out of 123 rated their satisfaction level with employees in disagreement bracket. This represents 32.5% of the total customer respondents. In terms of agreement bracket, 29.3% representing 37 respondents out of 123 agreed with employees' helpfulness and politeness towards their customers. Meanwhile 26 representing 21.1 % strongly disagreed with the issue. The rest

7.3% and 9.8% of respondents become neutral and agreed strongly respectively. From the responses of respondents we can say that the organization's employee enthusiasm in helping their customer is at lower stage in the eyes of their customers. So, the organization has to strive for further improvement of its employee's relationship with its customers.

Under Item number two of Table 8 customers were asked whether employees have a thorough knowledge about their customers' needs and treat them well or not. In response to this question, 40(32.5%) of the respondents disagreed, 36 (29.3%) agreed, 19(21.1%) disagreed strongly and the remaining 12(9.8%) and 9(7.3%) agreed strongly and become neutral to the raised idea respectively. This indicates that out of 123 customer respondents about 59(53.6%) are dissatisfied with the employees misunderstanding of their customers' needs. The responses of customer respondents indicated the presence of gaps between customer interest and employees awareness about their interest.

Item number 3 of the same Table presents whether the organization has the habit of addressing the customers' complaints timely and accept it positively when it happened. For this indicator, 38(30.9%) of customer respondents disagreed strongly followed by 26 (29.3%) of respondents who have disagreed with the idea in consideration. Yet 19(15.4%) respondents become neutral towards the issue and 23(18.7%) and 7(5.7%) agreed and agreed strongly respectively. The presence of delay in responding to the customers' complaints in the study organizations is revealed from the responses majority of the customer respondents.

As to the ability/ willingness of the staff to advise their customers on possible alternatives to their request if not provided by that organization, 58(46.6%) of the respondents indicated their responses in agreement brackets, while 53(43.1%) disagreed. The rest 12(9.8%) of customer respondents didn't take any sides towards the issue. Hence, it is possible to say that the centers have the habit of redirecting their customers' towards the possible alternatives for the intended services if not provided there.

### 3.4.2.2 Customers' Responses on Empathy Dimension of Service Quality

Empathy is related caring and individualized attention given to customers by the organization (Parasuraman et. al., 1988). It is related to whether the organization comprehends customers' problems and performs in their best of interests as well as gives customers individual personal attention and having convenient operating hour. It is related to caring and individualized attention given to customers by the service providers. Based on this, customers were asked to show their level of agreement or disagreement for the presence of this indicator. Table 9 below summarizes their responses.

**Table 9: Impression of customer about Empathy Dimension of Service Quality**

No	Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total
		Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	
1	My problems are considered by the members of this organization as their own problems.	37	30.1	34	27.6	16	13	24	19.5	12	9.8	123
2	Employees are well-mannered when dealing with my issue and they have the habit of listening to me during my contact with them.	32	18.7	38	30.9	15	12.2	38	30.9	9	7.3	123
3	The staff of this organization has the habit of understanding my specific needs.	30	24.4	44	35.8	13	10.6	25	20.3	11	8.9	123
4	All needed information is provided for patients in this organization in an appropriate manner.	29	23.6	30	24.4	9	7.3	43	27.6	21	17.1	123

Source: Field Survey, March 2014

All 123 respondents were asked to assess the empathy of the health center employees in terms of five point scale which ranges from strongly agree to strongly disagree. Questions were asked to know whether the problems of customers have a pivotal position on behalf of organizational members/ employees or not. As it is figured out from the responses of respondents in the above Table 9, Substantial portion of the respondents which represent 37(30.1%) out of the total respondents strongly disagreed followed by those who disagreed 34(27.6%) with the position given to customers problems by employees. However, 24(19.5%), 12(9.8%) and 16(13%) of respondents are agreed, strongly agreed and become neutral respectively. From the responses of the majority, one can indicate the presence of deficiency in giving appropriate attention to the customers' problems in the study organization. In the presence of miss understanding of customers' problems by service providers it is difficult to address the customers' problems / interests.

With regard to employees' courteousness and politeness towards their customers, 50 percent which represent 70 out of 123 indicated as it is not encouraging by indicating their responses in disagreement bracket. Whilst, 47(38.7%) rated it as encouraging. The rest 15(12.2%) abstained from rating their service provider / employees in connection with courteousness and politeness in their contact time. This is a critical issue, which needs immediately solution. This is because if employees are not well-mannered and polite towards their customers, there might not be smooth communication which can result in wrong administration of customer issues. So, courteousness and politeness of employees towards their customers is required to understand the interest /problems of customers and it should get attention by the concerned body in the organization.

Regarding the awareness of the staff about the specific needs of the customers and the presence of provision of personal care, 74 out of 123 which represents 60.2 percent disagreed to its presence. For them there is a gap in staff awareness about the deep interest of their customer needs and provisions of personal care. Meanwhile 29.2percent of respondents agreed and indicated as the current levels of staff awareness about the customer interest is satisfactory. Only13 (10.6 %) of respondents out of 123 refrained from giving their idea towards this question. This is the clear indication of distorted awareness and value of personal care in the study organizations.

According to Joseph (2012), Communication about Medication is a serious issue, which needs immediate solution because if the prescription of drugs is right, but administered wrongly, healing would be impossible. In association with this, the same respondents were asked to rate whether information is provided to customer in the study organization in an appropriate manner or not. Where 43(27.6%) of respondents responded by agreeing to it, the other 30(24.4%) disagreed with the same issue. Meanwhile 29(23.6%) of respondents strongly disagreed and the remaining 21(17.1%) and 9(7.3%) strongly agreed and become neutral respectively. From the above responses it is possible to infer that the surveyed customers are not satisfied with current level of information provisions in the study organization in their contact time which might result in an erroneous administration of the intended medication.

#### **3.4.2.3. Customers' Responses on Reliability Dimension of Service Quality**

Reliability is the ability to perform the promised service dependably and accurately (Parasuraman et al., 1988). This means that the service organization provides its customers with accurate service without making any mistakes and delivers what it has promised to do by the time that has been agreed upon. The raised questions regarding the service reliability and respondents' reaction are summarized in Table 10 and analyzed below it.

**Table. 10: Impression about Reliability Dimension of Service Quality**

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
		N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	
1	Employees provide a service with commitment in a timely manner in this health center	50(40.7%)	27(22.0%)	9(7.3%)	30(24.4%)	7(5.7%)	123
2	The staff of this health center shows a heartfelt interest in solving my problems	49(39.8%)	30(24.4%)	9(7.3%)	28(22.8%)	7(5.7%)	123
3	This organization provides accurate and trustworthy services for its customers	39(31.7%)	28(22.8%)	19(15.4%)	32(26.0%)	5(4.1%)	123
4	The staff are mostly available in the office to serve me	46(37.4%)	40(32.5%)	3(2.4%)	26(21.1%)	8(6.5%)	123

Source: Field Survey, March 2014

As indicated in Table 10 above majority of the respondents are dissatisfied with the staff dedications to serve their customers. This is indicated by the responses of more than 62.7 percent of respondents who are dissatisfied with the current level of their service providers' dedication in their contact time. However, 30.4 percent of the customer respondents are satisfied with current levels of staff dedication to serve their customers.

When asked to indicate the waiting time of getting the intended services, the customers indicated different answers from all health centers. Most of the respondents from Lemen health center which accounts to about 91% indicated that they have spent more time in seeking treatment starting from card/registration room. The same things are also observed by the researcher and there is poor customer handling in providing the intended services to customers timely, mostly in Lemen health center. The same respondents were

asked to state reasons for the delays during their visits to the health center. Most of them cited out:

- Un-presence of health professionals on time and as well others leave the work place before time. This brings the number of patients/ customers together and creates a huge queue.
- Non- operation of every functional department in the same manner which creates problems for the customers to get the intended service in time even though time is indicated as a bench mark for each and every activity .
- The absence of the required health professionals which create work overload on some professionals and etc.

Regarding the staff interest in solving customers' health related problems, out of 123 respondents, 79 (64.2%) have disagreed which gives an insight about their dissatisfaction with employees' interest in handling their customers' issues as intended. The next majority (28.5percent) of respondents agreed to the same idea. As to them the current level of employee interests in serving their customers is encouraging and sufficient enough.

As it can be observed from the responses of customer respondents, majority of the staff are not interested in serving their customers as intended. So, the organization is expected to motivate/ increase its employee interest to serve its needy customers more.

Respondents have also rated the accuracy and dependability of services they have received. Out of those who responded, 55 percent disagreed, 30 percent agreed and the remaining 15.4 percent remained neutral. From this one can infer that the study organization could not assure the confidence about the services it provides for its customers. From the responses of the majority it is also possible to indicate the existence of the problem in connection with the accuracy and steadiness of services.

On the subject of staffs' availability in the office to serve their customers, the majority of respondents disagreed in different degrees. This accounts to 70 percent of the total

respondents. Where 27.6 percents of respondents agreed, the rest 2.4 percent remained quiet. According to the information found from observation there is a critical problems mostly in Lemen health center in connection with this. In this health center the only timely available is opened offices without professionals. This becomes the reason for customers to ask immediate question” are they available? “. This is also observed redundantly in suggestion box prepared for this case. If any step is not taken by concerned body to reverse this trend, its adverse effects will be continued. To this effect, the problems remained unsolved and majority of the people continued to have a belief that working time is not respected in this organization.

### 3.4.2.4 Customers’ Responses on Assurance Dimension of Service Quality

Assurance is the employees’ knowledge and courtesy and their ability to inspire trust and confidence (Parasuraman et al., 1988). This means that employees’ behavior will give customers confidence in the organization and that the organization makes customers feel safe. It also means that employees enrichment with the necessary knowledge to respond to customers’ question.

**Table 11: Impression about assurance dimension of Service quality**

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
		N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	
1	The organization is successful at fixing problems associated with its services delivery processes	44(35.8%)	22(17.9%)	22(17.9%)	30(24.4%)	5(4.1%)	123
2	I feel confident with this organization since its employees mostly demonstrate professionalism and give answer for my request accordingly	28(22.8%)	19(15.4%)	16(13%)	42(34.1%)	18(14.6%)	123
3	The staff have the required skill to serve customer	29(23.6%)	36(29.3%)	18(14.6%)	35(28.5%)	5(4.1%)	123

Source: Field survey, March 2014

As it can be seen from the Table 11 above, respondents were asked to indicate their level of agreement whether organization is successful in fixing problems associated with its services delivery processes. Of 123 respondents, 44 respondents answered by strongly disagreeing to the successfulness of the study organization at fixing service related problems. Among the same respondents where 22 disagreed, 22 preferred to be neutral and the remaining 30 and 5 respondents replied by agreeing and strongly agreeing respectively. The response of the majority clearly infers the presence of the gap in the study organization in solving the service related problems. Thus, the organization has to strive to improve its problem fixing mechanisms in connection with service delivery processes since majority of respondents were not satisfied with the current condition of organization in handling their complaints.

