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MEASURING SERVICE QUALITY AND CUSTOMER SATISFACTION IN ETHIOPIAN AIRLINES CARGO INCOMING SECTION

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“A Thesis Submitted to the Department of Marketing Management
in Partial Fulfillment of the Requirements for the Degree of Master of Arts in
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**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
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Measuring Service quality and customer satisfaction
In case of Ethiopian airlines cargo incoming section

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Declaration

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

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Acknowledgment

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Acronyms and Abbreviation

EAL: Ethiopian airlines

SPSS: statistical package for social science

B2B: business-to-business

MRO: maintenance repair and overhaul

TQM: Total quality management

GHA: Ground handling agent

SERVQUAL: Service quality

SERVPERF: service performance

ADD: Addis Ababa

MOT: Moment of truth

IATA: International air transportation association

SQ: Service quality

Abstract

The purpose of this study was to measure the level of service quality and customer satisfaction in relations to Ethiopian airlines cargo in coming section. For the purpose of the study the study has used the gap model of service quality with the application of SERVQUAL instrument. This five dimensions of SERVQUAL developed by Parasuraman namely tangibles, reliability, responsiveness, assurance, and empathy where used to measure the level of customers expectation and perception of service quality in Ethiopian airlines cargo in coming section. A sample of 200 respondents was selected using a non-probabilistic convenience sampling technique. According to the findings of the study all the five dimensions of service quality have shown a negative gap score. This indicates that customers of Ethiopian airlines cargo in coming section are dissatisfied with the service provided to them hence; there perceptions are below their expectations. The dimension with the lowest negative gap score is assurance followed by tangibles and responsiveness. The findings of the gap analysis also indicates that reliability and empathy are the two dimensions with the highest negative gap scores which makes this two dimensions the largest contributors to customers dissatisfaction. Person correlation analysis was conducted to examine the relationship between SERVQUAL dimensions and service quality the results shows that all the five dimensions of service quality have a positive relationship with customer satisfaction where reliability, empathy and responsiveness have a strong and positive correlation with satisfaction while assurance and tangibles have a weak positive correlation with customer satisfaction. Generally only empathy and reliability dimensions of service quality have shown statistically significant impact on customer satisfaction. Accordingly Ethiopian airlines cargo section needs to give more emphasis and due attention to empathy and reliability dimensions of service quality to improve the level of customer satisfaction.

Key words: service quality, customer satisfaction, SERVQUAL

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Services are all around us – as consumers we use services every day. The growth in the service economy is widely recognized and increasingly contributes to the economic development of many regions. Although the service sector accounts for most of the new job growth in developed countries, the dominance of the service sector is not limited to highly developed nations. Many services such as those in the tourism sector contribute very heavily to developing economies also (Audrey Gilmore, 2003).

Service organizations range in size from huge international corporations like airlines, banking, insurance, telecommunications, hotel chains, and freight transportation to a vast array of locally owned and operated small businesses, including restaurants, laundries, taxis, optometrists, and numerous business-to-business ("B2B") services (Lovelock and Wright, 1999).

In the airlines industry where there is stiff competition among different carriers, delivering quality service and satisfying your customers is not a luxury one can afford. Specially for Ethiopian airlines who have to compete against the gulf giants like Emirates, Etihad and Qatar airways who have an upper hand because they are from the oil producing countries. Ethiopian needs to deliver quality service to its customers and differentiate itself from its competitors, the airlines is working towards the achievement of its vision 2025 that states Ethiopian will be the most competitive and leading aviation group in Africa by providing safe, market driven and customer focused passenger and cargo transport, aviation training, flight catering, maintenance repair and overhaul (MRO), ground service, domestic and regional service by 2025. Aviation is an industry where its market and revenue is mainly driven by the end users of its product or service. This end user includes individual customers who use air transportation to travel as passengers or to ship other goods and products and government and business organization (Mario Kossman, 2006). As already mentioned the airline is working for the achievement of its vision 2025 in its vision it wants to become five different but inter related groups namely passenger, cargo, aviation training, catering and maintenance repair and overhaul (MRO). One of these

groups is cargo. Ethiopian Cargo will develop into full-fledged profit center with its own P & L. By utilizing group common resources, Ethiopian Cargo will take competitive advantage of strong synergy with all group profit centers. With its Strategic Objectives including Annual Revenue of US 1.4 Billion, Annual Total tonnage of 710 Thousand, Serving 18 International destinations, Earning annual profit of US \$ 200 million, Operating 15 Jet Aircraft by 2025, Leader in Africa in Quality Cargo Services Fully implement IATA E-Freight project by 2012 by 2025.

