

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Determinants of Customer Satisfaction on Public Service Delivery: In Case of Ethiopia Immigration and Citizenship Service

By:

Zeleke Alemu

Advisor:

Dr.Desalegn Amlaku (PhD)

A thesis Submitted to the College of Business and Economics of Addis Ababa University, in Partial Fulfillment of the Requirements for the Degree of MSc in General Management

May 2026

Addis Ababa University

ADDIS ABABA UNIVERSITY

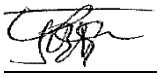
COLLEGE OF BUSINESS AND ECONOMICS

Determinants of Customer Satisfaction on Public Service Delivery: In Case of Ethiopia Immigration and Citizenship Service

By

Zeleke Alemu

Approved By Board of Examiners

Department head	Signature	Date
Advisor	Signature	Date
Desalegn Amalku (PHD)		May 26, 2026
Internal Examiner	Signature	Date
Yohanes Werkaferahu (PHD)		Jun/23/2026
External Examiner	Signature	Date
Muhammedamin Hussen (PHD)		Jun/24/2026

Declaration

I the undersigned declare that the thesis entitled **"Determinants of Customer Satisfaction on Public Service Delivery: In Case of Ethiopia Immigration and Citizenship Service"** is my original work, under the guidance of Dr. Desalegn Amlaku. This thesis has not been represented or submitted here and any other university, as part of the requirement of any other academic degree, all materials and resources used herein, has been duly acknowledged.

Name: Zeleke Alemu Signature  Date of submission May/28/2026

Place: *College of Business and Economics Department of Management, Addis Ababa University, Addis Ababa, Ethiopia*

STATEMENT OF CERTIFICATION

This is to certify that Mr. Zeleke Alemu (GSR/3094/17) has successfully undertaken and completed his research entitled: “Determinants of Customer Satisfaction on Public Service Delivery: The Case of Ethiopia Immigration and Citizenship Service.” This thesis has been accepted as a partial fulfilment of the requirements for the degree of Master of Management (MMgt).

Approved by:

Name: Desalegn Amlaku (PhD)

Signature: 

Date: May 26, 2026

Acknowledgments

I would like to express my sincere thanks to all those who contributed to the successful completion of this thesis. First, I would like to extend my deepest gratitude to my advisor, Dr Desalgne Amlaku, for his invaluable guidance, constructive comments, continuous encouragement, unwavering trust and generous support throughout the research process. His academic expertise and insightful advice gave the direction needed for the successful completion of this study. I am also thankful to my friend, Kaftamu Tilahun, for his time, effort and help all through the whole research process. His support and encouragement were crucial in completing this work.

Finally, I would like to express my heartfelt gratitude to my family for their unconditional love, patience and support throughout my academic journey. Their support and confidence in me have always been a source of motivation. In particular, I would like to give my special thanks to my brother Getahun Alemu and my beloved families for their invaluable advice, continuous encouragement, moral support and financial assistance during the course of this study. This was possible only because of their sacrifices and steadfast support. My sincere thanks and appreciation to all who have contributed either directly or indirectly in the completion of this thesis.

Acronyms

EICS: Ethiopian Immigration and Citizenship Service

ICS: Immigration and Citizenship Service

CS: Customer Satisfaction

REL: Reliability

RES: Responsiveness

ASS: Assurance

EMP: Empathy

TAN; Tangibility

Abstract

The study was conducted at Ethiopian Immigration and Citizenship Service (ICS), Addis Ababa Branch to investigate the determinants of customer satisfaction in service delivery. Public institutions understand that service delivery and customer satisfaction are key determinants of organizational effectiveness, public trust and service efficiency. The study designed to evaluate the impact of service quality dimensions on customer satisfaction. The research identified the most significant problems affecting customer satisfaction such as delay in service delivery, lack of responsiveness, inadequate complaint resolution system, lack of information sharing, and lack of customer-oriented service practices. The study also found that the institution is facing lack of training opportunities and weak accountability systems, which negatively affect the quality of services and customer satisfaction. The study adopted a descriptive research design and utilized both quantitative and qualitative approaches. The researcher used primary and secondary sources of data. The customer of ICS is unknown, and it is difficult to determine exactly. As a result, the researcher was used sample size determination formula in case of infinite population, the researcher distributed 385 questionnaires for customers, from this, 373 were returned properly completed and the remaining questionnaires were not returned or incomplete. Respondents were selected by using convenience-sampling technique. The results of the study showed that empathy, reliability, and responsiveness had positive and significant effects on customer satisfaction. Empathy was the strongest predictor of customer satisfaction, indicating that customers greatly value individualized attention and understanding and caring service from employees. Tangibility had a negative and significant relationship with customer satisfaction suggesting dissatisfaction with physical facilities and the service environment. However, assurance had a positive but statistically insignificant effect on customer satisfaction. The finding of the study recommends that Ethiopian Immigration and Citizenship Service should improve customer centered service delivery, facilitate employee-training programs, enhance responsiveness and enhance the physical service environment. The institution should also develop effective complaint handling mechanisms, improve accountability systems and regularly assess service quality to improve overall customer satisfaction.

Key words: service quality, service delivery, and customer satisfaction

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CHAPTER ONE.
INTRODUCTION

1.1. Background of the Study

Ethiopian Immigration and Citizenship Service (EICS) is a federal government institution that is responsible for providing immigration, nationality, citizenship, passport, visa, residence permit and other related services in the country. The institution is crucial for protecting national security, controlling migration, allowing international mobility and defining the legal identity of citizens and foreign residents. EICS is a vital public service institution that serves thousands of customers applying for passports, visas, citizenship certificates and other immigration-related documents. The effectiveness and efficiency of its service delivery has major implications for public trust, government performance and national development.

In recent years, public institutions have been under increasing pressure to deliver services that are efficient, transparent, accessible and responsive to the needs of citizens. Therefore, improving service quality has become one of the major concerns of the government organizations, including the immigration and citizenship institutions. (Shahin & Janatyan, 2011) describe service as an interaction process of customers and service providers, which includes all human and physical elements used in the delivery of the service. According to (Kotler, 2006), a service is an intangible activity or benefit offered to another party, and does not result in ownership. As such, the quality of service delivery is not only determined by the result but also by the way, in which the service is delivered to the customers.

Service delivery is often regarded as a key indicator of the organization's performance and effectiveness. According to (Rigopoulos et al., 2008), service delivery is the provision of services to intended beneficiaries in an efficient, reliable and timely manner. In public institutions like the Ethiopian Immigration and Citizenship Service, effective service delivery leads to better customer satisfaction, institutional credibility and public confidence. Thus, the study of factors affecting customer satisfaction is more important in order to improve the quality of service and performance of the organization.

According to Kotler et al. (2002), customer satisfaction is the emotion that consumers feel when a business meets or surpasses their expectations. Customers are more likely to stay loyal for a longer period, become less sensitive to price changes, and express favorable opinions about the company when their expectations are exceed. In this way, better service results in happier clients (Kotler, 2006). Customer satisfaction through high-quality service is crucial for any organization hoping to accomplish its goals and objectives (Kotler, 2006). This emphasizes how important consumers are to an organization's profitability. On the other hand, subpar service leads to disgruntled customers, suggesting that meeting customer expectations is a key component of any organization's success. Due to the nature of the service, which entails extensive interaction with clients who have a variety of needs and frequently require customized solutions, customer satisfaction is especially crucial in the immigration sector. Customer satisfaction is a major factor affecting institutional reputation and customer loyalty in today's service-oriented and competitive environment (Clemens, 2008).

Rigopoulos et al. (2008) define customer satisfaction as the customer's overall opinion of a business when their expectations fulfilled or surpassed during the use of a good and service. Since losing, a customer represents not just a single lost transaction but also the entire stream of future purchases over the course of that customer's relationship with the organization; many businesses have shifted their focus in recent years from continuously attracting new customers to retaining existing ones. In order to improve public service delivery, strengthen border management, and enable legal mobility, a number of African nations have been changing their immigration laws. The Ethiopian Immigration and Citizenship Service, which is in charge of immigration control, passport issuance, visa services, residence permits, and citizenship administration, carry out these duties in Ethiopia. These services are essential for maintaining national security, controlling population growth, and giving citizens trustworthy identification and travel documents.

In recent years, the Ethiopian government has been working to improve immigration and citizenship services so that they meet international standards. These changes were meant to make it easier, faster, and clearer for both domestic and international customers to get service. The Ethiopian Immigration and Citizenship Service now offers a wide range of services across the country to meet public expectations and support broader national development goals. These

services include issuing passports, processing visas, granting residence permits, and other immigration-related services.

1.2. Statements of the problem

Customer satisfaction has become one of the most important indicators of organizational performance, especially in service-oriented institutions. Unlike physical products, services are heterogeneous, intangible, produced and consumed simultaneously, which makes it difficult to predict and manage customer expectations (Kotler & Keller, 2015). This results in the customers evaluating the same service experience differently hence delivery of satisfactory services is a challenging task for the organizations (Parasuraman et al., 1985). In the current competitive and customer-oriented environment, organizations are increasingly required to deliver high quality services, which meet or exceed customers' expectations. The Expectation-Confirmation Theory states that customers' satisfaction is obtained when the perceived service performance meets or exceeds customers' expectations. Dissatisfaction occurs when the performance is below the expectations (Oliver, 1980). Therefore, it is important to know the factors that affect customer satisfaction to improve the effectiveness of the organization and the quality of service. Service quality is known to be a critical factor of customer satisfaction. (Zeithaml et al., 1988), developed the SERVQUAL model that has five dimensions of service quality namely tangibility, reliability, responsiveness, assurance and empathy. These dimensions influence the manner in which the customers perceive and evaluate the services and finally determine their satisfaction. Previous studies have found positive relationships between service quality dimensions and customer satisfaction and organizational performance (Cronin & Taylor, 1992); (Zeithaml et al., 1996)). In many government institutions, especially in developing countries, customer dissatisfaction remains a major concern despite continuous efforts to improve public service delivery. Public organizations face problems related to service delays, long waiting times, poor communication, bureaucratic procedures and lack of responsiveness to customer needs (Osborne, 2010), These challenges lead to poor customer experience and lower satisfaction levels.

The Ethiopian Immigration and Citizenship Service (EICS) is one of the leading public institutions that provide key services such as passport issuance, visa processing, residence permit, nationality certification and other services related to citizenship. Despite the institution's

introduction of various reforms and digital service initiatives to enhance service delivery, the institution continues to receive persistent public complaints regarding delays in service provision, long processing times, and overcrowding, limited access to information, system interruptions and inadequate responsiveness to customer concerns. The organization is notorious in the public domain for these service related complaints, raising alarm on the quality and effectiveness of its service delivery system. Customers through various communication channels and public discussions often communicate these types of complaints, but there is little empirical evidence about whether such complaints are true representations of the actual service experience of customers. Moreover, there is little knowledge on the specific factors contributing to customer dissatisfaction and service delivery failure in the Ethiopian Immigration and Citizenship Service. Hence, there is a need for a systematic study on the authenticity of the complaints reported and the core determinants that affect customer satisfaction. Although customer satisfaction has been studied in banking, telecommunications, healthcare and other service sectors, there is little research on customer satisfaction in immigration and citizenship services in Ethiopia. This creates a knowledge gap about the factors that affect customer satisfaction in this important public service institution.

Thus, the study attempts to explore the factors determining customer satisfaction in the Ethiopian Immigration and Citizenship Service in Addis Ababa. The study specifically examines the effects of service quality dimensions namely, tangibility, reliability, responsiveness, assurance and empathy on customer satisfaction. The study also seeks to determine whether there is empirical evidence to support the widely reported complaints about service delays and poor service delivery, and to identify the key factors contributing to challenges in service delivery. The findings of the study are expected to provide useful insights for policymakers and management in formulating strategies to improve service quality minimize customer complaints and increase customer satisfaction at the Ethiopian Immigration and Citizenship Service.

1.3. Research Questions

- ✓ To what extent are customers satisfied with the overall services provided by the Ethiopian Immigration and Citizenship Service?

- ✓ What are the relationship between customer satisfaction and dependability is as demonstrated through the accuracy and consistency of service delivery?
- ✓ To what extent does responsiveness, particularly the punctuality and speed of service delivery, influence customer satisfaction?
- ✓ What effect does assurance, including staff competency and trust in service dependability, have on customer satisfaction?
- ✓ To what extent does employees' empathy, reflected through attention to and understanding of customers' needs, influence customer satisfaction?
- ✓ What is the relationship between customer satisfaction and tangible service elements such as physical facilities, equipment, and the service environment?

1.4. Objectives of the study

The study was conduct with predetermined general and specific objectives.

1.4.1. General objective

The general objective of the study was examined the determinants of customer satisfaction in the Ethiopian Immigration and Citizenship Service by applying SERVQUAL service quality module.

1.4.2. The specific objectives of the study

- ✓ To investigate how service delivery reliability affect customer satisfaction.
- ✓ To examine how customer satisfaction affected by responsiveness, specifically the punctuality and speed of service.
- ✓ To assess how assurance that includes employee skill, professionalism, and reliability affects client satisfaction.
- ✓ To investigate the relationship between customer satisfaction and empathy as demonstrated by staff attention, comprehension, and emotional responsiveness.
- ✓ To evaluate how tangibility, like actual buildings, machinery, and the service environment, affect client satisfaction

1.5. Significant of the Study

Even though the study had certain limitations, it attempted to offer some substantial benefits regarding customer satisfaction with the firm. In our country, there are no as crucial records regarding the service delivery on customer satisfaction with regard to Immigration Service. The research may offers the following importance.