The customers' confidence with its organization is the key for the success of any service rendering organization. Accordingly customers of the centers are asked to express their level of confidence about the professional qualities of the employees and the response they might get from them for their inquiries. Out of 123 customers respondents 28 representing 22.8 percent of respondents disagreed strongly, 19 which accounts to 15.4 percent of customer respondents disagreed where as 42 (43.1 percent) agreed. Where the rest 16(13 %) was unable to say anything with regard abstained from rating their level of confidence towards their organization in their service encounter, the remaining 18(14.6%) of respondents agreed strongly. Therefore, it is easy to understand the existence of the problem in connection with customers' confidence about the service they are receiving from their organization in moderate manner.

According to the data obtained from the respondents in Table 11, the organization under investigation has also a problem of having employees with required skills. The view of the majority of customers showed that employees have not the required skill to satisfy their needs. This represents the idea of 65(53%) respondents. For the same question, 33 percent of respondents got the skills of employees positively. For them employees are skillful in handling their demand. The rest 18 percent of respondents become neutral towards this issue. Therefore, the sector administration needs to work hard to improve the

skills of its employees and retain those skillful personnel to increase their ability in helping their customers.

### 3.4.2.5 Customers' Responses on Tangibility Dimension of Service Quality

Tangibility is a determinant factor in service delivery processes which is related to the appeal of facilities, equipment and material used by a service organization as well as to the appearance of service employees. It is the appearance of physical facilities, equipment, personnel, and written materials (Parasuraman et al., 1988).

In connection with this all the 123 customer respondents were to assess the tangibility of services of the study organization in terms of indicating their levels of agreement to the raised questions. Their responses are summarized in Table 12 below.

**Table 12: Impression about tangibility dimension of services quality**

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
		N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	
1	There are satisfactory facilities like pharmacy, laboratory and other necessary equipment in this health center	25(20.3%)	60(48.8%)	7(5.7%)	31(25.2%)	Nil	123
2	The organization arranges a suitable waiting/reception area for you until the intended service is obtained.	38(30.9%)	43(35%)	17(13.8%)	17(13.8%)	8(6.5%)	123
3	The organization has clean and comfortable immediate surroundings like bed room, toilet and other facilities.	33(26.8%)	57(46.3%)	12(9.8%)	19(15.4%)	2(1.6%)	123

Source: Field survey, March 2014

As can be seen from Table 12, concerning the questions regarding the availability of facilities like pharmacy, laboratory and other essential facilities, the response of 69.1 percent of respondents representing 85 people out of 123 rated from strongly disagree to disagree. To them the centers have not sufficient basic facilities in order to satisfy their needs, not to satisfy even to provide basic services. Again 25.2 percent made up of 31 people agreed to the same idea. To them the present facility is enough to provide the required services for the prospective customers of the centers. The rest 5.7 percent remained neutral. They could not point out the facilities of these health centers. In this case no one agreed strongly towards the availability of enough basic facilities. From this it is possible to indicate the shortage of basic facilities those are needed for the provisions of basic facilities in the study organizations.

When the issue of reception/resting area of the customers to reach the service point is raised, most of the respondents who accounts to 81 out of 123 representing 66 percent of the total respondents disagreed in different degrees. They rate the status of waiting places as un- suitable and inconvenient. For a similar question 13.8 and 6.5 percent agreed and strongly agreed respectively. To them the present status of resting/reception areas to reach the point of intended service is enough and suitable. The rest 13.8 percent of respondents refrained from suggesting on the same issue. In addition to the respondents' reaction to this issue, the researcher observed that the centers have not suitable resting places for the patients. It is observed that patients are exposed to sun during sunny seasons and rain in rainy seasons. Since reception area has the power of determining the satisfaction state of the customers, care should be given to it by the study organization.

The respondents were also to assess the tidiness of the health centers immediate surroundings. Out of the 123 respondents, 33 people representing 26.8 percent assessed the environment as highly untidy through indicating on strongly disagreement alternative. To them the environment is not clean. 46.3 percents of respondent also disagreed and described it as it is un- clean and not encouraging to be served in. The same thing is also observed by the researcher. Even though the centers are to protect the health of the community through giving quality services in conducive environment and by becoming role model, they are investigated when the centers themselves are dirty. Mostly, these

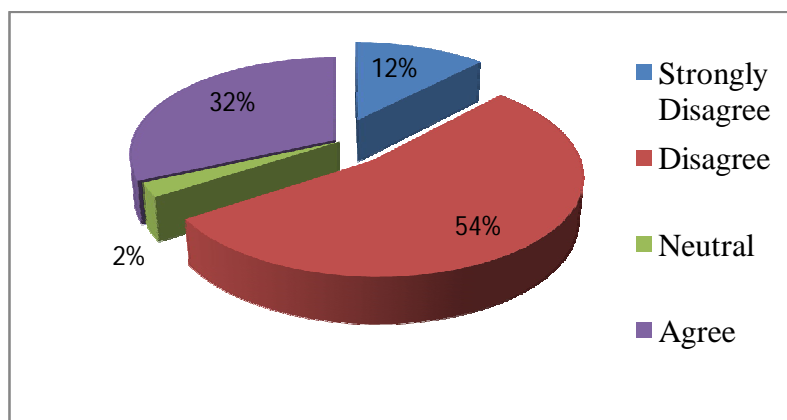
problems are investigated around the toilet, bed room, delivery room, injection room, emergency class and etc. 21 respondents representing 17 percent of total customer respondents described the environment of the health centers as clean and comfortable for the intended services. To them the current status of the services environment is enough. The rest 9.8 percent representing 12 people refrained from rating the service environment of the health centers in terms of cleanness. From the above facts one can conclude the presence of critical problems in connection with environmental cleanliness.

### 3.4.3. Over- all Customers' Satisfaction

Customer satisfaction is the degree to which a customer perceives that an individual, firm or organization has effectively provided a product or service that meets the customer's needs in the context in which the customer is aware of and / or using the product or service (Cengiz, 2010).

Accordingly all 123 customer respondents were to assess their overall level of satisfaction with the ongoing services in the health centers in terms of showing their levels of agreement and disagreement. The following Pie Charts 5 shows the responses of sample respondents.

**Pie chart .5: Impression of customers about their overall level of satisfaction**



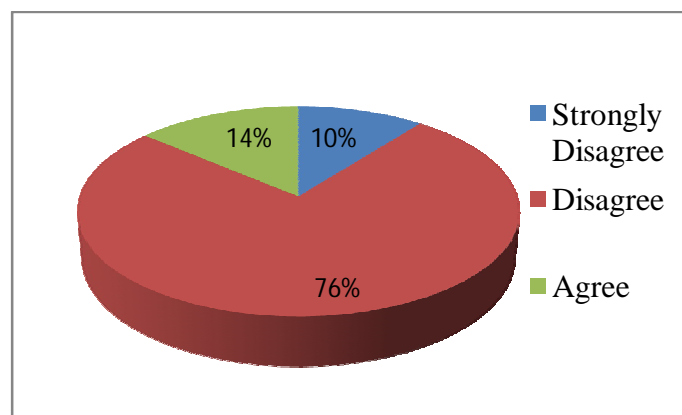
Source: Field Survey, March 2014

Customer respondents were asked to indicate their overall levels of satisfaction with service they get from the study organization. Figure 5 above present data about overall satisfactions of customers in the selected public health centers of Kersa Malima Woreda. As it can be seen from responses of respondents, 54 percent which represent 66 out of 123 disagreed followed by 12 percent who are strongly disagreed with the raised question. Accordingly, the majority of sample respondents are discouraged with the services delivery statuses of the selected health centers. Meanwhile 32 percent representing 39 out of 123 respondents agreed and for them the service delivery status of the centers is encouraging. For the rest 2 percent it become difficult to rate their overall levels of satisfaction.

From this one can conclude that the concerned health centers should strive to improve the stages of service delivery by investigating those factors which affect the levels of their customers' satisfaction mostly their organizational culture which can affect the overall activities of organization either positively or negatively.

The customers were finally asked if they are willing to re visit this organization for the same services. Their responses are depicted in Pie Chart 6.

**Pie Chart 6: Impression of customer about their willingness to revisit the organization for services.**



Source: Field Survey, March 2014

As it is indicated in the pie chart 6 above, 76 percent representing 93 out 123 respondents are disagreed whereas 10 percent which accounts to 13 out of total respondents strongly disagreed when they are asked to express their willingness to repeat visiting the study organization for the same services. As to them they are on the way of visiting these centers because of the absence the next best alternative. The rest 14 percent which accounts to 17 among sample respondents agreed and for them they are satisfied with the ongoing services of the organization and they are willing to visit again and again whenever they are in demand of related services. Therefore, as the responses of the sample respondents' indicate, most of the respondents are not satisfied with the overall service delivery processes and they are unwilling to repeat their visit of this organization had they get other affordable alternatives.

Finally grand mean of each dimension was computed to reach on conclusions about the respondents' satisfaction levels. Accordingly, responsiveness, empathy, reliability, assurance, tangibility, customer orientation, team orientation, outcome orientation and stability recorded the grand mean of 2.73, 2.71, 2.35, 2.63, 2.34, 2.66, 2.29, 2.02 and 1.96 respectively with the minimum and maximum value of 1 representing strongly disagree and 5 representing strongly agree respectively. The result of all dimensions is below expected average mean (3) which indicates customer dissatisfaction with the study variables i.e. organizational culture and service quality in different degrees. This shows that the study organization is expected to re -investigate its services statuses in order to satisfy its customer's needs.

#### **4.5. Reliability Tests for Major Dimensions**

Reliability refers to the extent to which the data collection techniques or analysis procedures yields reliable finding.

Cronbach's alpha is a coefficient (a number between 0 and 1) that is used to rate the internal consistency (homogeneity) or the correlation of the items in the study. The Cronbach's Alpha, once computed, will produce a value that varies between 1 (representing perfect internal reliability) and 0 (representing no internal consistency), with the values 0.80 and 0.70 typically employed as a rule of thumb to denote a good

level of internal reliability (Bryman and Bell, 2007). According to George & Mallery (2003) cited in Agbor (2011), if the Cronbach's alpha coefficient is greater than 0.9, it implies excellent, greater than 0.8 is Good, greater than 0.7 is acceptable, greater than 0.6 is questionable, greater than 0.5 is poor, and less than 0.5 is unacceptable. A good test is one that assesses different aspects of the trait being studied. Cronbach's  $\alpha$  is used to test whether the measures are free from error. It generally increases as the inter correlations among tested items increase, and is thus known as an internal consistency estimate of reliability of tested scores. The purpose of this analysis is to test the reliability of the items measured and to ensure that the measurement scales designed for the research questionnaire are highly representative of each variable. In this study Cronbach's " $\alpha$ " is used to measure the reliability of the measurement for nine independent dimensions like responsiveness, empathy, reliability, assurance, tangibility, customer orientation, team orientation, out come orientation and stability in this particular study .