In order to achieve this vision providing quality service is essential. Service quality and customer satisfaction are very important concepts that companies must understand in order to remain competitive in business and hence grow. It is very important for companies to know how to measure these constructs from the customers' perspective in order to better understand their needs and satisfy them. Service quality is considered very important because it leads to higher customer satisfaction. Due to intense competition and the hostility of environmental factors, service quality has become a cornerstone marketing strategy for companies.as sited on (Chingang and Lukong, 2010). One of the airlines mission is to ensure being an airline of choice to its customers, employer of choice to its employees and an investment of choices to its owner. But currently the reality seems to be far from this. There are different complains of customers hared through different media about their frustrations of the service provided by the airlines cargo incoming section. This research is conducted to find out the quality of service provided by the section, how do it customers perceive the service provided by the section and also the research was conducted to understand the service gap and service quality provided by the airline using SERVQUAL measures to determine service quality and customer satisfaction.

1.2 STATEMENT OF THE PROBLEM

Airlines are plagued by several factors such as overcapacity, commoditization of offerings, cutthroat rivalry among EAL major competitors like Emirates airlines sky cargo and Saudi airlines cargo exacerbated by the entry of low cost carriers, and intermittent periods of disasters under performance.

So delivering a superior quality service is critical in order to satisfy customers which imply a sustainable competitive advantage over competitors. Thus this study made an attempt to measure

the level of service quality in relation to customer satisfaction in Ethiopian airlines cargo incoming section. using SERVQUAL model.

1.3 BASIC RESEARCH QUESTIONS

- What is the level of service quality the customers of Ethiopian airlines cargo incoming section expects to be delivered to them?
- How do customers of Ethiopian airlines cargo incoming section perceive service quality?
- Which dimension of service quality is currently contributing positively for customer satisfaction?
- Which dimension of service quality among the five dimensions the customers of Ethiopian airlines cargo incoming section believes to be important to create satisfaction?
- Are customers of Ethiopian airlines cargo Incoming section satisfied with service quality Offered by the company?
- What are the service areas that call for major improvement in Ethiopian airlines cargo incoming section

1.4 OBJECTIVES OF THE STUDY

1.4.1 General objective

- The main objective of this study is to measure the impact of service quality dimensions on customer satisfaction in relation to Ethiopian airline cargo in coming section.

1.4.2 Specific objectives

The specific objectives of the study are to:-

- measure the level of service quality provided to the customers of Ethiopian airlines cargo incoming section
- Identify the gap between perception and expectation of customers with respect to tangibility, reliability, responsiveness, assurance, and empathy dimension of service quality in EAL cargo incoming section.

- determine which dimension among the five dimensions of service quality have a significant contribution to the level of customer satisfaction
- to identify which dimension of service quality is currently contributing positively to satisfaction
- recommend possible solution to EAL based on the results that would be obtained from the study

1.5 HYPOTHESIS

In line with the above mentioned research objectives the following hypotheses are formulated

1. **H_0 :** There is no relationship among overall SERVQUAL dimensions and customer satisfaction

H_A : There is a positive relationship among overall SERVQUAL dimensions and customer satisfaction

2. **H_0 :** SERVQUAL dimensions have no impact on customer satisfaction

H_A : SERVQUAL dimensions have impact on customer satisfaction

3. **H_0 :** There is no relationship between overall service quality and customer satisfaction

H_A : There is a positive relationship between overall service quality and customer satisfaction

4. **H_0 :** There is a negative Gap between customer's perceived quality and expected quality of service on the service offered by the EAL cargo incoming section.

H_A : There is a negative Gap between customer's perceived quality and expected quality of service on the service offered by the EAL cargo incoming section.

1.6 DEFINITION OF TERMS

1.6.1 Conceptual definition of terms

Service: - Palmer, 1994 as cited on (Mario Kossmann, 2006) defines service as the production of an essentially intangible benefit, either in its own or as a significant element of a tangible product which through any form of exchange satisfies an identified consumer need.

Service: - service is an act or performance offered by one party to another. Although the process may be tied to a physical product, the performance is essentially intangible and does not normally result in ownership of any of the factors of production (Lovelock and wright, 1999).

Quality

Some definitions of quality cited on (Mohamed, 2011) are:-

Quality is totality of features and characteristics in a product or service that bear upon its ability to satisfy needs (Hardie & Walsh 1994).