- It could motivate the company's manager properly concentrate on customer satisfaction.
- By identifying the organization's limitation and promoting its strengths, the study attempted to enhance its performance.
- Other researcher may be inspired to investigate consumer satisfaction with the Ethiopian Immigration and Citizenship Service's service delivery system.
- To gain research experience for the investigator. The researcher and other interested parties can use this study as a source of information to learn more about the topic being studied.
- Additionally, to gain research experience that will help create future studies.

1.6. Scope of the Study

Due to time and financial limitations, the study's geographic scope was restricted to Ethiopia's Addis Ababa Office of Immigration and Citizenship Service. To make the study viable and reasonable, it was also restricted to evaluating the impact of service delivery factors on customer satisfaction. The goal of the study was to evaluate how satisfied customers were with the service delivery system. The topic of customer satisfaction and service delivery was wide-ranging. However, the study might only concentrate on the boundaries of behavior within the Ethiopian Immigration and Citizenship Service. Kotler and Keller (2012) state that there are several techniques to gauge consumer happiness. The researcher used a questionnaire, observation, newspapers, magazines, and other published and unpublished materials to complete the study on Immigration's assessment of service delivery based on customer satisfaction. Therefore, the research study attempted to address the Immigration and Citizenship Service's service and service-related issues.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1. Over View of Service delivery

Service delivery, which frequently reflects a certain degree of organizational excellence, is the provision of services to the intended users in an effective, timely, and efficient manner. Customer satisfaction greatly impacted by elements like product or service offerings, recovery efforts, and service failures. Since service quality is a major factor in determining customer satisfaction, providing high-quality services that successfully satisfy customer needs is the only way to improve organizational performance. As a result, businesses that place a high priority on customer satisfaction and service quality typically see higher profitability than those that do not (Rigopoulos et al., 2008). Service delivery a set of rules that help people make and provide services. These rules include things like what has allowed and not allowed and they are used when services are being designed, built, tested and used. The main goal of service delivery is to make sure that people who use these services get an experience every time. Service delivery is, about making sure that services work well and do what they are supposed to do for the people who are using them in a business

2.1.2. The service and its characteristics

The entire economies of both rich and emerging nations are becoming more and more dependent on the service sector. The service sector is regarded as the 21st century. Researchers have attempted to define and clarify what a service is. The terms "service" have numerous definitions. According to Parasuraman et al. (1985), services are actions, procedures, and performances.

According to Gronroos (2001), a service is a process that results from concurrent production and consuming processes. Bloom and Kotler (1984), defined service as, “any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product”. Gronroos defined service as “an activity or series of activities of more or less intangible nature that normally, not necessarily, take place in interactions between the customer and service employees and/or physical resources

or goods and/or systems of the service provider, which are provided as solution to customer problems". Sasser & et.al, (1978) give another meaning for service: "A service is a package of explicit and implicit benefits performed with a supporting facility and using facilitating goods".

According to Payne (1993), a service is the non-physical part of an exchange between a customer and a provider defined as any primary or supporting activity that does not directly produce a tangible product. In a similar vein, Kotler et al. (1999) define a service as any activity or advantage provided by one party to another that is essentially intangible, does not result in ownership, and may or may not be associated with a tangible good.

In a more general sense, services include all economic activities that add value for clients but are intangible and not tangible like goods. Services have grown in importance across all industries because of the growth of globalization and the development of information technology. Services are now found in almost every facet of daily life, from necessities like eating to recreational pursuits like traveling and playing sports. Moreover, services are not limited to traditional service sectors such as banking, telecommunications, hospitality, and personal care. They have become a critical strategic tool for organizations in all industries to achieve competitive advantage. In many cases, even physical products depend heavily on accompanying services to enhance customer satisfaction and remain competitive in the market.

Characteristics of service

Services possess certain characteristics that distinguish them from physical goods. Four key characteristics of services were defined by (Mudie & Cottam, 2006), as: intangibility, inseparability, variability (heterogeneity) and perishability.

1. Intangibility: Before being purchased, services can typically not be seen, felt, heard, or smelled. Before (and occasionally during and after) the service delivery, the prospective client cannot perceive the service.
   Implications: Customers may find it challenging to recognize and comprehend an offer both before and after receiving the service due to intangibility. Determining the degree of intangibility and the management of it presents a difficulty for the service provider.

2. Inseparability: Whereas goods are first produced, then stored, finally sold and consumed, services are first, sold then produced and consumed simultaneously. Service inseparability means that services cannot be separated from their providers whether the providers are people or machines.

   Implications the involvement of the customer in the production and delivery of service means that the service provider must exercise care in what is being produced and how it is produced. Proper selection and training customer contact personnel are necessary to ensure the delivery of quality.

3. Variability: An unavoidable consequence of simultaneous production and consumption is variability in performance of a service. The quality of the service may vary depending on who provides it as well as when, where and how it provided. As such, service quality is difficult to control.

   Implications Reducing variability involves determining the causes, it may be due to unsuitable personality traits in an employee, which are difficult to detect at the selection stage, and increasing standardization of procedures may be required.

4. Perishability: Services cannot be stored for later sales or use. If demand far exceeds supply, it cannot be met.

   Implications Fluctuation in demand characterizes service organization and may pose problems where these fluctuations are unpredictable. Strategies need to be developed for producing a better match between supply and demand.

2.1.3. Service quality

Customer satisfaction is the goal of offering high-quality services. According to Ken Irons (1997), "service is the one unique opportunity we have to be better than competitors and make sure our customers return," which is mostly the outcome of providing high-quality service. It is particularly difficult to describe, assess, or measure the quality of a service as opposed to a product, because the term "quality" might imply different things to different individuals (Kotler, 1997). Although there is no universally accepted definition of quality, there are some essential elements shared by nearly all definitions, including client perceptions, expectations, and actual results.

According to Johns and Tyas (1996), service quality is becoming more and more significant in the literature on marketing. Only tangibles like food and physical facilities were taken into consideration in the early attempts to define and assess hospitality quality. Nonetheless, consumers find it more challenging to assess the quality of services than that of tangible goods, despite the fact that intangible services have grown in importance over the past few decades in the highly competitive market due to homogeneity and perishability (Kennedy, 2003). According to Parasuraman et al. (1985), service quality is defined as the extent and direction of the difference between customer service expectations and perceptions. According to Gronroos (1984), service quality is a perceived assessment that comes from an assessment procedure in which clients contrast their expectations with the service they believe they have received.

Thus, quality is the degree to which a consumer or user feels that the good or service meets or exceeds their wants and expectations. Parasuraman et al. (1988) further defined quality as the degree of difference between the customer's normative expectations for the service and their evaluations of its performance. Customers' wants and aspirations as well as their perceptions of what a service provider ought to supply rather than would provide can be characterized as customer expectations. Meeting the needs and demands of the customer, and how effectively the service fulfills their expectations are central to all definitions of service quality.

Every service industry actively seeks to reduce the gap between client happiness and service delivery. Service quality is greatly impacted by an organization's capacity to identify and successfully address the needs of its clients. Since acquiring new clients is more expensive than keeping current ones, {(Storbacka et al., 1994)}noted that relationship quality and service quality are prerequisites to customer retention and have a direct bearing on profit. Determining if the services are good or terrible and whether the clients will be satisfied with them is better done by measuring service quality. In his study, a researcher identified "three components of service quality, called the 3 "Ps" of service quality" (Haywood-Farmer, 1988). In the study, service quality was described as comprising of three elements:

A. Physical infrastructure, procedures, and processes
B. Serving staff members' personal conduct; and
C. Serving staff members' professional judgment in order to provide high-quality service.

"An appropriate, carefully balanced mix of these three elements must be achieved," he said. (Haywood-Farmer, 1988)) According to him, the relative levels of labor intensity, customization of the service process, and contact and interaction between the client and the service process will define what makes an appropriate blend.

2.1.4. Dimension of service quality

According to Parasuraman, Zeithaml and Berry (1988) conceptualization of five dimensions (tangibles (T), reliability (R), responsiveness (R), assurance (A) and empathy (E) which eventually led to the development of the service quality instrument. However, the five-dimensional construct of Parasuraman & et.al. (1988) happens to be the most universally accepted and most extensively used. Customer uses five dimensions to form their judgment for service quality, which is based on compression between expected and perceived services:

5. Reliability: is about the organization keeping its word. It is defined as "the ability to perform the promised service dependably and accurately" or delivering on its promises" (Wachtel et al., 1991)
6. Responsiveness: is the willingness to help and provide prompt service. This dimension is concerned with dealing with customer's requests, questions and complaints promptly and attentively. A firm is known to be responsive if it takes time to communicate to its clients how long it would take to get answers or have their problems dealt with (Share, 1976).
7. Assurance: is the knowledge and courtesy of employees as well as the ability to convey trust and confidence.
8. Empathy: the provision of caring individual attention to customer it includes instability and effort to understand the customers need.
9. Empathy has been found to be more suitable and important in enhancing service quality in industries where building relationships with customers and clients ensures the firm's survival as opposed to "transaction marketing" (Saad Andaleeb & Conway, 2006). Thus, Har has argued that in quick service restaurant setting, the customer looks for quick service and whether the queues at the counters are long and, in that context, empathy may not be so important. He however indicated that in fine dining restaurant, empathy may be

important to ensure customer loyalty as the server knows how the customer likes his or her food prepared (Har, 2008).

10. 5. Tangibles: defined as the physical appearance of facilities, equipment, and staff and written materials. Tangibles are used to convey images and to signal quality (Zeithaml et al 2006).

Hayes (1997), states that some quality dimensions are generalized across many services, but some will apply only to specific type of services and it is necessary to understand quality dimensions to be able to develop measures to assess them.

2.2. Over view of customer satisfaction

Customer satisfaction is the outcome felt by buyers who have experienced a company performance that has fulfilled expectations (Kotler, 2006). According to (Gerson, 1993), customer satisfaction is the customer's perception that his or her expectations have been met or surpassed. A customer might experience various degrees of satisfaction. If the product or service performance falls short of expectation, the customer is dissatisfied. If performance matches expectations, the customer is satisfied. If the performance exceeds expectations, the customer is highly satisfied or delighted. Customer satisfaction closely linked to quality. In recent years, many companies have adopted total quality management programs designed constantly to improve the quality of their products, services and marketing process. Quality has direct impact on product or service performance, and hence on customer satisfaction.

Customer satisfaction is the evaluation of the level of satisfaction obtained from the consumption of a product or service. It may include one or all aspects of the service experience, and may be based upon different forms of fulfillment including the removal of a negative state. Satisfaction is an internal, subjective assessment based on customers' perception and experience. Thus, managers should not assume that performance on particular service dimensions will be automatically translated into customer satisfaction without considering the real experiences of customers. According to (Oliver, 2010), satisfaction is the consumer's fulfillment response and is a judgment that a product or service feature, or the product or service itself, delivers a pleasurable level of consumption-related fulfillment, including under-fulfillment and over-fulfillment. Similarly, (Zeithaml & Bitner, 2000) have defined customer satisfaction as the customer's evaluation of a

product or service in terms of whether that product or service has met his or her needs and expectations. In other words, customer satisfaction is the extent to which the perceived performance of a product or service meets or exceeds the customer's expectations.

Customer satisfaction can also be defined as the "customer's response to the evaluation of the perceived discrepancy between prior expectation and the actual performance of the product as perceived after its consumption" (Tse & Wilton, 1988). (Jamal & Naser, 2002), cited argued that customer satisfaction is not only linked with the view of customers but also on their experience with the service delivery process.

Researchers have tried to define customer satisfaction and in general, they have defined it as transaction process. (Westbrook & Oliver, 1991), defined satisfaction "as a summary of psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer's prior feelings about the consumption experience" (Wisniewski, 2001), defined satisfaction as: "a person's feelings of pleasure or disappointment resulting from comparing a product perceived performance (or outcome) in relation to his or her expectations". According to (Hansemark & Albinsson, 2004)"satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some need, goal or desire".

Furthermore, researchers differentiate between attitude and satisfaction. So, an attitude is a perceived service quality whereas, satisfaction is related to a specific transaction. (Oliver, 2014), summarizes the transaction-specific nature of satisfaction, and differentiates it from attitude, as follows: Attitude is the consumer's relatively enduring affective orientation for a product, store, or process (e.g., customer service) while satisfaction is the emotional reaction following a disconfirmation experience which acts on the base attitude level and is consumption-specific.

Customer satisfaction has a positive effect on an organization's profitability. The more customers are satisfied with products or services offered, the more are chances for any successful business as customer satisfaction leads to repeat purchase, brand loyalty, and positive word of mouth marketing. Customer satisfaction leads to repeat purchases, loyalty and to customer retention (GIAO et al., 2020), Satisfied customers are more likely to repeat buying products or services. They will also tend to say good things and to recommend the product or service to others.