**Table 13: Reliability tests for major dimensions of the study**

	Major Dimension	Items	Cronbach's Alpha
1	Responsiveness	4	.824
2	Empathy	4	.864
3	Reliability	4	.915
4	Assurance	3	.866
5	Tangibility	3	.799
6	Customer Orientation	2	.733
7	Team Orientation	3	.914
8	Out Come Orientation	2	.757
9	Stability	1	.705

Source: SPSS Computation

Throughout the test, this researcher found out that all of the Cronbach's  $\alpha$  is greater than 0.7. Meaning the constructs has high reliability. It means that the items have an internal consistency.

### 3.5. Correlations Analysis

The statistical treatment of the study included the determination of the correlation among the dimensions used in this study. It is a measure of linear association between two variables. The Pearson's correlation coefficients were used to determine the level of association between the study variables. The level of association as measured by Pearson's co-efficient falls between -1 and +1 which indicates the strength and direction of association between the two variables. A correlation coefficient of +1 indicates that two variables are perfectly positively related; while a correlation coefficient of -1 indicates that two variables are perfectly negatively related. A correlation coefficient of 0, on the other hand indicates that there is no linear relationship between the two variables. The likely relationship among explanatory and dependent variables are shown in the following Table14.

**Table .14: Pearson's Correlation Coefficient between the Research Dimensions**

	R	E	R	A	T	CO	TO	OO	S	CS
Responsiveness.	1									
Empathy.	.766**	1								
Reliability.	.742**	.862**	1							
Assurance.	.592**	.829**	.808**	1						
Tangibility	.445**	.550**	.613**	.556**	1					
Customer Orientation	.546**	.621**	.729**	.649**	.560**	1				
Team Orientation	.575**	.562**	.680**	.668**	.487**	.851**	1			
Outcome Orientation	.421**	.538**	.566**	.635**	.675**	.612**	.653**	1		
Stability	.502**	.482**	.513**	.439**	.502**	.624**	.688**	.637**	1	
Customer Satisfaction	.497**	.473**	.607**	.448**	.523**	.558**	.569**	.450**	.462**	1

Source: SPSS out put

Where, R- Responsiveness, E- Empathy, R- Reliability, A- Assurance, T-Tangibility of services, CO – Customer orientation, TO- Team orientation, and OO-Outcome orientation, S-Stability and CS represent customer satisfaction respectively.

Table 13 above presents Pearson's correlations for all the variables examined. It can be investigated from the table that, all independent variables were found to be positively correlated with dependent variable, customer satisfaction. Thus, the positive relationship between variables shows that the increment of one variable will lead to the increment of the others and vice versa.

### **3.6. Regression Analysis of Major Study Dimensions**

The regression analysis helps the researcher to understand how the typical value of the dependent variable changes when any one of the independent variable is varied, while the other independent variables are held fixed. On conducting this research, the multiple regression analysis was carried out in order to investigate the impacts of all independent variables on the dependent variable by researcher as a method to analyze the data that involves more than one independent variable. The influence of these explanatory variables on the dependent variable is evaluated. In determining regressions among the study variables, coefficient of determination (r-squared) and beta analysis (coefficient) were used. Where Coefficient of determination (r-squared) is used to know how well the independent variables explain the variation of the dependent variable in the regression, beta analysis was used in order to find out whether a relationship exists between the independent variables and the dependent variable.

**Table .15: Multiple Regression Models**Coefficients<sup>a</sup>

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.971	.216		4.492	.000
	Responsiveness	.076	.100	.092	.764	.447
	Empathy	-.099	.137	-.130	-.718	.474
	Reliability of services	.345	.122	.476	2.819	.006
	Assurance of services	-.158	.123	-.201	-1.282	.202
	Tangibility of the service escape	.230	.099	.240	2.322	.022
	Customer orientation	-.009	.125	.010	-.071	.944
	Team orientation	.227	.130	.289	1.744	.084
	Outcome orientation	-.019	.114	-.019	-.163	.871
	Stability	.024	.117	.022	.201	.841

a. Dependent Variable: Customer satisfaction

The above Table 15 reveals the impact of each independent variable dimensions on customer satisfaction and their significance based on multiple regression models. The result disclosed that the impact of reliability, tangibility, team orientation, responsiveness, stability, customer orientation, outcome orientation, assurance and empathy on customer satisfaction. Beta result on each dimensions in the study organizations are found to be 0.476, 0.240, 0.289, 0.092, 0.022, 0.01, -0.019, -0.201 and -0.130 respectively in their descending order. By examining the standardized beta weight, reliability, tangibility,

team orientation, responsiveness, stability and customer orientation relatively make larger contribution to the prediction model respectively. This implies that the anticipated alteration in the dependent variable increases by the above indicated amount for every one unit increase in the predictor/independent variable. For example, from every additional point or value in the reliability of services, one could predict 48 percent addition on customer satisfaction. The same is true for the rest. On the other hand -0.019 indicates as for every one additional unit on the outcome orientation leads to a decrement of 1.9 % units on the customer satisfaction. The same issue is applicable in case of assurance and empathy.

Generally, customer satisfaction is primarily predicted by higher level of reliability, tangibility, team orientation, responsiveness, customer orientation and stability for change.

**Table 16: Model Summary**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685 <sup>a</sup>	.669	.526	.2603

- a. Predictors: (Constant), stability of the organizations, assurance, tangibility of the service escape, responsiveness of the staff, customer orientation, out come orientation, team orientation, reliability, empathy.

From the above Table 15, it can be observed that the R-squared is the measure of proportion of variance of dependent variable about its mean that is explained by independent or predictor variables. From the results obtained, it shows that R-squared value is 0.669. This denotes that 67% of observed variability in customer satisfaction can be explained by the independent variables included in the sample over the study period. However, 33 % can be explained by other un- included variables that could have been neglected by the current study. This means that the dependent variable is highly

explained by independent variables. Besides, it also has an accepted high explanatory power by 67%.

### **3.7. Data Analysis Based on Employee Responses**

#### **3.7.1. General Information about Employees**

Among the 15 questionnaires distributed to 50 percent of health professionals from three health centers in line with organizational culture and its impact on customer satisfaction, the returned 13 questionnaires are presented below. The respondents were asked to indicate their levels of satisfaction with the prevailing organizational culture with the objectives of identifying whether they are satisfied or not. Employee satisfaction is defined as the degree to which employees feel valued by the organization or company (Cook, 2004) in Rashid (2008). Because employees who are not satisfied are not expected to satisfy their customers, it is vital to know the statuses of employee satisfactions with the prevailing organizational culture.

The back grounds of employee respondents in line with gender, educational status, age category and service in years are presented as follows.

**Table 17: Back Grounds of Employee Respondents**

No	Indicator	Category	Frequency	Percentage
1	Gender	Male	8	61.5
		Female	5	38.5
		<b>Total</b>	<b>13</b>	<b>100</b>
2	Age Category	20-30	12	92.3.
		31-40	1	7.7
		41-50	Nil	Nil
		51-60	Nil	Nil
		<b>Total</b>	<b>13</b>	<b>100</b>
3	Educational Status	Diploma	9	69.2
		Degree holder	4	30.8
		Post Graduate	Nil	Nil
		<b>Total</b>	<b>13</b>	<b>100</b>
4	Service in Years	Less than one year	1	7.7
		2- 4 years	12	92.3
		5-7 years	Nil	Nil
		More than 8 years	Nil	Nil

Source: Field Survey, March 2014

Item number 1 of Table 17 above shows that 8(61.5%) and (31.5%) of staff respondents are males and females respectively. In connection with this, even though the number of male is a bit higher, it is possible to secure information needed to be gathered from both sexes. As far as age category of respondents is considered, greater percentages of the respondents were within the ages of 20-30 years and they formed 92.3% of the target sample population. There are also few cases of 31-40 years and they formed 7.7% of the selected sample population.

This clearly indicates as the organization is on the processes of providing the intended services by adult groups of employees.

The questionnaire first section also captured the socio-demographic characteristics of employee respondents in terms of their educational level. Educationally employees are dominated by diploma holders (69.2%) followed by those who are degree holders (30.8%). This clearly shows as the study organization should further its training and development in order to upgrade its employees knowledge and skill in order to serve its customers more.

As to the experiences of the staff, except 1 respondent representing 7.7 percent of total sample employee respondents, the rest majority who numbers to 92.3 percent have an experience of two to four years. The job description of employee respondents has also indicated that they are from different departments. Hence they are expected to give reliable information about the prevailing organizational culture since most of them have an experience of more than one year.

### **3.7.2 Analysis of Data Collected from Employee**

This part has presented, described and interpreted the data collected from employee section of study population. The analysis of the study was done by using a descriptive statistics through computing the percentage of the responses of respondents, mean and grand mean score of each item and dimension respectively. The main purpose of using this statistical parameter is to interpret the average response rate of respondents for each item. Finally correlation and regression analysis of each dimensions have been computed to know the direction of relationship and to determine how well the independent variables explains the variation of the dependent variable.

#### **3.7.2.1. Assessment of People Orientation Dimension of Organizational Culture**

People orientation is the degree to which decisions made in the organization takes into account the effects on people in the organization.

Employee were asked to rate their organizational culture in terms of indicating their levels of agreement or disagreement to the people orientation dimension of organizational

culture. The dimension is comprised of three items to be responded on a five point Likert scale where the highest being strongly agree and the lowest representing strongly disagree. Accordingly, the sample statistics for each item is calculated as it is indicated in Table 18 below.

**Table 18: Impression of Employee Respondents about People Orientation of Organization**

No	People Orientation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
		N <sub>0</sub> (%)	N <sub>1</sub> (%)	N <sub>2</sub> (%)	N <sub>3</sub> (%)	N <sub>4</sub> (%)	
1	We are mostly polite to one another and to the rest of the people including external customers	3(23.1)	4(30.8%)	Nil	6(46.2)	Nil	2.77
2	People in this organization think they should respect their customers' interest by doing what customers expect of them.	2(15.4%)	5(38.5%)	Nil	6(46.2%)	Nil	2.69
3	Heads of the center frequently discusses with the workers about their task requirements in order to cope well with the organization's objectives	5(38.5%)	3(23.1%)	3(23.1%)	2(15.4%)	Nil	2.38

Source: Field Survey, March 2014

Employees were asked to indicate the degree of politeness among themselves and to the rest of the people including external customers. Among the participants 53.9 percent made up of 7 people out of 13 sample respondents disagreed to the existence of it, while 46.2 percent agreed and said as they are polite to each other and their customers. This shows the presence of gap among employees in their daily tasks. This might become the reason for customer dissatisfaction since employees who are not polite may not treat the

customer needs as intended. Further, the employees were asked whether they are guided by the interest of their customers in their daily activities or not. Accordingly, 53.9 percent confessed that the interest of the customers is not highly respected while the rest 46.2 percent agreed as they are guided by and respect their customers' interest.

Under the same subheading 38.5 percent of staff respondents disagreed strongly with the presence of frequent discussions between heads and other employees on the issues of fulfilling organizational objectives by overcoming the existing problems followed by 23.1 percent who disagreed . On the same subject 15.4 percent of staff respondents agreed when the rest 23.1 percent remained neutral.