Quality is the extent to which the customers or users believe the product or service Surpasses their needs and expectations (Gitlowet *al*, 1989).

Service quality: - is how well a delivered service level matches customer's expectation. (Parasuraman et al ,1988, 1991 pp. 208) as cited on (Sang-Lin Han and Seung Baek,2004)

Bitner et al (1990 pp. 208) define service quality as “the consumers’ overall impression of the relative inferiority/superiority of the organization and its services.” As cited on (Sang-Lin Han and Seung Baek ,2004).

Customer expectations: -are beliefs about service delivery that serve as standards or reference Points against which performance is judged

Customer perception: - is the actual level of service the customers received. Perceived service quality is a component of customer satisfaction. Perceived service quality has been defined as the discrepancy between what the customer feels that a service provider should offer and his or her

perception of what the service firm actually offers (Parasuraman et al., 1988) as cited on (Audrey Gilmore, 2003)

Customer satisfaction: - is the customers' evaluation of a product or service in terms of whether that product or service has met their needs and expectations.

1.6.2 Operational definition of terms

Personal customers: - are customers that use air transportation to ship goods for their own personal usage. E.g. personal effects and house hold goods.

Company customers :- are customers of EAL cargo in coming section that transport cargo to be used in to different business transactions or to be used as a part of finished product.....etc. e.g. are pharmaceuticals, different machinery spare parts, vehicles and the like.

1.7 SIGNIFICANCE OF THE STUDY

This research will have a great deal of importance/ significance for the managers of Ethiopian airlines cargo in coming section because it provide information about the level quality of service the company is providing to its customers from the point of view of the customers. It will help them to know whether the company is delivering its promise to the customers and also it will provide them insight about the gap between customer's perception and expectation of service and ways to improve them. The research will also give some insight about service quality and customer satisfaction in the cargo industry. It will serve as a spring board for other researchers to undertake further investigation.

1.8 DELIMITATION (SCOPE OF THE STUDY)

This study is limited to Ethiopian airlines cargo incoming section. Though there are different carriers that operates cargo aircrafts to the country and also they are highly involved in the service of imported goods due to the fact that the ground handling operations of all this different carriers is done by Ethiopian airlines the actual and majority of contacts with customers are conducted by agents of Ethiopian airlines at the receiving end of almost all shipments this study focus on the customers of Ethiopian airlines. Even though there are three different departments

or sections in the cargo service offered by the airlines namely, incoming (import), outgoing (export) and transit section the research makes its focus on the incoming section because there is large amount of flows of goods into the country through cargo and also the number of customers served are also large in number in the incoming section compared to other departments it will help to see the relationship between service quality and customer satisfaction using the five dimensions of service quality measures.

1.9 LIMITATION OF THE STUDY

The study is conducted only on the customers of Ethiopian airlines cargo incoming section other sections at the cargo where not included in the study due time, willingness from the management and financial constraints this factors limits the generalizability of the research findings

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter definition of service, integrated service management, the characteristics of service, the service profit chain, relationship between TQM and service quality and customer satisfaction, customer expectations, perception, and satisfaction measurement of service quality SERVQUAL model will be addressed

2.2 Definition of Service

One of the major trends of recent years has been the phenomenal growth of services. This shift towards a service economy is largely attributed to rising affluence, more leisure time and the growing complexity of products that require servicing. Moreover, as companies find it harder to differentiate their physical products, they increasingly turn to service differentiation, seeking to win and retain customers through delivering superior services

Many developed countries have seen a dramatic increase in the importance of services to national economies and to the individual consumer. In the major European countries, the US and Japan, more people are employed in services than in all other sectors of the economy put together. Both public and private sector services in these countries account for between 60 and 75 per cent of gross domestic output. In international trade, services make up a quarter of the value of all international trade. In fact, a variety of service industries – from banking, insurance and communications to transportation, travel and entertainment – now account for well over 60 per cent of the economy in developed countries around the world. In some countries, service occupations have been forecast to contribute to all net job growth in the next five years (Kotler, Wong, Saunders and Armstrong, 2005).

Because of their diversity, services have traditionally been difficult to define. The way in which services are created and delivered to customers is often hard to grasp since many inputs and outputs are intangible. Most people have little difficulty defining manufacturing or agriculture, but defining **service** can elude them (Lovelock and Wright, 1999).

Some of the definitions of service are the following

A service is an act or performance offered by one party to another. Although the process may be tied to a physical product, the performance is essentially intangible and does not normally result in ownership of any of the factors of production (Lovelock and Wright, 1999).