On the other hand, dissatisfied customers respond differently. Dissatisfied customers may try to reduce the dissonance by abandoning or returning the product, or they may try to reduce the dissonance by seeking information that might confirm its high value (Kotler, 2000)

Companies need to develop strategies of how to handle dissatisfied customers. Businesses cannot afford under any condition to lose customers, because the cost of replacing the lost customer with a new customer is bigger. Therefore, companies must find ways of winning back the unsatisfied customers by designing special programs for service recovery. Companies should handle customer complaints with care and not seeing them as a time consuming.

2.2.2. Determinant of Customer Satisfaction

So what makes customers happy? Many things determine customer satisfaction. The following are some things that affect customer satisfaction:

- Perceived Quality is the first determinant of overall customer, which is the served market's evaluation of recent consumption experience, and expected to have a direct and positive effect on overall customer satisfaction.
- Perceived Value is the second determinant of overall customer, or the perceived level of product quality relative to the price paid. Perceived value is a measure of quality relative to price paid. Although price is often very important to the customer's first purchase, it usually has a somewhat smaller impact on satisfaction for repeat purchases.
- Customer expectation is the third determinant of overall satisfaction, which measures the customer's anticipation of the quality of a company's products or services. Expectations represent both prior consumption experience, which includes some no experiential information like advertising and word-of mouth, and a forecast of the company's ability to deliver quality in the future. in addition to the perceived quality, perceived value, and customer expectations, the following are some other determinants for customer satisfaction:
- High price: price increase unfair price practice and deceptive pricing.
- Respondent failure to service: reluctant responses, failure to respond and negative response.

- Attraction by competitors: more reliable, more reasonable.
- Ethical problem: conflict of interest, dishonest problem, unsafe or unhealthy practices.

2.2.3. Importance of customer satisfaction

Satisfied customer is the source of companies profit and they are reason why companies that could be either private or public. Delivering first-rate customer service allows company to have the following significance (Kotler, 2002).

- ✓ Building competitive barrier
- ✓ Ensuring customer loyalty
- ✓ Service differentiation
- ✓ Decreasing marketing cost

2.2.4. Customer complaints

Customer complaints are measured as a percentage of respondents who indicate they have complained to a company directly about a product or service within a specified time frame. Hirschman in his exit voice theory argues that the immediate consequences of increased customer satisfaction are decreased customer complaints and increased customer loyalty (Hirschman, 1970).

If customers are dissatisfied, then they may have the option of exiting (e.g., going to a competitor) or voicing their complaints in an attempt to receive retribution. On the other hand, an increase in overall customer satisfaction should decrease the incidence of complaints. Increased overall customer satisfaction should also increase customer loyalty (Reichheld & Sasser, 1990). Thus; satisfaction has a negative relationship with customer complaints, as the more satisfied the customers, the less likely they are to complain.

Seeking out and identifying customer complaints is one of the more potential profitable to the business Adjudge on an organization should focused on establishing a separate customer complaint monitoring the role of this is to receive registered and classifying complaint for ward them to respective department to take location and follow up is any measuring. (Mohammed, 2006).

According to (Fitzsimmons & Fitzsimmons, 2011)customer compliant offer several advantages in measuring service delivery. Some of them are:

- ❖ Customer compliant gain valuable information how customer tell about their service, firm may believe they are supplying good and service, but if customer do not feel the same and do not express their feelings, the service provider cannot understand their weakness to take corrective action and make customers to come back.
- ❖ Complaint out areas that need improvement by understanding how customers feel about a service will provide firms. With information that can be used to improve their effort to be offer meeting customer needs.

The point is that compliant either formally or informally and of there is any speciation should be made as to its services then an appropriate measure has to be taken to the problem identified by using clearly procedure.

2.2.5. Ways of achieving customer satisfaction

There is no easy way to explain why some organizations are more successful than others are at improving and reaching high levels of customer satisfaction. To do this, the following factors should be taken into consideration (Kotler & Keller, 2006):

A. Top management support: The most crucial element for an organization to reach the top of the Satisfaction benchmark league is a very high level of top management support and Commitment, but satisfying customers is their organization's top priority.
B. Prominent: All forms of communication, such as emails, staff meals, team briefings, and specific workshops, are used to convey information about the customer service process in a company where customer satisfaction is a top priority and the outcome is very high performance throughout the organization..
C. Extensive feedback: Businesses at the top of the league table are not afraid to share their customer satisfaction results with both customers and other businesses. They understand that providing extensive internal feedback is crucial for effective staff involvement in the process of service improvement. Additionally, they are aware that their customers' attitudes only gradually change, even when customer service is improving to speed up that process. Giving

customers feedback on improvements they have made is likely one of the biggest differences between better and poor performance.

D. Swift decision-making: Once the customer survey done, we have all the info needed to decide on improving customer satisfaction. No more information will come out of nowhere. If we don't fix the problems customer expectations might. Their satisfaction will definitely go down. The effective organizations make decision making a part of their project plan to achieve customer satisfaction. They do this to ensure customers are happy. Action: clearly all the meaning, reporting, decision-making and feedback must lead to action the whole point of action is to improve satisfaction and that will achieved only through taking action.

E. Continuing focus: senior management must be aware of adhering religiously to the six steps in this section and then moving their attention on to other things of achieving satisfaction. Improving customer satisfaction is very much a journey not a destination and the company must be constantly moved doing that journey.

2.3. Conceptual Framework

This section pursues to summarize the findings of previous studies and to identify their contributions to the present research. The literature review shows that the service quality and customer satisfaction concepts correlate each other at high level, where service quality is an important factor of customer satisfaction. Service quality improvements have been found to result in higher levels of customer satisfaction in a variety of studies.

The SERVQUAL model of (Parasuraman et al., 1985), usually measures Service quality. It measures service quality in five dimensions namely tangibility, reliability, responsiveness, assurance, and empathy. The SERVQUAL model is one of the most widely accepted and most frequently used models for measuring customers' perceptions of service quality in different service sectors. Using this model, the present study investigates the effect of these five dimensions of service quality on customer satisfaction in the Immigration and Citizenship Service

Independent Variable

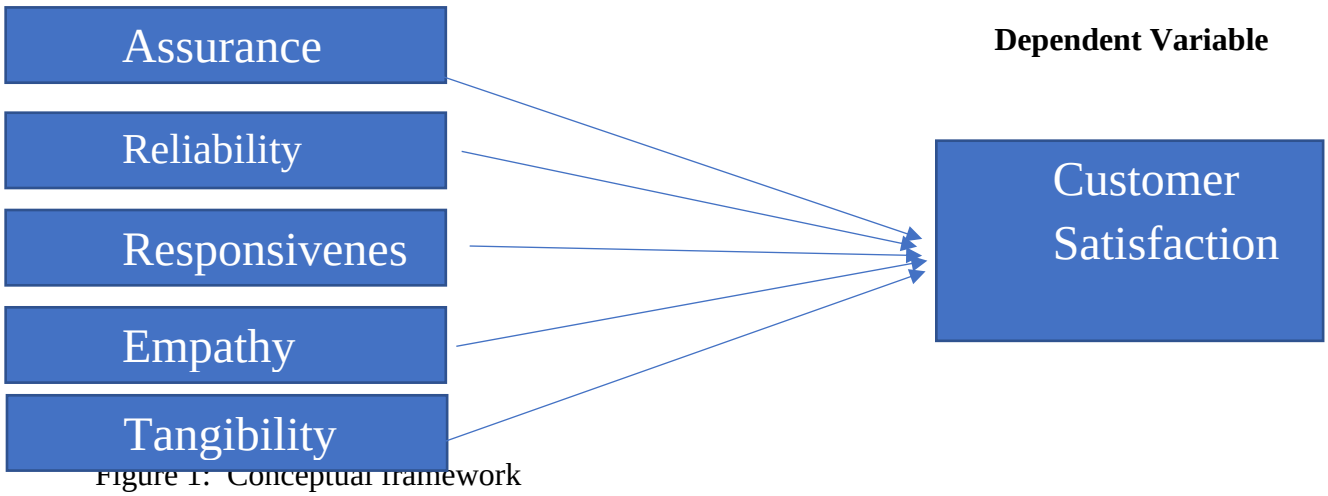


Figure 1: Conceptual framework

Source: Parasuraman et al. (1985)

CHAPTER THREE

Methodology of the Study

3.1. Research Design and Approach

This study employed quantitative research method, and descriptive research design to study the determinants of customer satisfaction in Ethiopian Immigration and Citizenship Service (EICS) office, Addis Ababa. The quantitative approach was used to collect and analyze the numerical data from customers through structured questionnaire. This approach enabled the researcher to use statistical techniques such as frequencies, percentages, means, standard deviations, correlation analysis, and multiple regression analysis to investigate the relationships between service quality dimensions and customer satisfaction. The quantitative approach is appropriate when the researcher wants to know the relationships between variables and the effect of an independent variable on a dependent variable (Creswell, 2014). The descriptive research design was used for this study because it aimed at describing the existing level of customer satisfaction and assessing the factors influencing customer satisfaction with service delivery. Descriptive research design is suitable for describing the characteristics, opinions, attitudes and experiences of respondents in their natural setting (Kothari, 2004).

The research particularly focused on determining major service quality dimensions influencing customer satisfaction and evaluating customers' perception on the services provided by Ethiopian Immigration and Citizenship Service. The design enabled the researcher to describe the present status of service delivery and to determine the extent to which dimensions of service quality influence customer satisfaction. Therefore, the descriptive research design was considered appropriate for the systematic study of the determinants of customer satisfaction and to appreciate the existing service delivery practices of the institution.

3.2. Background of the study area

This study was conducted in Ethiopian Immigration and Citizenship Service, located in Addis Ababa, the capital city of Ethiopia. The organization is a federal government institution responsible for administering immigration and citizenship services in the country. Its main responsibilities include issuing passports, residence permits, visas, and other travel documents, as

well as managing nationality and citizenship related matters. The head office coordinates and supervises immigration and citizenship service delivery across different branch offices in the country. As the central administrative body, it plays a significant role in implementing immigration policies, managing customer service operations, and ensuring efficient and reliable service delivery to citizens and foreign nationals.

3.3. Source of data

The study employed both primary and secondary sources of data. Primary data were collected from customers of immigration and citizenship service offices through the distribution of structured questionnaires consisting of close-ended questions measured using a five-point Likert scale. The use of close-ended questionnaires enabled respondents to provide standardized responses that were easy to quantify and analyze (Kothari, 2004).

Secondary data were obtained from organizational documents, reports, manuals, published materials, and internet sources relevant to the study topic. Primary data provided original and firsthand information directly from service users, while secondary data helped support, verify, and strengthen the findings obtained from the primary data sources (Creswell, 2014).

3.4. Study Population, Sampling Technique

3.4.1. Population:

The study's source population was the clients served by the Immigration and Citizenship Service office of Addis Ababa. The customers are people who came to the institution for services such as passport processing, identification services, visa-related services, and other services related to citizenship. It was hard for the researcher to tell the exact number of customers, as the institution serves a large number of service users on a daily basis and the number is ever changing. Therefore, it was assumed that the total population was infinite. Kothari (2004) states that the population size can be assumed to be infinite for the purpose of sample size determination when the true population size is unknown or very large.

3.4.2. Sample Size

The sample size in the study depended on the nature of the population and the purpose of the study. As the nature of the study population, the total number of customers of immigration and citizenship service were unknown. As a result, the researcher was used sample size determination formula in case of infinite population to come up with sufficient sample size. Therefore, researcher used Godden (2004) formula to determine sample size in case of unknown (infinite) population size. Which is:-

$$n = \frac{Z^2 x\ (p) x\ (1 - p)}{e\ 2}$$

Where, n = sample size

Z = Z-value =1.96 for a 95 percent confidence level.

P = Percentage of population picking a choice (population proportion) =0.5

e = Margin of error=5%=0.05

$$n = \frac{1.96^2\ X\ (0.5)\ x\ (1 - 0.5)}{0.05^2}$$

$$n = \frac{0.9604}{0.0025}$$

$$n = 384.16 \sim 385$$

3.4.3. Sampling Technique:

Data were collected from the customers of the immigration and citizenship service offices using a convenience sampling technique. Convenience Sampling is a non-probability sampling technique in which respondents are selected on the basis of their accessibility and availability to participate in the study (Kothari, 2004). The researcher selected customers who were available at the service delivery centers during the data collection period. The researcher opted for this method because the researcher could get first-hand and real information from the consumers who had direct experience of the services provided. It also allowed for rapid and cost-effective data collection within time and resource constraints. This approach enabled the researcher to gather relevant

information on customer perceptions of service quality dimensions and satisfaction. Though convenience sampling has limitation in representativeness and may be involve to sampling bias, it was suitable to the study as it enabled the researcher to obtain practical and reliable data from actual service users (Creswell, 2014).

3.5. Data Collection Instrument

The researcher gathered data required for the study through questionnaire, and document analysis. Questionnaires were used to collect data from Immigration and Citizenship Service. The purpose of using questionnaires was to collect large amounts of data efficiently in terms of time and cost (Pedhazur & Schmelkin, 2013). The questionnaires was structured in a way to include close-ended type and responses to the questions are measured on a five Likert rating scale where: Strongly Agree (SA) = 5; Agree (A) = 4; Neutral (N) =3, Disagree (D) = 2; and Strongly Disagree (SD) = 1. The use of Likert scale is to make it easier for respondents to answer question in a simple way. In addition, this research instrument permitted an efficient use of statistics for the interpretation of data. The second tool involved reviewing documents, including customer records and other operational documents, because some documents "provide the advantage of being in the language and words of the participants who have usually given thoughtful attention to them" (Creswell, 2012, p. 223).