From the responses of majority one can deduce the absence of frequent discussion/ interaction between heads and other staffs which creates gaps in handling the customer's issues.

When the mean score of each item is considered, politeness of employees to one another and the rest of the people including external customer stands first constituting 2.77 mean score followed by the respect showed by employees towards the interests of their customers in their daily contact which constitute 2.69 mean score. On other hand, the presence of frequent discussion between heads and professional employees about their task requirements in order to cope well with the organization's objectives scored mean of 2.38. This means that substantial number of employees do not agree with the existence of frequent discussion between heads and other health professionals even though discussion is needed to achieve organizational objectives since every decision in the organization has the ability of affecting employees activities both directly and indirectly either positively or negatively .

All raised question under this subheading/ dimension scored below average mean where the simple average score is 3 out of five point Likert scale. Therefore, since people orientation dimension of organizational culture grand mean score is 2.61 which fall below expected average mean (3), the employees are not satisfied by the people orientation dimension of organizational culture. This means the decisions made in these organization ill considered the effects it has on the people in the organization. This again

have an adverse effect on the quality of service provided by the organization since unsatisfied employees are not expected to satisfy their customers through provisions of the intended services in the qualified manners.

### 3.7.2.2 Assessment of Innovation and Risk Taking Dimension of Organizational Culture

It is the degree to which employees are encouraged to be innovative and take risks while performing their tasks. In connection with this, two questions were prepared for the customer respondents to rate their organizational statuses as shown in the following Table19.

**Table 19: Impression of Employees about the Innovation and Risk Taking Orientation of Organization**

No	Innovation and Risk Taking	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
		No (%)	No (%)	No (%)	No (%)	No (%)	
1	Thinking up new ideas and being creative is acceptable in this organization by all members	5(38.5%)	4(30.8%)	Nil	3(23.1%)	1(7.7%)	2.31
2	Staff feel free to say innovative suggestions to top management in this organization	5(38.5%)	1(7.7%)	Nil	4(30.8%)	3(23.1%)	3.08

Source: Field Survey, March, 2014

The respondents were to indicate their levels of agreement or disagreement with the culture of risk taking and creativity in the concerned organization. Accordingly, 4(30.8%) of employees agreed that coming up with new ideas and being creative is acceptable in this organization by all members where as 9 people representing 69.3 of total sample respondents disagreed with the presence of this culture. The mean score of the response

also shows that respondents' level of agreement is below average where the simple average score is 3 out of five point Likert scale.

The same sample respondents were also asked whether they feel free in forwarding innovative suggestions to their bosses or not and majority of them agreed followed by those who have disagreed. Accordingly 7(53.9 %) of respondents have agreed and for them the organization is at the good position in accepting the new ideas. The rest 6(46.2%) of respondents have disagreed. They have rated their management organ as they are disrespecting innovative idea. From this one can understand as innovation and risk taking dimension of organizational culture is questionable in the study organization in the processes of handling the customer cases which can have an adverse effect on customer satisfactions.

The innovation and risk taking orientation dimension of organizational culture scored the grand mean of 2.695 which is again fall below expected average mean (3). This is also the clear indication of dissatisfaction

### **3.7.2.3 Assessment of Team Orientation**

Team Orientation is the degree to which work activities are organized around teams rather than individual based. The employees have also rated the culture of their organization whether it is team oriented or not based on five point Likert scale.

The following Table 19 presents the summary of their responses.

**Table 20: Impression of Employees about Team Orientation of Organizational Activities**

No	Team orientation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
		N <sub>0</sub> (%)	N <sub>1</sub> (%)	N <sub>2</sub> (%)	N <sub>3</sub> (%)	N <sub>4</sub> (%)	
1	There is appropriate inter departmental co-ordination in service delivery processes in this organization	3(23.1%)	3(23.1%)	Nil	5(38.5%)	2(15.4%)	3
2	Management of this organization encourages and recognize team-work effort and activities are organized around the team accordingly	1(7.7%)	6(46.2%)	Nil	4(30.8%)	2(15.4%)	2.46
3	There is open-communication between management and employees of this health center	4(30.8%)	2(15.4%)	1(7.7%)	4(30.8%)	2(15.5%)	2.62

Source: Field Survey, March2014

Respondents were asked about the presence of appropriate inter departmental co-ordination in service delivery processes in the study organizations. Accordingly, 6(46.2%) disagreed and for them the current situations among department is not satisfactory in undertaking their mandates in coordinated manner. But 7(53.8%) agreed and as to them there is appropriate interdepartmental coordination in their organization in its daily activities. For them the present status interdepartmental coordination is encouraging. This is also confirmed by the mean score of the variable. However the researcher has observed when customers have finished their cases from one department and failed to finish from the other. This clearly indicates the presence of some problems with regard to serving the customers in a helpful manner.

When they are asked to rate the condition of their management in terms encouraging and recognizing team-work effort and whether activities are organized around the team or not, 7(53.9%) of respondents disagreed where as the rest 6(46.1%) agreed. The mean score of this variable is also below expected average mean. This also infers the existence of gaps in team work encouragement by managing body.

Concerning the presence of open- communication between management and employees, the sample respondents agreed and disagreed in a balanced manner. The above figure shows that when 46.3 percent agreed, the same number of respondents disagreed with the presence of open communication among management and employees. The rest 7.4 percents of respondents remained neutral for similar question. As Kepner and Tregoe (1976) cited in Bellou (2007), establishing a culture that ensures individuals free access to a supply of information enhances the satisfaction of customer needs. This indicates as organization should revisit its communication situation between management and employee because in the presence of ill communication between management and employee, it difficult to expect smooth functioning of organization.

Moreover, the team orientation dimension of organizational culture which includes three items has scored grand mean of 2.693 which below the average mean of three. This also indicates the symptom of weakness in the study organization in connection with the concerned angle.

### **3.7.3.3 Outcome orientation**

Outcome orientation is the degree to which management focuses on result or outcomes rather than on the techniques and processes followed to achieve these outcomes. To this end, employees were requested to assess their organization in terms outcome orientation. It was with objectives of knowing whether the organization considers means to be followed in reaching the end in the processes of service provisions. The following Table 20 is the summary of employee responses on this dimension.

**Table 21: Impression of Employee about Outcome Orientation of Organization**

No	Outcome Orientation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
		N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	N <sub>0</sub> (%)	
1	There is a complex work process to give efficient and efficient services in this organization.	2(15.4%)	6(46.2%)	Nil	3(23.1%)	2(15.4%)	2.77
2	The organization always strives to satisfy its customers' needs by using all the available resources appropriately.	4(30.8%)	4(30.8%)	Nil	3(23.1%)	2(15.4%)	2.62

Source: Field Survey, March2014

Regarding the presence of complex work processes which hinders the employees from giving efficient and effective services to their customers, the majority of respondents disagreed. As to them there is no complexity of work processes which might create difficulty to provide the intended services. This is indicated by 8(61.6%) portions of respondents. To the same question 5(38.5%) of respondents agreed and as to them there is a complex work processes in their organizations and this creates hindrances for them to provide efficient and effective services to their customers. From this it can be concluded that complexity of work process is not a significant problem in this organizations.

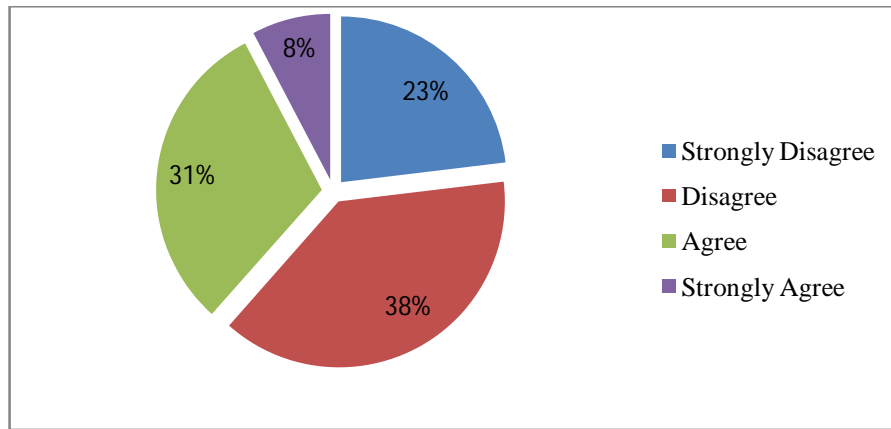
With regard to organization efforts in satisfying its customers' needs through the utilization of all the available resources appropriately, the majority which numbers 8(61.6%) disagreed and as to them there are miss utilizations of the available resources in the study organizations. The rest 5(38.4 %) of respondents agreed and they ranked their organization as it is on the way of utilizing its economic resources in appropriate manner. From this one can infer that there is problem of resource utilization in the study organizations. It is also observed that the presence of in appropriate resource utilizations

starting from keeping the hygiene of the service environment / surrounding in all sample organizations by the researcher.

### 3.7.3.4. Stability

Stability refers to the degree to which organizational activities emphasize on maintaining the status quo in contrast to growth or its openness to change. Accordingly, the staff respondents were asked two questions in order to rates their organization in terms of this concept. The following figure shows their responses.

**Pie chart 7, Employee impression about Organizational Readiness to Serve its Needy Customers more**



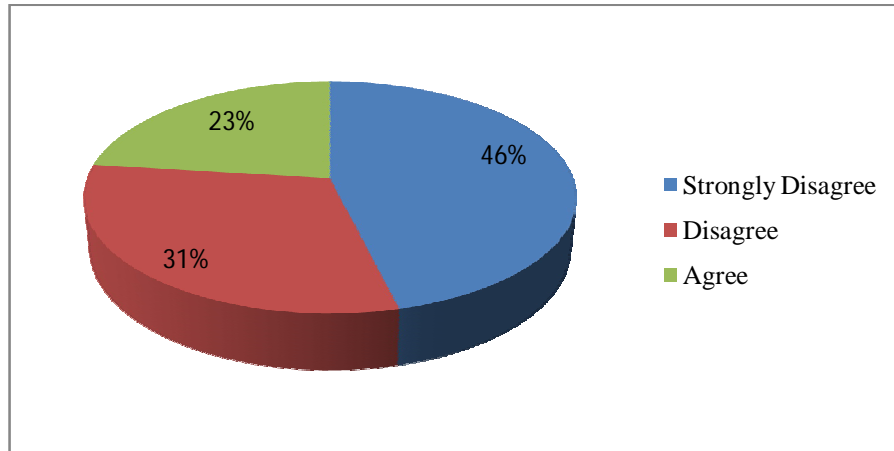
Source: Field Survey, March 2014

Employees were to indicate their degree of agreement or disagreement whether their organization is ready for change in orders to serve its needy customers. Out of those who have responded for this study, 8(61 %) of them disagreed that their organization is not open for change. As to them the current situation in which organization is operating will not make this organization to serve its needy customers more .Mean while the rest 4(39 %) agreed and they have evaluated their organization as it is ready for change in order to serve its customers need more.

From this one can also infer as organization should try to investigate its status in connection with serving its needy customers more in the ever changing environment.