Services are economic activities that create value and provide **benefits** for customers at specific times and places, as a result of bringing about a desired change in—or on behalf of—the recipient of the service (Lovelock and Wright, 1999).

2.3 Integrated Service Management (the service mix)

According to Lovelock and Wright (1999) When discussing strategies to market manufactured goods, marketers usually address four basic strategic elements: product, price, place (or distribution), and promotion (or communication). Collectively, these four categories are often referred to as the "4Ps" of the marketing mix. However, the distinctive nature of service performances, especially such aspects as customer involvement in production and the importance of the time factor, requires that other strategic elements be included. This led to the 8ps of service marketing. Integrated service management is: the coordinated planning and execution of those marketing, operations, and Human resources activities those are essential to a service firm's success. According to them there are 8ps that creates the integrated service marketing this are

Product: all components of the service performance that create value for customers. Managers must select the features of both the core product and the bundle of supplementary service elements surrounding it, with reference to the benefits desired by customers and how well competing products perform.

Place: management decisions about when, where, and how to deliver services to customers. Delivering product elements to customers involves decisions on both the place and time of delivery and may involve physical or electronic distribution channels (or both), depending on the nature of the service being provided

Process: a particular method of operations or series of actions, typically involving steps that need to occur in a defined sequence. Creating and delivering product elements to customers requires the design and implementation of effective processes. A process describes the method and sequence in which service operating systems work. Badly designed processes are likely to annoy customers because of slow, bureaucratic, and ineffective service delivery. Similarly, poor

processes make it difficult for front-line staff to do their jobs well, result in low productivity, and increase the likelihood of service failures.

People: customers and employees who are involved in service production. Many services depend on direct, personal interaction between customers and a firm's employees (like getting a haircut or eating at a restaurant). The nature of these interactions strongly influences the customer's perceptions of service quality. Customers often judge the quality of the service they receive largely on their assessment of the people providing the service. Successful service firms devote significant effort to recruiting, training, and motivating their personnel, especially—but not exclusively—those who are in direct contact with customers.

Promotion all communication activities and incentives designed to build customer preference for a specific service or service provider. No marketing program can succeed without an effective communication program. This component plays three vital roles: providing needed information and advice, persuading target customers of the merits of a specific product, and encouraging them to take action at specific times. In service marketing, much communication is educational in nature, especially for new customers. Companies may need to teach these customers about the benefits of the service, where and when to obtain it, and how to participate effectively in service processes.

Physical evidence: visual or other tangible clues that provide evidence of service quality Service firms need to manage physical evidence carefully because it can have a profound impact on quality, customers' impressions. In services with few tangible elements, such as insurance, advertising is often employed to create meaningful symbols. For instance, an umbrella may symbolize protection, and a fortress, security.

Productivity: how efficiently service inputs are transformed into outputs that add value for customers.

Price: expenditures of money, time, and effort that customers incur in purchasing and consuming services. This component addresses management of the *outlays* incurred by customers in obtaining benefits from the service product.

2.4 The Characteristics of Service

There are five main service characteristics: intangibility, inseparability, variability, perishability and lack of ownership years (Kotler, Wong, Saunders and Armstrong, 2005).

Intangibility

Service intangibility means that services cannot be readily displayed, so they cannot be seen, tasted, felt, heard or smelt before they are bought. A buyer can examine in detail before purchase the color, features and performance of an audio hi-fi system that he or she wishes to buy. In contrast, a person getting a haircut cannot see the result before purchase. Airline passengers have nothing but a ticket and the promise that they and their luggage will arrive safely at the intended destination, hopefully at the same time. Because service offerings lack tangible characteristics that the buyer can evaluate before purchase, uncertainty is increased. To reduce uncertainty, buyers look for ‘signals’ of service quality. They draw conclusions about quality from the place, people, equipment, communication material and price that they can see. Therefore, the service provider’s task is to ‘manage the evidence’ – they try to ‘tangibles the service’ or to provide concrete evidence of the benefits offered (Kotler, Wong, Saunders and Armstrong, 2005).

Inseparability

Physical goods are produced, put into inventory, distributed through multiple intermediaries, later sold to users and, still later, consumed. In contrast, services are first sold, then produced and consumed at the same time and in the same place. **Service inseparability** means that services cannot be separated from their providers, whether the providers are people or machines. If a service employee provides the service, then the employee is a part of the service. Because the customer is also present as the service is produced, *provider– customer interaction* is a special feature of services marketing. Thus, it is important for service staff to be trained to interact well with clients.