3.6. Reliability of the Instrument

Reliability is the process of checking whether a research instrument would measure the same result when used on other occasions (Heale & Twycross, 2015). To ensure the tools reliability the researcher piloted all of the survey questions and checks the reliability of the instruments by using Cronbach's alpha, which is very important to see the coefficient of items internal consistency. Accordingly, variable-wise analysis, reliabilities were identified. According to Heale and Twycross (2015), item reliability, which is greater than 0.7, is said to be acceptable. In this study, Cronbach's alpha was employed to evaluate the consistency of the variables, and the results, presented in Table 2, exceed the 0.7 threshold, aligning with the theoretical standards for reliability.

Table 1: Measure of Internal consistency-Cronbach's Alpha

Reliability Statistics	Cronbach's Alpha	No of Items	Internal consistency
Tangibility	.860	4	Good
Reliability	.853	4	Good
Responsiveness	.918	4	Excellent
Assurance	.884	4	Good
Empathy	.878	5	Good
Customer Satisfaction	.846	7	Good

***Source*:** Survey Data, 2026

Based on the provided reliability statistics, it's evident that the measurement scales used to assess the effect of service quality on customer satisfaction demonstrate varying levels of internal consistency. For instance, the items related to using Tangibility show good internal consistency with a Cronbach's Alpha coefficient of 0.860, indicating reasonable reliability in measuring the effect of customer satisfaction on the public service. In addition, the internal consistency for items related to Reliablity, Assurance, and Empathy is good, with a Cronbach's Alpha coefficient of 0.853, 0.884 and 0.878 suggesting reasonable in measuring their impact. Moreover, Responsiveness also demonstrate excellent internal consistency, with Cronbach's Alpha coefficients of 0.918, suggesting high reliability in measuring their impact. The customer satisfaction scale also shows good internal consistency, with a Cronbach's Alpha coefficient of 0.846, indicating a reasonable reliability in measuring various dimensions of satisfaction within the organization. Overall, these reliability statistics indicate that the measurement scales used in the study reliably measure their respective constructs, providing confidence in the validity of the research findings.

3.7. Method of Data Analysis and interpretation:

The collected data were analyzed to obtain relevant and reliable information concerning customer satisfaction in immigration and citizenship service delivery. The researcher used structured questionnaire consisting mostly of closed-ended questions to ensure consistency and

ease of analysis. Quantitative studies are appropriate with structured questionnaires as they allow the respondents to provide standardised responses that are easy to quantify and analyse (Kothari, 2004). The questionnaire was prepared in both Amharic and English languages to enhance respondents' understanding and improve accuracy responses. This approach also helped to minimize language barriers and to increase participation of respondents with different educational backgrounds.

3.8. Tools for Data Analysis:

The data collected was analysed using IBM SPSS Statistics and Stata to obtain relevant and reliable information relating to customer satisfaction in immigration and citizenship service delivery. Data were analyzed systematically using selected statistical techniques appropriate to the objectives of the study. Descriptive and inferential statistics were used. Descriptive statistics (frequencies, percentages, means and standard deviations) were used to summarize and describe the characteristics of the respondents and the distribution of responses. These statistical tools helped in presenting the data in a clear and understandable manner.

In addition, inferential statistical techniques such as correlation analysis and multiple regression analysis were employed to examine the relationships between service quality dimensions and customer satisfaction. Correlation analysis was used to find out the strength and direction of the relationship between variables and multiple regression analysis was used to study the effect of service quality dimensions on customer satisfaction levels. The data analysis process was carried out using standard statistical procedures to ensure consistency, accuracy and clarity in the interpretation of the findings. The results were based on structured evaluation and scientific analysis, not assumptions, thus increasing the reliability and validity of the study findings.

3.9. Model Specification

The framework used to analyze the relationships takes this form

$$CS = \beta 0 + \beta 1\text{REL} + \beta 2\text{RES} + \beta 3\text{ASS} + \beta 4\text{EMP} + \beta 5\text{TAN} + \varepsilon$$

Where:

CS = Customer Satisfaction

REL = Reliability

RES = Responsiveness

ASS = Assurance

EMP = Empathy

TAN = Tangibility

β_0 = Intercept

Regression coefficients were labeled β_1 through β_5

Error term was represented by ε

3.10. Ethical considerations:

A commitment to ethical guidelines shapes every phase of this study. To protect participants, names or identifying details was not enter the record. Individuals may choose whether to take part, without obligation. Information that we get from respondent was used only scholarly analysis. Approval from institutional review boards comes before any fieldwork begins.

CHAPTER FOUR

Introduction

4.1. Data Presentation, Analysis, and Interpretation

This chapter deal with data analysis, and interpretation that we gather from sample population of Immigration and Citizenship Service customers through close-ended questionaries' of final result and process through the results were obtained . The researcher distributed 385 questioners to customers from these 373 questioners were returned, and 12 questioners were not returned.

4.1.1. Demographic Background of Respondent

Table 2: : Gender of Respondent

Gender:

	N	%
Female	211	56.6%
Male	162	43.4%

***Source*:** Survey Data, 2026

As observed in the above table 2, 211(56.6%) respondents were females while the remaining 162 (43.4%) were males. From this, the study implies that the numbers of females are more than the number of males. That means males are less participant in immigration and citizenship service. The reason for these females are more attractive in services delivery in immigration and citizenship service.

Table 3: Age of Respondent

Age

	N	%
18 25 Year	106	28.4%
26 35 Year	198	53.1%
36 45 Year	69	18.5%

***Source*:** Survey Data, 2026

As observed from the table 3, 106(28.4%) respondents age are 18-25 years, 198(53.1%) respondents fills between 26-35 years, 69(18.5%) of respondents fills between 36-45 years, so that the majority of respondents found between 26-35 years. the study implies that most of the customers in immigration and citizenship service were young. The reasons for this customer are young and productive, so to do their operation effec tively and efficiently they need the immigration and citizenship service,

Table 4: Service Received of Respondent

Service received

	N	%
Passport	265	71.0%
Viss	46	12.3%
Citizenship	33	8.8%
Other	29	7.8%

***Source*:** Survey Data, 2026

As observed from the table 4, 265(71.0%) respondents are received passport service, 46(12.3%) respondents visa, 33(8.8%) of respondents get citizenship, and 29(7.8%) of respondents are receiving other service. so that the majority of respondents are those of who need passport. This implies that the majority of customer are young and most of them are need passport. This result may need other study, and we can implies that the major responsibility of immigration and citizenship service is issuing passport.

Table 5: Respondent Service Received and Gender Cross tabulation

Service received * Gender: Crosstabulation

		Gender:					
		Female		Male		Total	
		N	%	N	%	N	%
Service received	Passport	186	88.2%	79	48.8%	265	71.0%
	Viss	13	6.2%	33	20.4%	46	12.3%
	Citizenship	10	4.7%	23	14.2%	33	8.8%
	Other	2	0.9%	27	16.7%	29	7.8%
Total		211	100.0%	162	100.0%	373	100.0%

***Source*:** Survey Data, 2026

As observed from the table 5. 188(88.2%) respondents are females and 79(48.8%) are males who received passport service, 13(6.2%) respondents are females and 33(20.4%) are males who received visa, 10(4.7%) of respondents are females and 23(14.2%) are males these of who get citizenship service, and 2(0.9%) of respondents are females and 27(16.7%) are males who receive other service. So that the majority of respondents are females those of who need passport. The information lead us females are attracted by this service.

Table 6: Respondents Service Visit Frequency

How many times have you used the service

	N	%
First Time	282	75.6%
2-3 Times	89	23.9%
More Than 3 Times	2	0.5%

***Source*:** Survey Data, 2026

As observed from the table 6, 282(75.6%) respondents are visit the service at the first time, 89(23.9%) respondents are visit the service 2-3 times, 2(0.5%) of respondents are visit the service above 3 times. so that the majority of respondents are those of who visit the service in the first time. From this, we can conclude that the customer of immigration and citizenship service are most in new.

4.1.2. Service Quality and Customer Satisfaction

Service quality is a focused judgment that reflects customers' views on important service dimensions such as reliability, responsiveness, assurance, empathy, and tangibles (Bitner et al., 2010). They further state that perceived service quality is the customer's overall assessment of the excellence or superiority of a service. Valarie A. Zeithaml (1987) also defined perceived quality as the customer's evaluation of the overall excellence and superiority of an organization or service provider. However, customer satisfaction is how well a product or service meets or exceeds the customer's expectations. Customer satisfaction is the feeling of pleasure or disappointment of customers after comparing the perceived performance of a product or service with the expectations (Philip Kotler, 2000) .

Table 7: Summary of descriptive statics on service quality

Descriptive Statistics		
Tangibility	Mean	Std. Deviation
The immigration office has modern equipment and technology that facilitate service delivery.	4.11	.897
The office environment is clean and comfortable	3.97	.884
Staff members are neat and professionally dressed.	3.99	.936
Information boards and signs are clear and helpful.	3.12	1.000
Reliability	2.9846	.77832
The service is delivered at the promised time.	2.47	1.066
The immigration office provides services accurately	2.91	.925
Staff provides services correctly the first time.	3.40	.953
The office keeps records and documents properly	3.15	.913
Responsiveness	2.9853	.83569
Employees are willing to help customers.	3.16	.988
Staff provides quick service.	3.04	.912
Employees respond quickly to c ustomer requests	3.08	.942
Waiting time for services is reasonable	2.66	1.107
Assurance	3.2031	.90612
Staffs are knowledgeable about immigration procedures	3.72	.784
Employees behave politely with customers.	3.14	1.175
Staff creates confidence and trust in the service.	3.13	1.131
Customers feel safe when dealing with the office.	2.82	1.132
Empathy	3.3668	.81792
Staff gives individual attention to customers.	2.99	1.033
Employees understand customer needs.	3.40	1.131
Staffs are patient when dealing with customers.	3.16	1.021
The organization has convenient operating hours.	4.36	.744

The office operates at convenient working hours and use it effectively.	2.92	1.012

***Source*:** Survey Data, 2026

Note:-

- 0-2.5 low mean difference of agreement due to positive questions
- 2.6-3.5 medium mean difference
- 3.6-5.00 high mean

From above table 7, regarding to service delivery part, Tangibility's item, The immigration office has modern equipment and technology that facilitate service delivery in high mean score of 4.11 by standard deviations of .897 varies. The office environment is clean and comfortable in high score of 3.97 by standard deviation of .884, Staff members are neat and professionally dressed high mean score of 3.99 by standard deviation of .936, Information boards and signs are clear and helpful it's also has a medium mean score of 3.12 by standard deviation of 1.00. The study shows that except one all tangibility is in high level of mean score.

Regarding to Reliability, The service is delivered at the promised time in low mean score of 2.47 by standard deviation of 1.066, The immigration office provides services accurately in medium mean score of 2.91 by standard deviation of .925, Staff provides services correctly the first time in medium mean score of 3.40 by standard deviation of .953. The office keeps records and documents properly in medium mean score of 3.15 by standard deviation of .913. This clearly indicate that there is one item in low mean score the other are in medium mean score.

Regarding to Responsiveness, Employees are willing to help customers in medium mean score of 3.16 by standard deviation of .988. Staff provides quick service in medium mean score of 3.04 by standard deviation of .912, Employees respond quickly to customer requests in medium mean score of 3.08 by standard deviation of .942, Waiting time for services is reasonable in medium mean score of 2.66 by standard deviation of 1.107. This clearly indicate that in responsiveness there is moderate mean score. Responsiveness is defined as the willingness to help customers and provide fast service (Parasuraman et al, 1988). Gilmore (2003) states that

responsiveness is the willingness and preparedness of staff to provide the service and respond to customers‟ requirements. It could involve mailing information or transaction details right away,

Service quality regarding to Assurance, Staffs are knowledgeable about immigration procedures in high mean score of 3.72 by standard deviation of .784. Employees behave politely with customers in medium mean score of 3.14 by standard deviation of 1.175, Staff creates confidence and trust in the service in medium mean score of 3.13 by standard deviation of 1.131, and Customers feel safe when dealing with the office in medium mean score of 2.82 by standard deviation of 1.132. Assurance is related to how it is secure, free from risk and danger when dealing with service. Parasuraman et al., (1985) stated that assurance is the freedom from danger, risk, or doubt. It involves confidentiality of customer's secret information.

Regarding to Empathy, Staff gives individual attention to customers in medium mean score of 2.99 by standard deviation of 1.033 varies, Employees understand customer needs in medium mean score of 3.40 by standard deviation of 1.13, Staffs are patient when dealing with customers in medium mean score of 3.16 by standard deviation of 1.021. The organization has convenient operating hours in high mean score of 4.36 by standard deviation of .744, and The office operates at convenient working hours and use it effectively in medium mean score of 2.92 by standard deviation of 1.012.