Employees were also asked to rate their management in connection with change orientation. Figure below summarizes their responses.

**Pie chart 8: Employee Assessment of Management Change Orientation**

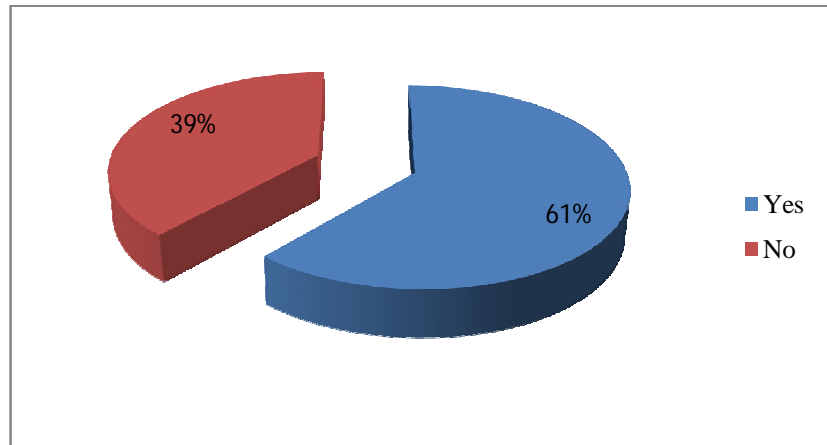


Source: Field Survey, March, 2014

As it is indicated in the above chart, 77 percent representing 10 out of 13 respondents have disagreed and in their assessment the management is not change oriented. The rest 23 percent representing 3 out of 13 agreed and as to them management is change oriented. This shows the presence of problems on behalf of management bodies in heading their organization towards the stage of better position in order to serve its needy customers more.

Employees were also asked whether they are satisfied with their daily work in the organization or not. Their responses are indicated by the following pie chart 9

**Pie chart 9: Employee Assessment of their Overall satisfaction in Their Work**



Source: Field Survey, March 2014

As it is indicated in the above Pie Chart 9 majority of staff respondents are not satisfied with their daily works in the study organizations. When the same respondents were asked to indicate reasons for their dissatisfaction, most of them cited:

- Problems related to good governance
- Absence of accountability and responsibility among the staffs and managing body
- Un cordial relationship between management and other staff
- Absence of motivation for the good performers.
- Mismatch between work processes and administration activities
- The presence of informal groups which highly influence the smooth functioning of work processes.

In similar way employees were asked whether they are on the way of providing efficient and effective services for their customers. Accordingly, 69.2 percent confirmed that the service they are providing is not enough whereas for 30.8 percent of employee respondents, the current service status of their organization is sufficient enough to satisfy their customers. The same respondents were asked to indicate the potential hindrances in providing the intended services in effective and efficient manners. Most of them have indicated the following hindrances:

- Negligence among employees in handling their daily activities and lack of concern
- Inability of process owners/ management body to motivate employee to work
- Inability of using the available resources properly.
- Absence of constructive feedback on occurred problems.
- Lack of team work and etc

Most respondents have cited out the following as the main problems of service delivery processes in the study organization:

- ✓ Lack of team work or coordination
- ✓ Non fulfillment of prerequisite which hinder them to provide the intended services
- ✓ Lack of needed professionals
- ✓ Management related problems
- ✓ Bringing individual/ personal interest into work place
- ✓ Lack of motivator factor
- ✓ Inability to solve problems from the scratch
- ✓ The deep-rooted nepotism in the work place

Employees were also asked if they are interested to serve their current organization in their future career. More than 95% indicated that they are not interested to stay in their current organization. This will bring a high turnover rate and the organization will become service provider by procuring the new blood which needs further training and development. Because of this the organization should strive to retain its current employees to reduce the demerits of employee turnover.

### **3.7.3.5 Reliability Testing for Major Dimensions**

The reliability of major dimension in the analysis of employee response is tested here. Cronbach's alpha is used to rate the internal consistency (homogeneity) or the correlation of the items in the study to check the internal consistency of the study dimension in this portion. Cronbach's  $\alpha$  is used to test whether the measures are free from error. It will

generally increase as the inter correlations among tested items increase, and is thus known as an internal consistency estimate of reliability of tested scores. In this part Cronbach's "α" is used to measure the reliability of the measurement for five independent dimensions of organizational culture like people / customer orientation , innovation and risk taking , team orientation , out come orientation and stability and dependent variable , employee satisfaction.

**Table. 22: Reliability Tests for Major Study Dimensions.**

	Major Dimension	Items	Cronbach's Alpha
1	People Orientation	3	.872
2	Innovation and risk taking	2	.702
3	Team Orientation	3	.820
4	Outcome orientation	2	.710
5	Stability	2	.709

Source: SPSS Computation

Throughout the test, the researcher found out that all of the Cronbach's "α" is greater than 0.7. Meaning the constructs has high reliability. It means that the items have an internal consistency in different scales.

### **3.7.3.6 Correlations Analysis**

Multiple regressions and a correlation analysis are selected in order to investigate the correlation of the variables that are associated with the problem. Two random variables are positively correlated if high values of one are likely to be associated with high values of the other and negatively correlated if high values of one are likely to be associated with low values of the other.

The Pearson's correlation coefficients are used to determine the level of association between the study variables. The level of association as measured by Pearson's coefficient falls between -1.0 and +1.0 which indicates the strength and direction of

association between the two variables. The following Table 22 presents the correlation analysis between study dimensions.

**Table 23: Pearson’s Correlation Coefficient Between the Research Dimensions**

**Correlations**

	PO	IRT	TO	OO	S	ES
People Orientation	1					
Innovation and Risk taking	.111**	1				
Team Orientation	.342**	.753**	1			
Outcome Orientation	.337**	.297**	.325**	1		
Stability	.601**	-.062**	.344**	.231**	1	
Employee satisfaction	.090**	.083**	.199**	.099**	.389**	1

Source: SPSS computation

Where, PO-People Orientation, IRT- Innovation and Risk Taking, TO- Team Orientation, OO Outcome Orientation, S- Stability and ES denotes Employee satisfaction respectively.

As it can be observed from the above Table 23, there are dimensions which are positively and negatively correlated. In this manner stability and innovation and risk taking are negatively correlated. This implies that high values of one are likely to be associated with low values of the other. The other independent variables were found to be positively correlated with one another and dependent variable, employee satisfaction in different degrees. That means high values of one are likely to be associated with high values of the other variable in the study dimensions

**3.7.3.7 Regression Analysis of Major Study Dimensions**

Regression is used to understand how the typical value of the dependent variable changes when any one of the independent variable is varied, while the other independent variables are held fixed. The result of multiple regression of this part is presented below.

**Table .24: Regression Analysis of Major Study Dimensions**

**Coefficients<sup>a</sup>**

Model		Un standardized Coefficients.		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.820	1.836		.991	.355
	People Orientation	-.905	.631	-.569	-1.435	.194
	Innovation and Risk Taking	.229	.663	.190	.346	.740
	Team Orientation	-.033	.735	-.026	-.045	.965
	Out Come Orientation	.132	.609	.073	.217	.835
	Stability	.989	.595	.735	1.663	.140

a. Dependent Variable: Employee Satisfaction

The above Table 23 states that the impact of each independent variable dimension on employee satisfaction and their significance is based on multiple regression models. The result indicated that the impact of stability, outcome orientation, innovation and risk taking, team orientation and people orientation are 0.735, 0.73, 0.190, -0.026 and -0.569 respectively in their descending order. When it is examined, standardized beta weight indicated that stability, innovation and risk taking and outcome orientation were comparatively make larger contribution to the prediction model respectively. This implies as the anticipated change in the dependent variable by the indicated amount for every one unit increase/decrease in the predictor/independent variable. For example, from every additional point in outcome orientation, one could predict 73.5 percent addition on employee satisfaction. The same is true for the other variables indicated in the table.

In nutshell, employee satisfaction is primarily predicted by higher level of stability, outcome orientation, innovation and risk taking as it is indicated in the above table based on the responses of employees.

**Table 25: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695 <sup>a</sup>	.575	.516	.3107

a. Predictors: (Constant), Stability, Innovation and Risk Taking, Out Come Orientation, People orientation, Team Orientation

From the results obtained, it shows that R-squared is 0.575. This means that 58% change in the dependent variable can be explained by the change in independent variables. However, 42 % can be explained by other not included variables that could have been neglected by the current study. This means that the dependent variables are highly explained by independent variables. Besides, it also has an accepted high explanatory power by 58%.

## **CHAPTER FOUR**

### **4. Summary of Findings, Conclusions and Recommendations**

#### **4.1. Introduction**

The study was aimed at assessing the impact of organizational culture on customer satisfaction in Kersa Malima Woreda Public health sector by taking three health centers as the study organization randomly. That means it was with the intension of assessing the impact of organizational culture on service quality and customer satisfaction. In order to investigate the impact of organizational culture on customer satisfaction, service quality and organizational culture have been examined through their five dimensions. The data for this purpose have been collected from both customers and employees of the concerned organization through the preparation of both close - ended and open- ended questionnaire.

This section outlines the summary findings of the research work, drawn conclusions based on the findings and recommendations for future considerations by the concerned organs as follows.

#### **4.2. Summary of Findings**

This study was undertaken to assess the impact organizational culture can have on the level of customer satisfaction in the three public health centers of Kersa Malima Woreda. This is to assess what impact organizational culture can have on health care service quality and degree of customers or consumers satisfaction or dissatisfaction with their services. Based on the analysis of the quality of service delivery practice, the prevailing organizational culture and its impact on customer satisfaction, the following findings are identified.

The reliability of designed research instrument to measure the relationship between the studies variables were tested by using Cronbach's alpha. Accordingly each dimensions of

all independent variables scored above the cut point of 0.7, which means it is internally consistent.

The study has investigated the demographical characteristics of both customer and employees respondents. The demographic characteristics of respondents were discussed by computing its frequency and percentage. Demographically it was found that both customers and employee respondents were varying. Accordingly, the findings revealed that female and male respondents were almost equally using the services provided by the study organization. Even though a bit difference was observed among employee respondents in terms of gender, it was concluded that the collected data is the reflections of the ideas of both sex groups in nearly balanced manners.

It was also found that health centers are mostly visited by people whose age lies between 18 - 43 years old. The centers are also on the way of providing the intended services with the adult portion of employee who needs further training and development to serve their customers more through upgrading their skills. This is also indicated by the educational statuses of employees since most of them are diploma holders. It was realized that the attended service combinations of the customer respondents vary in kind and their responses have the ability of combining the overall images of every department in the organization. Generally, the followings are the summaries of the study findings.

- Customers' satisfaction of the service delivery practices of the study organization is found to be dependent on the prevailing organizational culture and service quality.
- Customers who visited the health centers rated employee enthusiasm in helping their customer at lower stage.
- The presence of gaps between customer interest and employees awareness about their customer's interest and delay in responding to the customers complaints in the study organization is also indicated by the responses of majority of customer respondents.

- The findings also reveal the good experiences of the study organization in redirecting their customers towards the possible alternatives for the intended services if not provided there.
- Concerning the empathy dimensions of service quality, substantial portion of customers agreed that the centers have not the habit of giving appropriate positions for their customers' problems. It was also observed that the employees' courteousness, politeness, awareness and value of personal care in the study organizations towards their customers are not encouraging. Additionally surveyed customers were also not satisfied with current level of information provisions in the study organization in their contact time which might result erroneous administrations of the intended medication.
- The study also exposed lack of performing the promised service dependably and accurately. This is indicated by the responses of customers under reliability dimensions of service quality. From the responses of respondents, it is found that majority are dissatisfied with the dedication of the staff to serve their customers, the waiting time of customers in accessing health care services, accuracy of services and availability of the staff in the office to serve their customers in the scheduled working time.
- There was also a visible gap in complaint handling and creating customer's confidence about the professional qualities of the employees.
- In terms of tangibility the study reveals the presence of gaps in fulfilling basic facilities, non-suitability of reception areas and untidiness of immediate service surrounding.
- Majority of both employees and customers' respondents agreed to the presence of discouraging relationship and disrespects between service receivers and service providers. This is indicated by the response of majority.

- The study also reveals that the study organization is left behind in working hard to satisfy their customer needs as the customers expect of them. This is affirmed by the responses of both customers and staff respondents. Reasons for this are: negligence of duty, inability of process owners/ management body to approach their employees to motivate them for further work, inability of using the available resources exhaustively and supply related problems, follow up problems and absence of constructive feedback for occurred problems, lack of concern, lack of team work habit and etc that have been indicated by staff respondents for the created gaps.
- The customers indicated presence of problems in connection with interdepartmental coordination in service delivery processes. However, majority of the employees told about the presence of inter-departmental coordination in the processes of service provisions.
- Even though customer respondents agreed to the existences of team work and farsighted employees in helping the customers in the organizations under investigations, staff respondents indicated the existence of gaps in encouraging team work by the management.
- There is no significant complexity/ process followed in order to get and provide the intended services in the study organization as indicated in the “result” part of the study.
- 80 percent of customer respondents have evaluated the resource utilization status of the study organization defectively. This is also repeated by 61.6 percent of employee respondents.
- The presence of problems from management bodies in heading their organization towards the stage of better position in order to serve its needy customers more is also identified from the responses of both customers and employee respondents.

- Most employees are dissatisfied due to problems related to good governance, absence of the spirit of accountability and responsibility among the staffs and managing body, un sound relationship between management and other staff, absence of motivation for the best performer, mismatch between work processes and administration activities, and etc.
- Lack of team work or coordination, un-fulfilled preconditions which hinder them to provide the intended services, lack of needed professionals, management related problems, bringing individual/ personal interest into work place, lack of motivator factor, inability to solve problems from the scratch and the deep-rooted nepotism in the work place have been indicated as main problems of service delivery processes in the study organization from the responses of employee respondents.
- The findings also reveal that most customers who visit the health centers for the purpose of getting the intended services are not satisfied with the overall services delivery practices of the study organization.
- Multiple regression analysis was used to identify the impact of independent variables on the dependent variables. Its results reveal that all independent variables are found to be positively correlated with each other and dependent variable, customer satisfaction, with exceptions of stability and innovation and risks taking those are negatively correlated mostly for employee section of sample respondents.
- The result also shows that employee satisfaction is primarily assigned to higher level of stability, outcome orientation, innovation and risk in the study organization. Whereas, customer satisfaction is primarily predicted by higher level of reliability, tangibility, team orientation, responsiveness, customer orientation and stability.

### **4.3. Conclusions**

The study investigates the impact of organizational culture on service quality and customer satisfaction in the public health sector of Kersa Malima Woreda by taking three public health centers as the study organization. In order to examine the impact of organizational culture on customer satisfaction both customers and employees have been contacted through predetermined data gathering instrument i.e. questionnaire. Observation has been also used in data gathering processes.

The result of the study shows the significant role of organizational culture on service quality and customer satisfaction. That means customers' satisfaction of the service delivery practices of the study organization is found to be dependent on the prevailing organizational culture and service quality. As it is indicated in the result of the study, the organization has a gap with every dimension of organizational culture and service quality. The cumulative effect of this gap is found to affect the customers and employee satisfaction negatively.

In a nutshell organizational culture is believed to play a crucial role in affecting organizational activities either positively or negatively. This is clearly indicated by the responses of both customer and employee respondents of the study organization. It is also backed up by the result of correlation and regression analysis among the study variables. The result shows that customer satisfaction has significant correlations with the cultural and service quality dimensions.

Based on the data analyses discussed in the preceding chapter, customer satisfaction is primarily predicted by higher level of reliability, tangibility, team orientation, responsiveness, customer orientation and stability. Mean while employee satisfaction is primarily predicted by higher level of stability, outcome orientation, innovation and risk taking habits of the study organization.

As it is indicated by the R-squared result of 67 and 58 percent of the model summary, observed variability in customer and employee satisfaction can be explained by the independent variables included in the sample over the study period respectively while the

rest percent can be explained by other un- included variables that could have been neglected by the this particular study.

#### **4.4. Recommendations**

Based on the findings of the study and conclusions indicated in the above sections, the following recommendations need the attention of health centers administration and other stakeholders. In order to achieve the satisfied customers and employees, the identified gaps should be reconsidered.

- The availabilities of physical facilities and cleanliness of immediate service surroundings play a great role in determining the effectiveness and efficiency of the organization in meeting its customers' needs. Therefore, there is a need for the study organization to improve efficiency of services to reduce the waiting time in accessing health care and the cleanliness of immediate service environment to satisfy its customers.
- There is the need for the study organization to change its working environment in order to create the spirit of team work, interdepartmental coordination and improve the employee- customer relationship.
- Keeping customers satisfied by providing qualified service through well designed complaint handling procedure and giving timely responses to their problems should be the habit of this organization in order to satisfy its customers.
- Most employee respondents of the study organization are not interested to serve their current organization as the institution of their future career. They have indicated good governance related problems, absence of the team spirit, accountability and responsibility among the staffs and managing body, un- cordial relationship between management and other staff and absence of motivation for the best performer. So there is a need of improving the above aspects of organizational elements.

- It is better if incentive packages are to encourage the sector employees in order to retain them to serve their current organization energetically.
- The way employees are treated by their management has a direct impact on the way those employees treat the customers. Therefore, the organization has to treat its employees as it wants them to treat its customers by giving recognition and rewards for those who perform well.
- It is better if the study organization reinvestigate its organizational status in terms of reliability, tangibility, team orientation, responsiveness, customer orientation, stability, outcome orientation and innovation and risk taking of the study dimensions since the satisfaction of customer and employees is highly predicted by them.
- It is also suggested the future research work to examine further impact of organizational culture and how it contributes to the levels of customer satisfaction in the health sector operation.
- There is also the need for Policy makers to investigate the prevailing organizational culture before introducing new policy to be implemented.

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## **Appendices**

### **APPENDIX A. ENGLISH VERSION OF QUESTIONNAIRE (FOR CUSTOMERS).**

ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

FACULTY OF BUSINESS AND ECONOMICS

DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT  
MANAGEMENT

Dear respondents,

The main purpose of this questionnaire is to gather information or primary data on the impact of organizational culture on customer satisfaction with specific reference to Kersa Malima Woreda Public health Sector for the partial fulfillment of master's degree in Public Administration and Development Management. Dear respondents, you are expected to provide genuine, accurate and balanced information with respect to organizational culture, Service quality and Customer Satisfaction. Your genuine information is highly valuable as it determine the success of this study. Therefore, the researcher is very much grateful for the sacrifice you pay to this end and the information gathered will be highly confidential and purely for academic purpose.

At last, if you have any questions or comments on this research work, please participate via the following addresses

Wadajo Wami

E Mail: [wadajow@yahoo.com](mailto:wadajow@yahoo.com)

**Direction:**

- ✓ No need to write your name
- ✓ Answer by putting a tick mark (“√”) in the provided direction or by writing in the provided space
- ✓ In case you have ambiguities on any of the questions, please do not hesitate to contact me through my mobile number given above.

Questionnaire filled by Customers

**Part I: Respondents back ground**

1. Gender; Male  Female
2. Age Group ; 20- 30  21- 30  31-40  41-50  51-60   
over 61
3. Educational status: No schooling at all  some elementary school   
8<sup>th</sup> complete  10<sup>th</sup> complete  12<sup>th</sup> complete  Diploma   
Degree holder  Postgraduate   
Others (please specify).....
4. Occupation: Gov’t employee  Private business  Farmer  Student   
Other (specify).....

**Part II: Service Utilization**

5. How many times did you visit this health center  
  
For second time  this is my third time  for more than three times
6. Which services are you attending : Delivery  Emergency  In patient   
Outpatient  Simple surgical Services  others (Specify).....

### Section III. Organizational culture

Some dimensions of organizational culture are listed below. Please indicate the degree to which you agree with the following statements concerning organizational culture.

S.N	Dimensions of organizational culture	1	2	3	4	5
	<b>Customer orientation(people orientation)</b>					
19	Employees of this health center and customers have good relationship and respect to each other in their daily encounter					
20	Employees are always striving to satisfy their customers' needs					
	<b>Team Orientation</b>					
21	There is appropriate inter departmental co-ordination in service delivery processes in this organization					
22	Employees are cooperative in handling their customers affair					
23	This organization can be rated as team spirited and visionary					
	<b>Outcome orientation</b>					
24	The organization looks care full about the processes to be followed to get the necessary services					
25	The organization is on the way of using the available resources appropriately in fulfilling its customers' needs					
	<b>Stability</b>					
26	I can say the organization is ready for change in order to serve its needy customers more					

27. How long does it take you to get the intended services on average?

.....

**Part IV: Service quality**

The major dimension of service quality is listed below. Please indicate the degree to which these dimensions are affecting your satisfaction as a customer of this organization. Please respond to the following questions below by ticking (“√”) under the most appropriate number that corresponds to your level of agreement with the statement which range from: (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree)

S.N	Service Quality Dimension	1	2	3	4	5
	<b>Responsiveness</b>					
1	Employees are always willing to help customers and are polite.					
2	Employees have a thorough knowledge about their customers’ needs and treated them well					
3	Complaints are addressed within time and are received positively in this organization					
4	The staff of this health center are able to advise me on possible alternatives to my request, if not provided by this organization					
	<b>Empathy</b>					
5	My problems are considered by the members of this organization as their own problems					
6	Employees are well-mannered when dealing with my issue and they have the habit of listening to me during my contact with them					
7	The staff of this health center understand my specific needs and provide personal care accordingly					
8	All needed information are provided for patients in this organization in an appropriate manner					

	<b>Reliability</b>					
9	Employees provide a service with commitment in a timely manner in this health center					
10	The staff of this health center show a sincere interest in solving my problems					
11	This organization provides accurate and trustworthy services for its customers					
12	The staff are mostly available in the office to serve me					
	<b>Assurance</b>					
13	The organization is successful at fixing problems associated with its services delivery processes					
14	I feel confident with this organization since its employees mostly demonstrate professionalism and give answer for my request accordingly					
15	This organization has the staffs with required skill to serve its customer					
	<b>Tangibility of services</b>					
16	The center has sufficient facilities like pharmacy, laboratory and other necessary equipment in this health center.					
17	The organization arranges a suitable waiting/reception area for you until the intended service is obtained.					
18	The organization has clean and comfortable immediate surroundings like bed room, toilet and other facilities.					