Table 8: Customer Satisfaction in Immigration and Citizenship Service

Descriptive Statistics		
Satisfaction	Mean	Std. Deviation
I am satisfied with the complete ranges of immigration service.	2.47	1.298
I am satisfied with the politeness of the staff	3.21	1.156
I am satisfied with the information provision ability of the staff	3.08	1.026
I am satisfied with the competence of the office staff	3.23	1.179
The service meets my expectations.	3.76	.954

The service quality is better than I expected	2.86	1.150
I would recommend this service to others.	2.69	1.187

***Source*:** Survey Data, 2026

Note:-

- 0-2.5 low mean difference of agreement due to positive questions
- 2.6-3.5 medium mean difference
- 3.6-5.00 high mean

From above table 8. Regarding customer satisfaction in Immigration and Citizenship Service, I am satisfied with the complete ranges of immigration service in low mean score of 2.47 by standard deviation of 1.298. I am satisfied with the politeness of the staff in medium mean score of 3.21 by standard deviation of 1.156, I am satisfied with the information provision ability of the staff in medium mean score of 3.08 by standard deviation of 1.026. I am satisfied with the competence of the office staff in medium mean score of 3.23 by standard deviation of 1.179. The service meets my expectations in medium mean score of 3.76 by standard deviation of 954. The service quality is better than I expected in medium mean score of 2.86 by standard deviation of 1.150, and I would recommend this service to others in medium mean score of 2.69 by standard deviation of 1.187.

According to Table 8, shows that the overall customer satisfaction on the quality of service offered by the Immigration and Citizenship Service is below the expected mean average value. This finding suggests that there is a shortfall in some aspects of service delivery in the institution. The dimensions used to measure service quality had a significant influence on customer satisfaction. The study also looked into the challenges facing the Immigration and Citizenship Service in the provision of effective and efficient service. We established time frames for resolving different types of customer complaints, classifying them according to their complexity. Preliminary and full investigations were to be conducted within time frames specified for each category. However many respondents said that inefficiency, unethical practices and delays impacted on service delivery, which negatively impacted customer satisfaction and trust in the institution.

The study also identified some determinants that constrain customer satisfaction and service delivery in the Immigration and Citizenship Service. These include institutional constraints, poor working conditions, lack of motivation of employees, limited training opportunities and weak enforcement and administrative capacity.

4.1.3. Inferential Statistics

The researcher used regression analysis to determine the determinants of customer satisfaction in Immigration and Citizenship Service. The results of Correlation, ANOVA, and regression coefficients are provided in the following sections.

4.1.3.1. Correlation Analysis

The researcher used Spearman's Correlation analysis in order to examine the relationship between the five dimensions of Service Quality (Tangibility, Reliability, Responsiveness, Assurance, Empathy) and Customer Satisfaction. Spearman's rank correlation coefficient was used as the statistical instrument. Spearman rank correlation coefficient is a popular method for measuring the strength and direction of the relationship between two variables. It is a non-parametric statistical technique that does not require the variables to be normally distributed and is appropriate when the data are ordinal or when the assumptions of Pearson correlation are violated (Kothari, 2014)

The results of the correlation analysis between the independent variables (Tangibility, Reliability, Responsiveness, Assurance, Empathy) and the dependent variable (Customer Satisfaction) are presented in the following section. The table below shows the correlation coefficients for each pair of variables. The coefficients range from moderate to high, indicating that there is a significant relationship between the Service Quality Dimension and Customer satisfaction.

Table 9: Correlation Matri

Correlations

			Tangibility	Reliablity	Responsiveness	Assurance	Empathy	Satisfaction
Spearman's rho	Tangibility	Correlation Coefficient	--					
		Sig. (2-tailed)	.					
		N	373					
	Reliablity	Correlation Coefficient	.547	--				
		Sig. (2-tailed)	<.001	.				
		N	373	373				
	Responsiveness	Correlation Coefficient	.473	.624	--			
		Sig. (2-tailed)	<.001	<.001	.			
		N	373	373	373			
	Assurance	Correlation Coefficient	.192	.518	.710	--		
		Sig. (2-tailed)	<.001	<.001	<.001	.		
		N	373	373	373	373		
	Empathy	Correlation Coefficient	.234	.626	.644	.805	--	
		Sig. (2-tailed)	<.001	<.001	<.001	<.001	.	
		N	373	373	373	373	373	
	Satisfaction	Correlation Coefficient	.226	.629	.692	.763	.911	--
		Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	.
		N	373	373	373	373	373	373

***Source*:** Survey Data, 2026

The table presents the Spearman's correlation analysis of the SERVQUAL dimensions of Tangibility, Reliability, Responsiveness, Assurance, Empathy and Customer Satisfaction. Spearman's was used, as it is appropriate in violation of Pearson correlation assumptions especially normality assumptions. The correlation coefficient can range from -1 to +1. Values closer to +1 indicate a strong positive relationship.

The results reveal that all dimensions of service quality have a positive and statistically significant relationship with customer satisfaction at 1% level of significance ($p < 0.001$). This implies that increase in service quality dimensions is associated with increase in customer satisfaction in Immigration and Citizenship Service delivery.

4.1.3.2. Relationship Between Service Quality Dimensions and Satisfaction

Tangibility and Satisfaction were weakly positively correlated ($r = 0.226$, $p < 0.001$). Therefore, the physical facilities, the equipment and the appearance of the employees have a limited but important contribution to the satisfaction of the customers.

Reliability and Satisfaction were strongly positively correlated ($r = 0.629$, $p < 0.001$). This indicates that the availability of dependable and accurate services significantly enhances customer satisfaction.

Responsiveness and Satisfaction also had a strong positive relationship ($r = 0.692$, $p < 0.001$). This means that customers are more satisfied when employees provide timely services and respond to customer needs timely.

Assurance and Satisfaction were highly positively correlated ($r = 0.763$, $p < 0.001$). This means that employee competence, courtesy and ability to inspire trust and confidence are key determinants of customer satisfaction.

Empathy and Satisfaction recorded the strongest positive correlation ($r = 0.911$, $p < 0.001$). This demonstrates that caring, individualized attention, and understanding customers' needs are the most influential factors affecting customer satisfaction in Immigration and Citizenship Service delivery.

Generally, the correlation analysis confirms that service quality dimensions are important determinants of customer satisfaction in Immigration and Citizenship Service delivery. Among all dimensions, Empathy has the strongest association with customer satisfaction, followed by Assurance, Responsiveness, and Reliability, while Tangibility has the weakest relationship. Therefore, the institution should prioritize improving employees' personalized attention, trustworthiness, responsiveness, and reliability to enhance overall customer satisfaction.

4.1.4. Assumption Test in Multiple Regression

To preserve the validity and reliability of the regression outcomes across various models, it is essential to satisfy the core statistical assumptions. Accordingly, this study conducted tests for multicollinearity, linearity, and normality

4.1.4.1. Sample Size

The sample size requirement for multiple regression analysis with a specific formula proposed by Tabachnick and Fidell (2011). According to the formula, the minimum required

sample size is N > 50 + 8m, where m is the number of independent variables. In this particular study, there were five independent variables, and the sample size was 373. Therefore, the study met the minimum sample size requirement. The importance of having an adequate sample size in multiple regression analysis cannot be overstated. Small sample sizes may lead to unreliable estimates of regression coefficients and fail to capture the true relationship between the dependent and independent variables, resulting in incorrect or misleading conclusions (European Journal of Clinical Investigation, 2019).

4.1.4.2. Multicollinearity

Tolerance values tell us how much the variables in a group differ from each other. We calculate them by subtracting the correlation between each variable and the others from one. If a variable has, a tolerance value it means that variable very closely related to the other variables. This can cause problems when we do regression analysis. On the hand, a high tolerance value means the variable not closely related to the other variables, which is what we want for regression analysis.

Research has shown that we should be careful when the VIF value is 10 or higher. In this case, the VIF values for the five variables are below this cutoff. This means that the variables are not closely related to each other. Therefore, it is okay to include all five variables in the model without worrying about collinearity.

We need to remember that VIF is one tool to help us understand if the variables are closely related. We also need to check things like if the relationship between the variables is linear if the data is normally distributed and if the variance is equal across all levels of the variables (Journal of Medical Statistics and Informatics 2019). Overall, the results show that we do not need to worry about collinearity in this analysis and it is okay to include all the variables in the multiple regression models. The variables are suitable, for the model.

Table 10: Multicollinearity Test

Variable	**VIF**	**1/VIF**
Assurance	5.44	0.18 3992
Empathy	5.41	0.184841
Responsiveness	2.72	0.367428
Reliability	2.23	0.449316
Tangibility	1.55	0.643400
Mean VIF	**3.47**	

***Source*:** Survey Data, 2026

The table shows us the collinearity statistics using Variance Inflation Factor and Tolerance values for the variables that are part of the regression model. These statistics are important in regression analysis because they help us figure out if there is multicollinearity among the variables. Multicollinearity happens when independent variables are highly correlated with each other, which can affect how accurate and reliable the regression estimates are.

Assurance:

The Tolerance value for Assurance is 0.184. This means that 18.4 percent of the variance in Assurance is not explained by the other independent variables. The Variance Inflation Factor value of 5.44 suggests that there is a level of multicollinearity. However since the Variance Inflation Factor value is below 10 Assurance does not create a multicollinearity problem in the regression model.

Empathy:

Empathy has a Tolerance value of 0.185. This shows that 18.5 percent of the variance in Empathy is independent from the other explanatory variables. The Variance Inflation Factor value of 5.41 also indicates a degree of multicollinearity. The Variance Inflation Factor value is still within the range so we can keep Empathy in the model.

Responsiveness:

The Tolerance value for Responsiveness is 0.367. This means that 36.7 percent of the variance is not predicted by the other independent variables. The Variance Inflation Factor value of 2.72 indicates a level of multicollinearity. This suggests that Responsiveness does not overlap much with the predictors in the model.

Reliability:

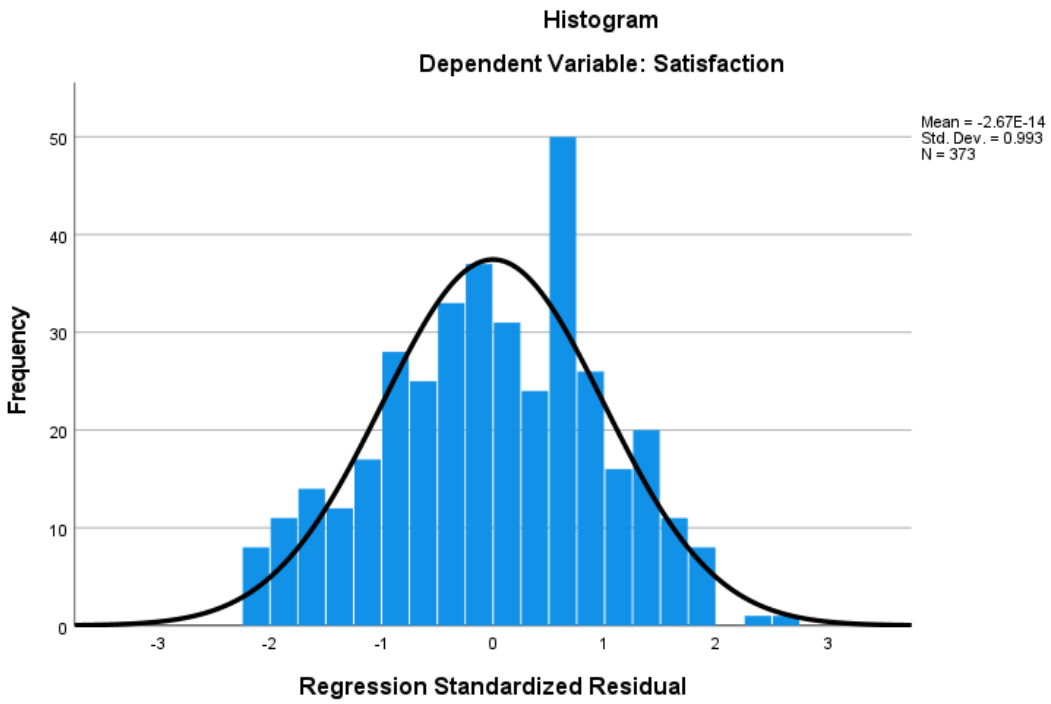
Reliability has a Tolerance value of 0.449. This means that about 44.9 percent of the variance in Reliability is unique and not explained by the independent variables. The Variance Inflation Factor value of 2.23 confirms that there are no multicollinearity problems.

Tangibility:

Tangibility has a Tolerance value of 0.643. This means that 64.3 percent of the variance is not accounted for by the explanatory variables. The Variance Inflation Factor value of 1.55 indicates a low level of multicollinearity. This makes Tangibility one of the independent variables in the regression model.

Overall, the Mean Variance Inflation Factor value of 3.47 indicates that the regression model does not have multicollinearity problems. This is because all Variance Inflation Factor values are below 10 and all Tolerance values are greater than 0.10. Therefore, the independent variables are independent from each other. The regression estimates are reliable and stable for explaining customer satisfaction, in Immigration and Citizenship Service delivery.

4.1.4.3. Normality and Linearity



***Source*:** Survey Data, 2026

Figure 2: Histogram Plot of Regression Standardized Residua

When analyzing data using SPSS, We looked at the residuals from the regression to see if they were normal. We used a histogram of the residuals to do this (Figure 2). The histogram looked symmetric. Followed a bell shaped curve that was centered around zero. The average error was zero and the residuals looked like they followed a normal pattern. The average was -2.67×10^{-14} and the standard deviation was 0.993. We had 373 cases.