**Part V Customer satisfaction**

28. In general am satisfied with the overall service I got from this organization.

Strongly disagree  Disagree  Neutral  Agree  strongly agree

29. I am willing to re visit this organization.

Strongly Dsagree  Disgree  Neutral  Agree  Strongly Agree

**Thank you Very much!!!**

**APPENDIX B. ENGLISH VERSION OF QUESTIONNAIRE (FOR  
EMPLOYEES)**

ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

FACULTY OF BUSINESS AND ECONOMICS

DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT  
MANAGEMENT

Dear respondents,

The main purpose of this questionnaire is to gather information or primary data on the impact of organizational culture on customer satisfaction with specific reference to Kersa Malima Public health Sector for the partial fulfillment of master's degree in Public Administration and Development Management. Dear respondents, you are expected to provide genuine, accurate and balanced information with respect to organizational culture, Service quality and customer Satisfaction. Your genuine information is highly valuable as it determine the success of this study. Therefore, the researcher is very much grateful for the sacrifice you pay to this end and then research is purely for academic purposes and your responses will be treated with utmost confidentiality.

At last, if you have any questions or comments on this research work, please participate via the following addresses

Wadajo Wami

E mail: [wadajow@yahoo.com](mailto:wadajow@yahoo.com)

**Direction:**

- ✓ No need to write your name
- ✓ Answer by putting a tick mark (“√”) in the provided direction or by writing in the provided space.

- ✓ In case you have ambiguities on any of the questions, please do not hesitate to contact me through my mobile number given above.

**Thank you in advance for your Cooperation!**

**Questionnaire filled by Employees**

**Part I: Back Grounds of Respondents**

1. Gender; Male  Female
2. Age Group ; 20-30  31- 40  41-50  51-60
3. Educational status; Diploma  Degree holder  Post graduate
4. How long have you worked with this organization?  
 Less than one year  2-4 years  5- 7 years  More than 8 years
5. Job description.....

**Part II: Organizational Culture**

The major dimensions of organizational culture are listed below. Please respond to them by putting tick mark (“√”) under the most appropriate number that corresponds to your level of agreement with the statement which range from: *(1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree)*

S.N	Dimensions of organizational culture	1	2	3	4	5
	People orientation					
1	We are mostly polite to one another and to the rest of the people including external customers.					
2	People in this organization think they should do what customers expect of them.					
3	Heads of the center frequently discusses with the workers about their task requirements in order to cope well with the organization’s objectives					

	Innovation and risk taking					
4	Thinking up new ideas and being creative is acceptable in this organization by all members					
5	Staffs feel free to say innovative suggestions to top management in this organization					
	<b>Team Orientation</b>					
7	There is appropriate inter departmental co-ordination in service delivery processes in this organization					
8	Management of this organization encourages and recognize team-work effort and activities are organized around the team accordingly					
9	There is open- communication between management and employees of this health center					
	<b>Outcome orientation</b>					
12	There is a complex work process to give efficient and efficient services in this organization					
13	The organization always strive to satisfy its customers' needs by using all the available resources appropriately					
	<b>Stability</b>					
14	I can say that this organization is ready for change in order to serve its needy customers more					
15	I can rate the management of this organization as change oriented					

**Part III: Questions Related to the Topic**

Respond to the following general questions

1. Are you satisfied with your work?

Yes  No  Indifferent

Go to the next question based on your answer for question number 2

2. If your answer is **No** for question number one what do you think is the reason/s?

.....  
.....

3. Do you think you are providing efficient and effective services to your customers

Yes  No  Indifferent

Go to the next two question based on your answer for question number 3

4. If your answer is **yes** for question number three what do you think is the reason behind?

.....  
.....

5. If your answer is **No** for question number three above what do you think hinders you mostly?

.....  
.....

What do you think is the main problem of the service delivery process in this organization?

.....  
.....

6. Do you want to stay in this organization as the institution of your future career?

Yes  No  Indifferent

**Thank you very Much!!**

## **APPENDIX C. OBSERVATIONAL CHECKLIST**

1. Employees are bureaucratic in serving their customers
2. The customer interest is highly respected and the customers are highly smiled with ongoing services
3. Customers feel transparent with ongoing service delivery practices
4. There is a team work and cooperation among employees of the center
5. The equipment and tools that are used to assist ongoing services are clean
6. The organization has service quality standards to evaluate its services
7. The organization has appropriate waiting/ reception area for customers

**APPENDEX D. AFAN OROMO VERSION OF QUESTIONNAIRE (FOR CUSTOMERS)**

UNIVERSIITII FINFINNEETTI

FAAKALITII BUSINESSII FI IKONOMIKSII

MUUMMEE HOGGANSAA UUMMATAAFI BULCHIINSA DAGAAGINAA (PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT)

Kabajamtota Deebi kennitoota,

Kaayyoon guddaan gaaffannoo kanaa odeeffannoo jaalqaa ykn daataa hojmaatni dhaabbata kanaa jechuunis ( buufata fayyaa) itti quufinsa tajaajila maammiltootaaf kennamu irratti qabu qorachuudha . Waraqaan qorannoo kun kaayyoo qulqulluu itti guutinsa haal -duree barnoota digrii lammaffaa muummee hoggansa uummataafi bulchiinsa guddinaa( public administration and development management ) tif waan ta'eef isinis kanuma hubachuudhan odeeffannoo qulqulluu , sirrii fi madaalawaa ta'e aadaa dhaabbatichaa , qulqullina tajaajilaa fi itti- quufiinsa maammiltotaa ilaalchisee deebii kennudhan akka na gargaartan kabaja guddanan isin gaafadha. Qorannon kun odeeffannoo isin kennitanin ala galma ga'uu waan hin dandeenyeef isinis kanuma beektani gaaffiwwan qorannoo kanaaf qophaa'e guutudhaan gargaarsa barbaachisu mara akka naaf gootan kabaja guddaanan isin gaafadha. Yeroo keessan aarsaa gochuudhan hirmaanna ho'aa isin gootaniif guddaan isin galateffadha .

Gaafiif yaada yoo qaabaattan teessoo armaan gadii fayyadamaa :

Wadajo Wami

Email: [wadajow@yahoo.com](mailto:wadajow@yahoo.com)

***Qajeelfama***

- ✓ Maqaa keessan hin barreessinaa
- ✓ Kallaatti deebii keessanii mallattoo kanaan '✓' agarsisaa ; bakka barressun barchisutti iddoo duwwaa waan kanaaf taa'etti fayyadamaa

✓ Gaafifii waan isinii hin galle yoo qabaattan tessoo armaan oliiti fayyaadamaa

### Gargaarsa Keessan Maraaf Guddaan isin Galateeffadha

Kutaa tokko: Seenaa gabaabaaa deebi kennitotaa(Backgrounds of respondent)

### Gaafii gaafatamee Deebii keessan mallatto ‘√’ saanduga keennamae keessa kaa’udhaan agarsiisaa (maammiltootan kan guutamu)

1. Korniyaa(Saala): Dhiira  Dhalaa
2. Umrii: 20 -30  31- 40  41- 50  50- 51  60
3. Sadarkaa Barnotaa: Hin baranne  Baruumsa sadarka 1<sup>ffa</sup>  8<sup>ffa</sup>   
rawwadhe

10<sup>ffa</sup>  12<sup>ffa</sup>  Diploma  Digrii(BA/Bsc)  Digrii lammaffa

Kan biraa (ibsa).....

4. Hojii : Hojjetaa motummaa  Hojii dhunfaa  Qonnaan bulaa   
Barataa

Kan biraa(ibsa).....

5. Buufata fayyaa kana yeroo meeqaf itti fayyadamtan?

Kun yeroo jalqabaatif  yeroo lammataati  Kun sadaffaa kooti

Yeroo sadii oli

6. Tajaajila akkam argachuuf dhuftani beektu?

Tajaajila da'uumsaa  Tajaajila balaa tasaa  Tajaajila ciisanii yaalamu

Tajaajila deddebi'anii yaalamu  Tajaajila baqaqsanii hodhuu salphaa

Tajaajial kan biro (ibsa).....

### Kutaa lama: Qulqullina tajaajila kennamuu ilaalchisee

**Gaaffilee armaan gadiitif mallattoo ‘√’lakkofsa yaada keessan ibsu jala galchuudhan deebii kenna .Lakkofsonni kunnen yaadota araman gadii bakka bu’u. Lakk. 1= sirritti irratti walii hin galu , lakk. 2= irratti walii hin galu, lakk. 3= hin mormus hin deeggarus, lakk. 4= irrattan walii g =sirrittan irratti walii gala**

T.L	Agarsiistuu qulqullina tajaajilaa	1	2	3	4	5
	<b>Tajaajila barbaadamuuf deebii kenninsa hojjetootaa</b>					
1	Hojjetooni yeroo hunda tajaajila kennuf qophaa'oodha ; maammila keessumeessurratis amala gaaris qabu					
2	Hojjetooni buufatichaa dandeettii fedhii maammiltootaa isaani isaan hubachiisu sirritti qabu,sirritis keessummessus.					
3	Buufatichi koomii maammiltoota yeroon hiika/fura.					
4	Hojjetooni buufatichaa tajaajilan barbaadu kennuulle yoo hin dandeenye ta'e fillonnon itti argachuu danda'urratti gorsa ga'aa kennu.					
	<b>Fedhii Maammila hubachuu</b>					
5	Rakkoon maammilaa miseensota buufatichaa biratti iddoo guddaa qaba;akkasumas miseensonni aadaa rakkoo maammilaa akka waan ofiitti ilaalu.					
6	Hojjetooni maammilaf kabaja guddaa fi amala fedhii maammilaa dhaggeffachu ni qabu					
7	Fedhiin koo haalan hubachuudhan akkuma fedhii kootitti na keessummessan					
8	Odeeffanno barbaachisu mara haalan ni kennu					
	<b>Dhugummaa Tajaajilaa</b>					
9	Hojjetoni of-kennudhan yeroodhan maammila isaanii keesuumessu					
10	Rakkoo maammilaa fururrati hojjettonni si'aawodha					
11	Dhaabbatichi tajaajial sirrii fi amansiisaa kenna					
12	Hojjetooni yeroo barbaadametti tajaajila barbaadamu kennuuf iddoo tajaajilaatti ni argamu , haalan tajaajilus					
	<b>Amantaa maammilli hojjetoota irratti qabu</b>					
13	Buufatichi komii seeran keessummessuu irratti ga'uumsa qaba					
14	Buufatichi iccitii maamila waan eeguuf akkasumas tajaajila kennurratti hojjetootni amala ogummaa waan mul'isaaniif ofitti amanamummaa akkan qabaadhu na taasise jira					
15	Buufatichi hojjetoota ga'uumsa qabaniin tajaajila kennurrati argama					
	<b>Tajaajial Qabatamaa kennuu</b>					