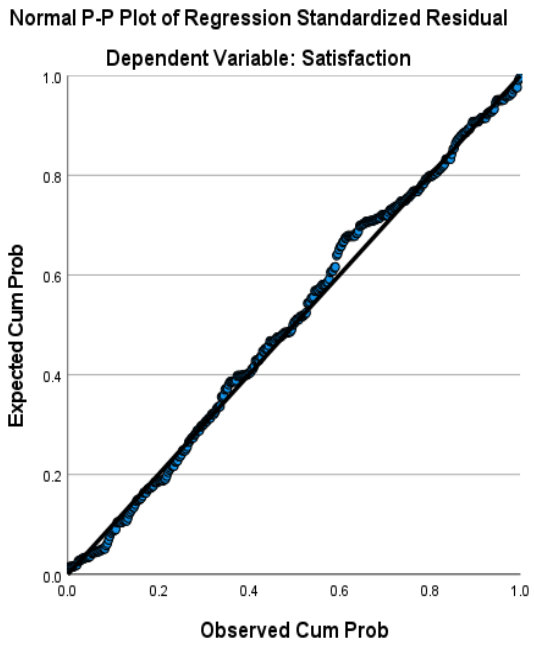
A few cases were than 2.5 standard deviations away from the average, which means we had a few outliers.. Since we had a big sample size, these outliers did not really affect the idea that the residuals are normally distributed. The histogram showed us that the residuals are normally distributed enough for us to use regression to look at how satisfied people are, with immigration and citizenship services.

Table 11: Skewness and Kurtosis

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Satisfaction	.228	.126	-1.493	.252
Tangibility	-.807	.126	-.377	.252
Reliability	.085	.126	-1.244	.252
Responsiveness	.032	.126	-1.403	.252
Assurance	-.044	.126	-1.671	.252
Empathy	.052	.126	-1.573	.252

***Source*:** Survey Data, 2026

Univariate normality of the dependent variable (Satisfaction) and the five-predictor variables (Tangibility, Reliability, Responsiveness, Assurance, Empathy) was examined using skewness and kurtosis statistics (see Table 11). For Satisfaction, skewness was .228 SE = .126 and kurtosis was –1.493 (SE = .252), indicating a slight positive skew and a mildly platykurtic (flatter) distribution. Tangibility showed moderate negative skewness –.807, SE = .126 and near-normal kurtosis –.377, SE = .252. Reliability exhibited near-symmetric skewness .085, SE = .126 and negative kurtosis (–1.244, SE = .252). Responsiveness had a skewness of .032 SE = .126 and kurtosis of –1.403 (SE = .252). Assurance showed slight negative skewness –.044, SE = .126 and kurtosis of –1.671 SE = .252. Empathy had a skewness of .052 SE = .126 and kurtosis of –1.573 SE = .252. Given the sample size N = 373, the deviations from normality are modest; the skewness values for all variables fall within acceptable ranges $|z| < 1.96$. The negative kurtosis values indicate slightly lighter tails than a normal distribution, which does not violate regression assumptions. Overall, the variables approximate univariate normality sufficiently for linear regression analysis.



***Source*:** Survey Data, 2026

Figure 3: Normal p-p plot of Regression Standardized Residual

To check if the residuals are normal, a special plot called a Normal P-P plot was made for the residuals from the regression (Figure 3). This plot shows how the actual probabilities of the residuals compare to the expected probabilities if they followed a distribution. The points on the plot are very close to the line, which means the residuals are distributed in a way that is very similar to a normal distribution. This tells us that the regression model that predicts how satisfied people are with immigration and citizenship services is a model. The points do not stray far from the line, which means the model is a good fit and the residuals are not skewed or abnormal in any way that would be unexpected. The Normal P-P plot of the regression-standardized residuals supports the idea that the residuals are normally distributed which is important for the regression model predicting satisfaction, with immigration and citizenship services.

4.1.4.4. Homoscedasticity

Table 12: . Breusch-Pagan / Cook-Weisberg test

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values of Satisfaction
chi2(1) = 0.25
Prob > chi2 = 0.6154

***Source*:** Survey Data, 2026

The idea of homoscedasticity, which is that the variance of the residuals is always the same, was checked by a test. The Breusch-Pagan / Cook-Weisberg test for heteroskedasticity was done on the fitted values of Satisfaction. The result of the test was not significant which means we got a squared value of 0.25 and a p-value of 0.615. This means that we cannot say that the variance is not constant. We also looked at a scatterplot of the regression-standardized residuals against the regression standardized predicted values. So the Breusch-Pagan test was not significant. This suggests that the assumption of homoscedasticity is met, which means that the standard errors and significance tests in the regression model are valid and that is good, for the homoscedasticity of the regression model.

4.1.4.5. No Auto Correlation

The independence of residuals (autocorrelation) was assessed using the Durbin-Watson statistic. The obtained value was 2.457, which falls within the commonly accepted range of 1.50 to 2.50 for independence. Given that the Durbin-Watson statistic is approximately 2 and no significant autocorrelation is indicated, the assumption of independent residuals is satisfied. This supports the validity of the regression model predicting satisfaction with immigration and citizenship services.

4.1.5. Model Summery

Multiple regression analysis was employed to examine the influence of service quality dimensions (Tangibility, Reliability, Responsiveness, Assurance, and Empathy) on customer satisfaction.

Table 13: Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.930[a]	.866	.864	.32829	.866	472.686	5	367	<.001

a. Predictors: (Constant), Empathy, Tangiblity, Reliablity, Responsiveness, Assurance

b. Dependent Variable: Satisfaction

***Source*:** Survey Data, 2026

The model summary table provides important statistical indicators regarding the explanatory and predictive power of the regression model. The Model Summary result shows that the correlation coefficient (R) is 0.930, indicating a very strong positive relationship between the combined independent variables and customer satisfaction. This implies that improvements in the service quality dimensions are strongly associated with higher levels of customer satisfaction. The coefficient of determination (R Square) is 0.866, which means that 86.6% of the variation in customer satisfaction is explained by the combined effect of Tangibility, Reliability, Responsiveness, Assurance, and Empathy, while the remaining 13.4% is explained by other factors not included in the model. This indicates that the model has a high explanatory power in predicting customer satisfaction. The Adjusted R Square value is 0.864, which is slightly lower than the R Square value because it adjusts for the number of predictors included in the model. This result implies that after controlling for the effect of the number of explanatory variables, approximately 86.4% of the variation in customer satisfaction still explained by the independent variables. The small difference between R Square and Adjusted R Square suggests that the model is stable and the included variables are relevant predictors of customer satisfaction. The Standard Error of the Estimate is 0.32829, which measures the average deviation of the observed values from the

regression line. The relatively low standard error indicates that the predicted values are close to the actual observed values, showing that the regression model has good prediction accuracy and reliability. The change statistics further confirm the fitness of the model. The R Square Change value of 0.866 indicates that the independent variables collectively contributed 86.6% to the explanation of customer satisfaction. The F Change statistic is 472.686 with degrees of freedom df1 = 5 and df2 = 367, and the significance value is $p < 0.001$. This demonstrates that the overall regression model is statistically significant and that the service quality dimensions jointly have a significant effect on customer satisfaction. Overall, the findings indicate that Tangibility, Reliability, Responsiveness, Assurance, and Empathy are strong determinants of customer satisfaction in immigration and citizenship service delivery. The high R Square and Adjusted R Square values, together with the statistically significant F-test, confirm that the regression model has strong explanatory and predictive capability.

4.1.6. Analysis of Variance (ANOVA)

Table 14: ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	254.712	5	50.942	472.686	<.001[b]
	Residual	39.552	367	.108		
	Total	294.264	372			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Empathy, Tangiblity, Reliablity, Responsiveness, Assurance

***Source*:** Survey Data, 2026

The ANOVA table shows us how the regression model works to see how service quality dimensions like Tangibility, Reliability, Responsiveness, Assurance and Empathy affect customer satisfaction in immigration and citizenship services. This table breaks down the difference in customer satisfaction into two parts: the part that the regression model explains and the part that it does not.

The regression model explains 254.712 of the difference in customer satisfaction. The independent variables like Tangibility, Reliability, Responsiveness, Assurance and Empathy cause this variation. On the hand 39.552 of the difference not explained by the model. This unexplained variation is due to factors that we did not look at in this study. The total difference in customer satisfaction is 294.264.

We have 5 degrees of freedom for the regression model because we are looking at 5 predictor variables: Tangibility, Reliability, Responsiveness, Assurance and Empathy. The residual degrees of freedom is 367. We get this number by subtracting the number of predictors and 1 from the number of people in the study. Therefore, the total degrees of freedom is 372, which is the total number of people minus 1.

To get the square value for the regression model we divide 254.712 by 5. This gives us 50.942. We do the thing for the residual mean square: we divide 39.552 by 367 to get 0.108.

The F-statistic for the model is 472.686. We calculate this by dividing the regression mean square by the residual mean square. The big F-value tells us that the independent variables like Tangibility, Reliability, Responsiveness, Assurance and Empathy together explain a lot of the difference in customer satisfaction. In addition, the significance value is very small which means that the regression model is significant at a high level. This means that service quality dimensions like Tangibility, Reliability, Responsiveness, Assurance and Empathy have an effect on customer satisfaction in immigration and citizenship services.

So what do the ANOVA results tell us? They tell us that the regression model is very good and that Tangibility, Reliability, Responsiveness, Assurance and Empathy are very important for customer satisfaction. The high F-value and the small significance level show us that the model is very good at predicting customer satisfaction. This is important because it helps us understand how service quality dimensions affect customer satisfaction in immigration and citizenship services. The ANOVA results confirm that the regression model is a tool, for understanding customer satisfaction.

4.1.7. Regression coefficient

The coefficient value in a regression analysis is important because it shows how much the dependent variable changes when the independent variable changes by one unit. This is while all the other independent variables stay the same. The coefficient value in a regression analysis tells us about the relationship between the variable and the dependent variable. There are two kinds of coefficient values in regression analysis. We have standardized and unstandardized coefficient values. Unstandardized coefficient values are also called coefficients. These coefficient values tell us how the dependent variable changes when the independent variable changes by one unit. The standardized coefficient values are different. They show how much the dependent variable changes in deviation units when the independent variable changes by one unit. We also need to look at the significance level of the coefficient estimate. This is usually shown by the p-value. The p-value of the coefficient estimate tells us how likely it is to get the coefficient estimate we have by chance. The coefficient value in a regression analysis helps us understand the relationship, between the variable and the dependent variable. The coefficient estimate is a part of regression analysis.

Table 15: Regression coefficient

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.168	.099		-1.702	.090
	Tangiblity	-.106	.027	-.095	-3.989	<.001
	Reliablity	.119	.032	.104	3.654	<.001
	Responsiveness	.082	.034	.077	2.451	.015
	Assurance	.017	.044	.017	.380	.704
	Empathy	.883	.048	.812	18.234	<.001

a. Dependent Variable: Satisfaction

***Source*:** Survey Data, 2026

4.1.7.1. Analysis of Regression Coefficient

Regression coefficient analysis was performed to investigate the impact of service quality dimensions like Tangibility, Reliability, Responsiveness, Assurance and Empathy on customer satisfaction in the delivery of immigration and citizenship services. Table of coefficients gives the unstandardized coefficients (B), standardized coefficients (Beta), t-values and significance levels of each explanatory variable in predicting customer satisfaction.

The constant coefficient is -0.168 (p=0.090) which is greater than the 0.05 significance level. This means that the intercept term is not significantly. Therefore, the constant term effect is not statistically meaningful.

Tangibles

Results of regression analysis showed that tangibility has negative and significant relationship with customer satisfaction (β = -0.095, p <0.001). Standardized beta coefficient indicates that tangibility has a small but significant negative effect on explaining the variations of customer satisfaction as compared to other service quality dimensions in the model. The t-value (-3.989) also indicates the statistical significance of the relationship.

The finding indicates that the tangible elements of service delivery such as physical facilities, equipment and appearance of personnel do not necessarily improve customer satisfaction in the Ethiopian Immigration and Citizenship Service. This could be due to lack of waiting space, lack of seating arrangements, crowded service environments, poor office layouts and aged equipment, which could lead to negative effects on customers' service experiences.

Contrary to the SERVQUAL model of Parasuraman, Zeithaml and Berry (1988) that tangibility is positively related to customer satisfaction, this result is attributable to the nature of public service delivery. The physical environment of the service setting is rarely a consideration in the customer's choice to use the service; customers want timely, reliable, fair and responsive services. Hence, only improving the infrastructure may not result in higher customer satisfaction if service delays, inefficiencies, and poor customer engagement continue to exist.

Thus, the finding implies the need for the Ethiopian Immigration and Citizenship Service to concentrate on the improvement of physical facilities. Instead, attempts to increase customer satisfaction should integrate improvements in service efficiency, employees' responsiveness and customer-handling practices with investments in tangible service attributes.