16	Buufatichi tajaajial barbaadamu keenuudhaf meshaalee barbachisan ga'a qaba					
17	Hamma dabareen ga'utti bakki turmaata maammiltootaa ga'aa fi mijataadha.					
18	Buufatichi taajila barbaadamu keenuurrati iddoo qulqulluu fi gahaa ta'e qaba					

### Kutaa 3<sup>ffaa</sup> Hojmaata dhaabbatichi Tajijilaan wal qabatee calaqqisiisu

T.L	<b>Agarsiiftuu Kallattii hojmaata dhaabatichaa</b>					
	<b>Uummata/ maammila giddu gala godhachuu(People orientation )</b>					
19	Walitti dhufeenyi hojjattoota dhaabbatichaa fi maammiltootaa jidduu jiru quubsaadha.					
20	Hoojjatootni dhaabbatichaa feedhii maamiltoota isaani sirritti guutu ni carraaqu					
	<b>Gaamtaan hojjachuu/ team orientation</b>					
21	Adeemsa tajaajila keennuu keessatti Walitti dhufeenyi muummewwan dhaabbatichaa gidduu jiru quubsaadha.					
22	Fedhii maammila guutuf gamtaan hojjechuun aadaa hojjetoota mana hojii kanaati					
23	Walumaa galatti dhaabbaticha tajaajila kennuu irratti mul'ata qabeessaa fi gamtaa'adha.					
	<b>Ilaalcha bu'aa irratti xiyyeeffate/ outcome orientation</b>					
24	Tajaajila kennuu keessatti adeemsi hordofamuu qabu xiyyeeffanoo guddaa argateera .					
25	Dhaabbatichi fedhii maamiltoota isaa guutuuf qabeenya jiru haalan itti fayyadama					
	<b>Tasgabii jijjiramaa fiduuf jiru/ stability</b>					
26	Dhaabatichi fedhii maamiltoonni isaa yeroo yeroon mul'isan guutuuf yeroo mara qophaa'adha jechuu nan danda'a.					

27. Tajaajila barbaaddan argachuuf giddu galaan yeroo hagam isinitti fudhata?

-----

-----

**Kutaa <sup>4ffa</sup> Itti quufinsaa Maammilaa**

28. Walumaa galatti tajaajilan walii galaan dhaabbata kanarraa argadhuutti itti quufen jira

Sirritti irrati walii hin galu  Irratti walii hin galu  Hin mormus hin deeggarus

Irrattan walii gala  Sirriattan irratti walii gala

29. Tajaajila walfakkatuf dhaabbata kanattii deebi'uuf heyyamamoodha

Sirritti irrati walii hin galu  Irratti walii hin galu  Hin mormus hin deeggarus

Irrattan walii gala  Sirriattan irratti walii gala

**Baayyeen isin galateeffadha!!!**

**APPENDEX E. AFAN OROMO VERSION OF QUESTIONNAIRE (FOR  
EMPLOYEES)**

**UNIVERSIITII FINFINNEETTI**

**FAAKALITII BUSINESSII FI IKONOMIKSII**

**MUUMMEE HOGGANSAA UUMMATAAFI BULCHIINSA DAGAAGINAA  
(PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT)**

Kabajamtota Deebi kennitoota,

Kaayyoon guddaan gaaffannoo kanaa odeeffannoo jaalqaa ykn daataa hojmaatni dhaabbata kanaa jechuunis ( buufata fayyaa) itti quufinsa tajaajila maammiltootaaf kennamu irratti qabu qorachuudha . Waraqaan qorannoo kun kaayyoo qulqulluu itti guutinsa haal -duree barnoota digrii lammaffaa muummee hoggansa uummataafi bulchiinsa guddinaa( public administration and development management ) tif waan ta'eef isinis kanuma hubachuudhan odeeffannoo qulqulluu , sirrii fi madaalawaa ta'e aadaa dhaabbatichaa , qulqullina tajaajilaa fi itti- quufiinsa maammiltotaa ilaalchisee deebii kennudhan akka na gargaartan kabaja guddanan isin gaafadha. Qorannon kun odeeffannoo isin kennitanin ala galma ga'uu waan hin dandeenyeef isinis kanuma beektani gaaffiwwan qorannoo kanaaf qophaa'e guutudhaan gargaarsa barbaachisu mara akka naaf gootan kabaja guddaanan isin gaafadha. Yeroo keessan aarsaa gochuudhan hirmaanna ho'aa isin gootaniif guddaan isin galateffadha .

Gaafiif yaada yoo qaabaattan teessoo armaan gadii fayyadamaa :

Wadajo Wami

Email: [wadajow@yahoo.com](mailto:wadajow@yahoo.com)

***Qajeelfama***

- ✓ Maqaa keessan hin barreessinaa
- ✓ Kallaatti deebii keessanii mallattoo kanaan '✓' agarsisaa ; bakka barressun barchisutti iddoo duwwaa waan kanaaf taa'etti fayyadamaa

- ✓ Gaafifii waan isinii hin galle yoo qabaattan tesso armaan oliiti fayyaadamaa

**Gargaarsa Keessan Maraaf Guddaan isin Galateeffadha**

**Kutaa tokko: Seenaa gabaabaa deebi kennitotaa( Backgrounds of respondent)**

**Gaafii gaafatamee Deebii keessan mallatto ‘√’ saanduqa keennamae keessa kaa’udhaan agarsiisaa( hojjetootan kan guutamu)**

- Korniyaa(Saala): Dhiira  Dhalaa
- Umrii: 20 -30  31- 40  41- 50 50- 51  60 oli
- Sadarkaa barnootaa ; Dipiloomaa  Digrii 1ffaa  Digrii 2ffaa   
kan biroo (ibsaa).....
- Buufata kana keessatti yeroo hammamiitif tajaajiltani ?  
Wagaa tokoo gadi  waggaa 2-4  waggaa 5- 7  waggaa 8 oli
- Ga’ee hojii keessanii ibsaa.....

**Kutaa 2 ffaa:- Hojmaata dhaabbatichaa ( Organizational culture )**

Gaaffilee armaan gadiitif mallattoo ‘√’lakkofsa yaada keessan ibsu jala galchuudhan deebii kennaa .Lakkofsonni kunnen yaadota araman gadii bakka bu’u. **Lakk. 1= sirritti irratti walii hin galu , lakk. 2= irratti walii hin galu, lakk. 3= hin mormus hin deeggarus, lakk. 4= irrattan walii gala fi lakk. 5=sirrittan irratti walii gala**

T.L	Agarsiiftuu Kallattii aadaa dhaabatichaa	1	2	3	4	5
	<b>People orientation</b>					
1	Walitti dhufeenyi hojjattoota dhaabbatichaa fi maalitootaa jidduu jiru quubsaadha.					
2	Hoojjatootni dhabbatichaa feedhii maamiltoota isaani sirritti guutu					
3	Hooggantoonni yeroo yeroon hojjattoota dhaabbatichaa waliin addemsa ga’ee hojii isaanii irratti ni mari’atu					
	<b>Yaada haaraa burqisiisuufii itti gaafatamummaa fudhachuu( innovation and risk taking)</b>					
4	Yaada haaraa maddisiisuufi kalaqni haaraan hojjattoota fi buulchiinsa					

	dhaabbatichaa biratti fudhatama ol'aanaa qaba.					
5	Hojjattootni dhaabbatichaa waan haaraa hubachuudhaaf fedhii guddaa qabu					
6	Hojjaattoni dhaabbatichaa bilisaan yaada dhaabbatichi ni fayyada jedhan bulchiinsa dhaabbatichaatiif ni gumaachu					
	<b>Gaamtaan hojjachuu/ team orientation</b>					
7	Haala tajaajila ga'aa keennuu irratti Walitti dhufeenyi muummewwan dhaabbatichaa gidduu jiru quubsaadha.					
8	Bulchiinsi dhaabbatichaa hojii garee ni jajjabeessa, akkasumas beekamtii ni laataaf.					
9	Hariiroon hojjattotaafi bulchiinsa dhaabbatichaa gidduu jiru gahadha.					
10	Hoojjattootni dhaabbatichaa hojii guyyaa guyyaan dalagamu keessatti seeraa fi adeemsa dhaabbatichaa haalan hordifu.					
11	Hoojjattotni dhaabbatichaa kaayyoo, mul'ataa, ergamaa fi duudhaa dhaabbatichaa irrati hubannoo ga'aa qabu					
	<b>Ilaalcha bu'aa irrati xiyyeeffate/ out come orientation</b>					
12	Tajaajila ga'aa kennuu keessatti adeemsa walxaxaatu jira.					
13	Hojjattoonni dhaabbatichaa tajaajila ol'aanaa keennuun dhaabbaticha gara fuldureettii tarkaanfachiisuudhaaf feedhii guddaa qabu aakkasumas qabeenyi jiru hojii guyya guyyaa keessatti haalan fayyadamu seeran fayyadamu					
	<b>Tasgabii jijjirama fiduuf jiru/ stability</b>					
14	Dhaabatichi fedhii maamiltoota isaa kan yeroo yeroon dabalaa deemu guutuuf yeroo mara qophaa'adha					
15	Bulchiinsi dhaabbatichaa jijjirama fiduuf kan oonnateedha					

**Kutaa 3ffaa: Gaaffiwwan armaan gaadiitiif deebii barbaachisu iddoo duwwaa kennametti guutuun deebisaa.**

1. Hojii keessanitti gammadoodhaa? Eeyyeen  Miti   
Hin murteessu   
Deebii gaaffii tokkoffaa irratti hundaa'udhaan gara gaaffii lammaffatti deema
2. Yoo deebiin gaaffii tokkoffaa **miti** ta'e sababni isaa maali jettu?  
-----  
-----
3. Tajaajila qulqulluu fi quubsaa ta'en maamiltoota dhaabbatichaaf keennaa jira jettanii yaadduu? Eeyyen  Miti  Hin murteessuu   
Deebii gaaffii 3ffaa irratti hundaa'udhaan gara gaaffiilee lameen armaan gadiitti deema
4. Yoo deebiin keessan **eeyyeen** ta'e saababni isaa maali irraa madde jetu?  
-----  
-----
5. Yoo deebiin keessan **miti** ta'ehoo saababni isaa maali irraa madde jetu?  
-----  
-----
6. Addeemsa tajaajila guutuu ta'e kennuu keessatti rakkoon guddaan jiru maali jettanii yaaddu?  
-----  
-----
7. Dhaabbata kana keessatti fuuldurattii tajaajila walfakkaatu keennuuf fedhii ni qabduu?  
Eeyyeen  Miti  Hin murteessuu

**Baayyen isin galateeffedha!!!!**

## DECLARATION

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

**Declared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Confirmed by Advisor:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Place and date of submission \_\_\_\_\_