Reliability

The regression analysis shows that Reliability has a positive and statistically significant effect on customer satisfaction ($\beta = 0.104$, $p < 0.001$). The standardized beta coefficient of 0.104 indicates that Reliability has positive contribution towards customer satisfaction. The t-value of 3.654 indicates that there is a statistically significant relationship between Reliability and customer satisfaction. This finding suggests that customers value reliable, accurate and consistent service delivery from immigration and citizenship institutions. When workers provide the services correctly, comply with promised periods and make less mistakes and delays, customer satisfaction is improved.

This is consistent with the SERVQUAL theory proposed by Parasuraman et al. (1988) where reliability is one of the most important dimensions of service quality. Reliability is the capacity of an organization to deliver promised services accurately and dependably, according to the theory.

Similarly, Cronin and Taylor studies found a strong positive relationship between reliability and customer satisfaction, because customers expect organizations to provide consistent and error free services. The implication of this finding is that immigration and citizenship offices should strengthen systems that ensure service consistency, transparency, accuracy of documents and timely service delivery in order enhance customer's satisfaction.

Responsiveness

The regression result also reveals that Responsiveness has a positive and significant effect on customer satisfaction ($\beta = 0.077$, $p = 0.015$). The beta-standardized coefficient shows that responsiveness has a moderate positive contribution to customer satisfaction. The t-value of 2.451 shows that the relationship is statistically significant. This finding implies that customers value timely service delivery, employee willingness to help customers and prompt response to customer requests and complaints.

This finding supports the SERVQUAL model of Parasuraman et al. (1988), which explains responsiveness as the willingness of employees to help customers and provide prompt services. Customers in public institutions often become dissatisfied when they face long waiting times, slow procedures, or unresponsive staff behavior. The finding is also consistent with studies conducted by Kotler and Keller, which found that responsiveness significantly improves customer perceptions and satisfaction because customers value timely support and efficient communication. The practical implication is that immigration and citizenship service institutions should improve employee responsiveness through customer handling training, complaint management systems, and faster administrative procedures to increase customer satisfaction.

Assurance

The regression analysis shows that Assurance has a positive but statistically insignificant relationship with customer satisfaction ($\beta = 0.017$, $p = 0.704$). The standardized beta coefficient of 0.017 further shows that Assurance contributes very little to explaining customer satisfaction compared to the other variables. The t-value of 0.380 and the p-value greater than 0.05 indicate that Assurance does not significantly influence customer satisfaction in this study. This suggests

that customers may perceive employee courtesy, professionalism, trustworthiness, and knowledge as basic expectations rather than as factors that strongly determine their satisfaction.

According to Parasuraman et al. (1988), assurance relates to employees' knowledge, courtesy, and ability to inspire trust and confidence. Although assurance is theoretically important, its insignificant effect in this study may indicate that customers prioritize practical service delivery issues such as empathy, reliability, and responsiveness over professionalism alone. This finding suggests that improving employee courtesy and professionalism without addressing operational inefficiencies may not substantially improve customer satisfaction in immigration and citizenship services.

Empathy

The regression findings indicate that Empathy has the strongest positive and statistically significant effect on customer satisfaction ($\beta = 0.812$, $p < 0.001$). The standardized beta coefficient of 0.812 shows that Empathy is the most influential predictor of customer satisfaction among all service quality dimensions included in the model. The t-value of 18.234 strongly confirms the statistical significance of the relationship. This finding demonstrates that customers highly value caring, individualized attention, respect, understanding, and personalized treatment from employees during service delivery.

The finding strongly supports the SERVQUAL theory developed by Parasuraman et al. (1988), which identifies empathy as a major determinant of customer satisfaction. Empathy involves giving customer's individualized attention and understanding their specific needs and concerns. The result is also consistent with studies by (Imam & Khan, 2025, 2025), who found that empathy significantly, improves customer trust, emotional attachment, and satisfaction in service organizations. In the context of immigration and citizenship service delivery, customers may experience stress, urgency, and procedural difficulties. Therefore, respectful treatment, active listening, clear communication, and compassionate customer handling significantly improve satisfaction levels. The practical implication is that immigration and citizenship institutions should prioritize customer-centered service approaches, strengthen employee interpersonal skills, and promote respectful and empathetic communication practices to improve customer satisfaction and organizational image.

Overall, the regression coefficient analysis demonstrates that Reliability, Responsiveness, and Empathy positively and significantly influence customer satisfaction, while Tangibility negatively and significantly affects customer satisfaction. Assurance, however, does not significantly influence customer satisfaction. Among all predictors, Empathy is identified as the strongest determinant of customer satisfaction in immigration and citizenship service delivery.

$$CS = \beta 0 + \beta 1\text{REL} + \beta 2\text{RES} + \beta 3\text{ASS} + \beta 4\text{EMP} + \beta 5\text{TAN} + \varepsilon$$

$$CS = -0.168 + 0.104\text{REL} + 0.077\text{RES} + 0.812\text{EMP} - 0.095\text{TAN} + \varepsilon$$

Where:

CS = Customer Satisfaction
REL = Reliability
RES = Responsiveness
ASS = Assurance
EMP = Empathy
TAN = Tangibility
β_0 = Intercept
Regression coefficients were labeled β_1 through β_5
Error term was represented by ε

CHAPTER FIVE

Summery, Conclusion, and Recommendations

5.1. Summery

This study aimed to evaluate service delivery and customer satisfaction in the Ethiopian Immigration and Citizenship Service. The study investigated specifically the influence of SERVQUAL dimensions on customer satisfaction (tangibility, reliability, responsiveness, assurance and empathy). To achieve this goal, the study answered the following research questions:

- How satisfied are customers with the overall service of Ethiopian Immigration and Citizenship Service?
- How dependability as reflected in accuracy and consistency of service delivery relates to customer satisfaction.
- How responsiveness, especially punctuality and speed of service delivery, affects customer satisfaction?
- How assurance affects customer satisfaction with staff competence and trust in service reliability?
- What impact does staff empathy have on customer satisfaction when it comes to understanding and meeting customer needs?
- How does customer satisfaction relate to tangible factors such as physical facilities, equipment and the service environment?

In order to answer these questions, the study employed both primary and secondary sources of data. Data was mainly collected through questionnaires, and document reviews. The results of the study showed that the different dimensions of service quality affected the customer satisfaction of Ethiopian Immigration and Citizenship Service. Some customers expressed dissatisfaction with the delays in service delivery, limited responsiveness, inadequate communication and insufficient attention from employees. The study also found weaknesses in the physical facilities and the service atmosphere, which had a negative effect on the customers' perception of service quality.

The regression analysis showed that reliability has a positive and significant effect on customer satisfaction. This means that customers appreciate accurate, dependable and consistent service delivery. It was also found that responsiveness had a positive influence on satisfaction, which suggests that delivering services on time and addressing customer requests promptly are important for improving service experiences.

Assurance had a positive but statistically insignificant effect on customer satisfaction. This suggests that while employee competence and trustworthiness are important, they did not have strongest influences on overall satisfaction in this study.

It turned out that empathy was the strongest predictor of customer satisfaction. This suggests that customers appreciate the personalized attention they receive from employees, as well as their understanding of their needs and caring service. When customers feel respected and understood, satisfaction levels rise significantly.

On the other hand, tangibility was found to have a negative and statistically significant relationship with customer satisfaction. This shows that customers are not satisfied with the physical facilities, office equipment, waiting areas and the whole service environment of the institution. This result contradicts the SERVQUAL model developed by Parasuraman, Zeithaml and Berry (1988) which states that better tangible aspects of service quality such as modern equipment, attractive facilities, and professional appearance of staff, have a positive influence on customer satisfaction. The negative association identified in this study may suggest that customers value timely, reliable and empathetic service over the physical infrastructure. It can also imply that the existing tangible facilities are not fulfilling the customer expectations well enough, and hence the overall satisfaction is decreasing. Hence, improvements in service efficiency, responsiveness and customer-oriented service delivery may not be enough with improvements in physical facilities alone.

Overall, the research found that service quality dimensions are a significant predictor of customer satisfaction in Ethiopian Immigration and Citizenship Service. From the findings the study recommends that, the institution should improve on customer centered service delivery, strengthen employee responsiveness, ensure reliable and timely services and improve on physical service environment. Moreover, constant evaluation of customer feedback, employee training

programs and stronger accountability mechanisms are required to enhance the overall quality of services and customer satisfaction.

5.2. Conclusions

The findings of this study provide important implications regarding service quality and customer satisfaction in the Ethiopian Immigration and Citizenship Service. The study confirmed that service quality dimensions play significant role in influencing customer satisfaction. From strategic perspective, the institution can identify the relative importance of the five SERVQUAL dimensions determining customer satisfaction and prioritize the dimensions that require greater attention and improvement. The empirical findings revealed that empathy was the strongest determinant of customer satisfaction. This indicates that customers highly value individualized attention, understanding their needs, and caring behavior from employees. Reliability and responsiveness were also found to have positive and significant effects on customer satisfaction. This means that dependable, accurate, timely service delivery enhances customer trust and satisfaction with the institution

Conversely, tangibility had a negative and statistically significant relationship with customer satisfaction. This indicates that the customers were not satisfied with the physical facilities, office environment, waiting areas and equipment used in the service delivery process. This finding is in contrast to the SERVQUAL model developed by Parasuraman, Zeithaml and Berry (1988) which states that the tangible dimensions of service quality will positively influence customer satisfaction. The negative relationship found in this study indicates that customers value service efficiency, reliability, responsiveness and personal attention more than physical facilities. It may also mean that the existing physical environment is not meeting customer expectations.

Although assurance showed a positive relationship with customer satisfaction, its effect was not statistically significant. This suggests that employee competence, courtesy, professionalism, and ability to inspire trust did not independently influence customer satisfaction in a significant manner. While Parasuraman et al. (1988) identified assurance as an important dimension of service quality, the finding of this study implies that customers may consider these attributes as basic expectations rather than factors that substantially enhance satisfaction.

Therefore, improving assurance alone may not significantly increase customer satisfaction unless it is accompanied by improvements in reliability, responsiveness, and empathy

The Ethiopian Immigration and Citizenship Service is not entirely meeting client expectations, according to the report. Due to ineffective processes and frequent trips to the facility, customers encountered delays in receiving services and, in certain situations, suffered additional expenses. Customer impressions of service quality were also adversely impacted by poor communication methods, insufficient responsiveness, and delayed information sharing.

The results also demonstrated the ineffectiveness of the institution's complaint management procedures. Customers made an effort to voice their displeasure and complaints about the quality of the services they received, but there was little follow-up and a delayed feedback system. Customers' trust in the institution's capacity to effectively handle service-related issues was diminished by the lack of a well-functioning complaint management system.

The study also found a number of institutional issues that have an impact on customer satisfaction and service quality. Poor working environment, subpar office facilities, a little budget, low employee enthusiasm, a lack of training chances, shoddy accountability mechanisms, and a lack of essential resources are some of these difficulties. These issues adversely affected both employee performance and the general caliber of services offered to clients.

Additionally, the investigation showed that flaws in the application of public service delivery principles considerably lowered consumer satisfaction. Consumers voiced displeasure with both the general service environment and the manner in which services were provided. Customers' opinions of the service environment and employee performance were not positively impacted by tangible factors. Improving tangible service qualities is crucial for lowering customer discontent and boosting customer confidence in the organization since customers frequently use tangible evidence and observable service circumstances to assess service excellence.

Overall, the study finds that increasing customer satisfaction in the Ethiopian Immigration and Citizenship Service requires boosting the physical service environment and institutional accountability mechanisms while also improving empathy, dependability, and responsiveness.

5.3. Recommendation

Several suggestions are put forth to enhance customer satisfaction and service delivery in the Ethiopian Immigration and Citizenship Service based on the study's findings. The organization should offer ongoing training programs to staff members in order to guarantee reliable and superior service delivery. Since these were found to have a significant impact on customer satisfaction, special focus should be paid to enhancing empathy, communication, and customer handling skills. Workers should receive training so they can better comprehend the needs of customers, react properly, and offer courteous, customer-focused services.

In order to minimize delays and enhance responsiveness in service delivery, the organization should also guarantee sufficient workforce levels. Having enough staff can reduce wait times, boost productivity, and allow the business always offer clients timely and dependable services. Opportunities for on-the-job training should also be expanded in order to boost worker performance and competency. The organization should supply the tools and supplies needed for efficient service delivery. Enhancing the tangible parts of service quality and boosting client views also depend on improving office facilities, equipment, and the overall service environment. The creation of a uniform framework for evaluating employee performance is another recommendation made by the report. Employee efficacy in applying public service delivery principles and providing high-quality services can be assessed using such a system. To promote improved service delivery procedures, employees who exhibit strong performance and a dedication to customer satisfaction should be acknowledged and rewarded. The organization should also create efficient complaint management procedures and improve information-sharing procedures. Clients should be promptly informed about policies, specifications, and service methods. Systems for handling complaints should be set up to guarantee that clients receive prompt response and equitable answers to their issues.

The Ethiopian Immigration and Citizenship Service's management should also take remedial and disciplinary action against staff members who engage in unethical behavior or actions that have a detrimental impact on client satisfaction. Improving public trust and service quality requires the institution to strengthen accountability and openness.

Additionally, the report suggests that service quality evaluations be carried out on a regular basis all year round. The organization may track customer satisfaction levels, spot new issues with service delivery, and assess the success of improvement initiatives over time with the use of continuous evaluation. Frequent gathering of consumer input will yield important data for activities aimed at improving services and making decisions. Lastly, the firm should concentrate on creating a customer-focused organizational culture that values effectiveness, dependability, responsiveness, empathy, and openness. These initiatives will greatly raise client satisfaction levels and improve the standard of immigration and citizenship services provided.

5.4. Recommendation for Future Study

Based on the findings and limitations of this study, some future research directions are recommended. It is recommended that future researchers conduct a similar study on other branches of Ethiopian Immigration and Citizenship Service to compare the level of customers' satisfaction and service quality practices in different geographical locations. More holistic understanding of service delivery challenges and opportunities could result from comparative studies of urban and regional branches.

Future studies should employ probability-sampling techniques (e.g., stratified or simple random sampling) to enhance the representativeness and generalizability of the findings. And also it is recommended that researchers use longitudinal research designs to study the evolution of customer satisfaction and service quality perceptions over time and to gain insight into causal relationships between variables.

Furthermore, future research should enhance the qualitative component using interviews, focus group discussions or case studies is to better understand the experiences, expectations and challenges faced by customers in relation to immigration and citizenship services. Future researchers can also find other determinants of customer satisfaction other than the SERVQUAL dimensions such as digitalization, e-service quality, organizational culture, employee motivation, leadership style, institutional capacity, and technological innovation. Finally, further research should be conducted to examine the effect of online service platforms, automation systems, and digital transformation initiatives on service efficiency, reduction of waiting time, and customer satisfaction in the Ethiopian Immigration and Citizenship Service.

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APPENDIX 1:

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

QUESTIONNAIRE

Dear Respondents,

This questionnaire is prepared for academic purposes to collect data for a research study entitled: "Determinants of Customer Satisfaction on Service Delivery at Ethiopian Immigration and Citizenship Service". The purpose of this study is to identify the key factors that influence customer satisfaction in the service delivery of Ethiopian Immigration and Citizenship Service. In particular, the study examines how service quality dimensions such as Tangibility, Reliability, Responsiveness, Assurance, and Empathy affect customer satisfaction. Your responses will be strictly confidential and will be used only for academic research purposes. You are kindly requested to answer all questions honestly and to the best of your knowledge.

General Instructions:

- Do not write your name on this questionnaire.
- Instructions for each section are provided before the respective questions.
- Answer all questions to the best of your knowledge.

SECTION A: Personal Information

Please respond the following question by writing the appropriate information on the space provided or by writing **"√"** mark in one of the boxes provided.

1. Gender: Male ☐ Female ☐

2. Age: 18-25 years ☐ 26-35 years ☐ 36-45 years ☐ above 46 years ☐

3.Service received : Passport service ☐ Visa service ☐

Citizenship service ☐ other _____

4. How many times have you used the service? First time ☐ 2–3 times ☐

More than 3 times ☐

SECTION B: Service Quality (SERVQUAL Dimension)

Direction: This section contains questions related to the extent of service quality practices adopted by Immigration and Citizenship Service. Please indicate your level of agreement with each statement by putting **(√)** mark on the appropriate response on a scale from 1 to 5,

Where: 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

No	A) Tangibility	1	2	3	4	5
1	The immigration office has modern equipment and technology that facilitate service delivery.					
2	The office environment is clean and comfortable.					
3	Staff members are neat and professionally dressed.					
4	Information boards and signs are clear and helpful.					

	B) Reliability	1	2	3	4	5
5	The service is delivered at the promised time.					
6	The immigration office provides services accurately.					
7	Staff provides services correctly the first time.					
8	The office keeps records and documents properly.					
	C) Responsiveness	**1**	**2**	**3**	**4**	**5**
9	Employees are willing to help customers.					
10	Staff provides quick service.					
11	Employees respond quickly to customer requests.					
12	Waiting time for services is reasonable.					
	D) Assurance	**1**	**2**	**3**	**4**	**5**
13	Staffs are knowledgeable about immigration procedures.					
14	Employees behave politely with customers.					
15	Staff creates confidence and trust in the service.					
16	Customers feel safe when dealing with the office.					
	E) Empathy	**1**	**2**	**3**	**4**	**5**
17	Staff gives individual attention to customers.					
18	Employees understand customer needs.					
19	Staffs are patient when dealing with customers.					

20	The organization has convenient operating hours.					
21	The office operates at convenient working hours and use it effectively.					

SECTION C: Customer Satisfaction

Overall Customer Satisfaction

Direction: This section contains statements that assess the Customer Satisfaction of Immigration and Citizenship Service in relation to adoption of quality service delivery practices. Please indicate your level of agreement with each statement by putting **(√)** mark on the appropriate response on a scale from 1 to 5,

Where: 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

No	A) Overall Customer Satisfaction	1	2	3	4	5
1	I am satisfied with the complete ranges of immigration service.					
2	I am satisfied with the politeness of the staff					
3	I am satisfied with the information provision ability of the staff					
4	I am satisfied with the competence of the office staff					
5	The service meets my expectations. .					
6	The service quality is better than I expected					
7	I would recommend this service to others.					

……. END of the questionnaire ……

አባሪ ፩

አዲስ አበባ ዩኒቨርሲቲ

የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

ማኔጅመንት ዲፓርትመንት

መጠይቅ

ለአገልግሎት ተጠቃሚዎች፤

እኔ ባሁኑ ሰዓት በአዲስ አበባ ዩንቨርሲቲ የድህረ ምረቃ ተማሪ ስሆን የመመረቂያ ጥናቴንም በኢትዮጵያ ኢሚግሬሽን እና ዜግነት አገልግሎት ‘‘የደንበኞች አገልግሎት አሰጣጥ እርካታን የሚወስኑ ምክንያቶች’’ በሚል ርዕስ ለሚካሄደው የምርምር ጥናት መረጃ ለመሰብሰብ ለአካዳሚክ ዓላማ ብቻ ለማዋል ተዘጋጅቷል። በተለይም ጥናቱ እንደ ተጨባጭነት፣ አስተማማኝነት፣ ምላሽ ሰጪነት፣ ዋስትና እና ርህራሄ ያሉ የአገልግሎት ጥራት መለኪያዎች በደንበኞች እርካታ ላይ እንዴት ተጽዕኖ እንደሚያሳድሩ ይመረምራል። የእርስዎ ምላሾች ሙሉ በሙሉ ሚስጥራዊነት የሚጠበቅ ሲሆን ለአካዳሚክ ምርምር ዓላማ ብቻ ጥቅም ላይ ይውላሉ። ሁሉንም ጥያቄዎች በሀቀኝነት እና በእውቀትዎ መሰረት እንዲመልሱ በአክብሮት እንጠይቃለን።

አጠቃላይ መመሪያዎች፡-

- በዚህ መጠይቅ ላይ ስምዎን አይጻፉ።
- ለእያንዳንዱ ክፍል መመሪያዎች ከጥያቄዎቹ በፊት ቀርበዋል።
- ሁሉንም ጥያቄዎች በእውቀትዎ መሰረት ይመልሱ።

ክፍል ሀ፡- የግል መረጃ

እባክዎ የሚከተሉትን ጥያቄዎች በተሰጠው ቦታ ላይ ተገቢውን መረጃ በመሙላት ወይም ከሚቀርቡት አማራጮች ውስጥ "√" ምልክት በማድረግ መልስዎን ይስጡ።

1. ጾታ፡- ወንድ ☐ ሴት ☐
2. ዕድሜ፡-18–25 ዓመት ☐ 26–35 ዓመት ☐ 36–45 ዓመት ☐ ከ46 ዓመት በላይ ☐
3. ያገኙት አገልግሎት፡-ፓስፖርት አገልግሎት ☐ ቪዛ አገልግሎት ☐ የዜግነት አገልግሎት ☐

   ሌላ _____

4. አገልግሎቱን ስንት ጊዜ ተጠቅመዋል? ለመጀመሪያ ጊዜ ☐ 2–3 ጊዜ ☐ ከ3 ጊዜ በላይ ☐

ክፍል ለ፡- የአገልግሎት ጥራት (SERVQUAL መለኪያ)

አቅጣጫ፡- ይህ ክፍል በኢሚግሬሽን እና ዜግነት አገልግሎት ዘንድ ስለሚተገበሩ የአገልግሎት ጥራት ተግባራት መጠን የሚጠይቁ ጥያቄዎችን ይዟል። እባክዎ ለእያንዳንዱ መግለጫ የሚሰጡትን የስምምነት ደረጃ ከ1 እስከ 5 ባለው ሚዛን ላይ ተገቢውን ምላሽ ላይ (√) ምልክት በማድረግ ያመልክቱ።

ሚዛን፡- 1= በጣም አልስማማም፣ 2= አልስማማም፣ 3= ገለልተኛ፣ 4= እስማማለሁ፣ 5= በጣም እስማማለሁ

ተ.ቁ	***ሀ) ተጨባጭነት***	**1**	**2**	**3**	**4**	**5**
1	የኢሚግሬሽን ቢሮ አገልግሎት አሰጣጥን የሚያመቻቹ ዘመናዊ መሳሪያዎችና ቴክኖሎጂ አለው።					
2	የቢሮው አካባቢ ንጹህ እና ምቹ ነው።					
3	የሰራተኞች አለባበስ ንጹህ እና ሙያዊ ነው።					
4	የመረጃ ሰሌዳዎች እና ምልክቶች ግልጽ እና ጠቃሚ ናቸው።					

ተ.ቁ	**ለ) አስተማማኝነት**	**1**	**2**	**3**	**4**	**5**
5	አገልግሎቱ በተገቢው ጊዜ ይሰጣል።					
6	የኢሚግሬሽን ቢሮ አገልግሎቶችን በትክክል ያቀርባል።					
7	ሰራተኞች አገልግሎት ለመጀመሪያ ጊዜ በትክክል ያቀርባሉ።					
8	ቢሮው ሰነዶችንና መዝገቦችን በአግባቡ ይይዛል።					
ተ.ቁ	**ሐ) ምላሽ ሰጪነት**	**1**	**2**	**3**	**4**	**5**
9	ሰራተኞች ደንበኞችን ለመርዳት ፈቃደኛ ናቸው።					
10	ሰራተኞች ፈጣን አገልግሎት ይሰጣሉ።					
11	ሰራተኞች ለደንበኞች ጥያቄ ፈጥነው ምላሽ ይሰጣሉ።					
12	ለአገልግሎት የሚጠበቅበት ጊዜ ምክንያታዊ ነው።					
ተ.ቁ	**መ) ዋስትና**	**1**	**2**	**3**	**4**	**5**
13	ሰራተኞች ስለ ኢሚግሬሽን ሂደቶች እውቀት አላቸው።					
14	ሰራተኞች ከደንበኞች ጋር በአክብሮት ይነጋገራሉ።					
15	ሰራተኞች በአገልግሎቱ ላይ መተማመንና እምነት ይፈጥራሉ።					
16	ደንበኞች ከቢሮው ጋር በሚገናኙበት ጊዜ ደህንነት ይሰማቸዋል።					
ተ.ቁ	**ሠ) ርህራሄ**	**1**	**2**	**3**	**4**	**5**
17	ሰራተኞች ለደንበኞች ግለሰባዊ ትኩረት ይሰጣሉ።					
18	ሰራተኞች የደንበኞችን ፍላጎት ይገነዘባሉ።					

19	ሰራተኞች ከደንበኞች ጋር በሚገናኙበት ጊዜ በትዕግስት ያገለግላሉ።					
20	ተቋሙ ምቹ የስራ ሰዓት አለው።					
21	ቢሮው ምቹ በሆነ የስራ ሰዓት ይሰራል ሰዓቱንም በአግባቡ ይጠቀማል።					

ክፍል ሐ፡- የደንበኞች እርካታ

አጠቃላይ የደንበኞች እርካታ

አቅጣጫ፡- ይህ ክፍል የኢሚግሬሽን እና ዜግነት አገልግሎትን የደንበኞች እርካታ ከጥራት አገልግሎት አሰጣጥ ተግባራት አንፃር የሚገመግሙ መግለጫዎችን ይዟል። እባክዎ ለእያንዳንዱ መግለጫ የሚሰጡትን የስምምነት ደረጃ ከ1 እስከ 5 ባለው ሚዛን ላይ ተገቢውን ምላሽ ላይ (√) ምልክት በማድረግ ያመልክቱ።

ሚዛን፡- 1= በጣም አልስማማም፣ 2= አልስማማም፣ 3= ገለልተኛ፣ 4= እስማማለሁ፣ 5= በጣም እስማማለሁ

ተ.ቁ	**አጠቃላይ የደንበኞች እርካታ**	**1**	**2**	**3**	**4**	**5**
1	በአጠቃላይ በኢሚግሬሽን አገልግሎት እርካታ አግኝቻለሁ።					
2	በሰራተኞች አክብሮት እርካታ አግኝቻለሁ።					
3	የሰራተኞችን መረጃ የመስጠት ብቃት አደንቃለሁ።					
4	የቢሮው ሰራተኞች ብቃት አርክቶኛል።					
5	አገልግሎቱ የነበረኝን ግምት አሟልቷል።					
6	የአገልግሎቱ ጥራት ከጠበቅሁት በላይ ነው።					
7	ይህን አገልግሎት ለሌሎች እመክራለሁ።					

…… የጥያቄው መጨረሻ ……