A second feature of the inseparability of services is that other customers are also present or involved. The concert audience, students in the class, other passengers in a train, and customers in a restaurant, all are present while an individual consumer is consuming the service. Their behavior can determine the satisfaction that the service delivers to the individual customers. Because of the simultaneity of service production and consumption, service providers face particular difficulty when demand rises (Kotler, Wong, Saunders and Armstrong, 2005).

Variability (heterogeneity)

As services involve people in production and consumption, there is considerable potential for variability. **Service variability** means that the quality of services depends on who provides them, as well as when, where and how they are provided. As such, service quality is difficult to control. The ability to satisfy customers depends ultimately on the behavior of frontline service employees. A brilliant marketing strategy will achieve little if they do their job badly and deliver poor-quality service (Kotler, Wong, Saunders and Armstrong, 2005).

Perishability

Service perishability means that services cannot be stored for later sale or use. Some dentists and general practitioners charge patients for missed appointments because the service value existed only at that point and disappeared when the patient did not show up (Kotler, Wong, Saunders and Armstrong, 2005).

Lack of ownership

When customers buy physical goods, such as cars and computers, they have personal access to the product for an unlimited time. They actually own the product. They can even sell it when they no longer wish to own it. In contrast, service products lack that quality of ownership. The service consumer often has access to the service for a limited time. Because of the lack of ownership, service providers must make a special effort to reinforce their brand identity and affinity with the consumer using one or more of the following methods:

- They could reinforce the service brand identity and affinity with the customer.
- They could offer incentives to consumers to use their service again, as in the case of Frequent-flyer schemes
- They could create membership clubs or associations to give a sense of belonging and ownership (Kotler, Wong, Saunders and Armstrong, 2005).

2.5 Classification of service

Classification schemes are the primary means used by researchers to organize items into different classes or groups for the purpose of systematic investigation and theory development. They are as useful in management research as in pure science. Marketing practitioners have long recognized the value of developing distinctive strategies for different types of goods. One of the most famous classification schemes divides goods into convenience, shopping, and specialty categories, according to how frequently consumers buy them and how much effort they are

prepared to put into comparing alternatives and locating the right product to match their needs. Another classification is consumer goods (those purchased for personal or household use) versus industrial goods (those purchased by companies and other organizations). Although these goods-based classification schemes are helpful, they don't go far enough in highlighting the key strategic issues (Lovelock and Wright, 1999).

Degree of Tangibility or Intangibility of Service Processes Does the service do something physical and **tangible** (like food services or dry cleaning), or do its processes involve a greater amount of **intangibility** (like teaching or telephoning)? Different levels of intangibility in service processes shape the nature of the service delivery system and also affect the role of employees and the experience of customers (Lovelock and Wright, 1999).

Place and Time of Service Delivery When designing delivery systems, service marketers must ask themselves whether customers need to visit the service organization at its own sites or whether service should come to the customer. Or perhaps the interaction can occur through physical channels like mail (Lovelock and Wright, 1999).

Customization versus Standardization Services can be classified according to the degree of **customization** or **standardization** involved in service delivery. **Customization is tailoring** service characteristics to meet each customer's specific needs and preferences whereas **standardization is** reducing variation in service operations and delivery. An important marketing decision is whether all customers should receive the same service or whether service features (and the underlying processes) should be adapted to meet individual requirements.

Nature of the Relationship with Customers some services involve a formal relationship, in which each customer is known to the organization and all transactions are individually recorded and attributed. But in other services, unidentified customers undertake fleeting transactions and then disappear from the organization's sight (Lovelock and Wright, 1999).

Extent to which Demand and Supply Are in Balance Some service industries face steady demand for their services, whereas others encounter significant fluctuations. When the demand for service fluctuates widely over time, capacity must be adjusted to accommodate the level of demand or marketing strategies must be implemented to predict, manage, and smooth demand levels to bring them into balance with capacity. Some demand fluctuations are tied to events that marketers can't control (Lovelock and Wright, 1999).

Extent to which Facilities, Equipment, and People Are Part of the Service Experience

Customers' service experiences are shaped, in part, by the extent to which they are exposed to tangible elements in the service delivery system(Lovelock and Wright, 1999).

2.6 The Service–Profit Chain

Successful service companies focus their attention on both their employees and customers. They understand the *service–profit chain*, which links service firms' profits with employee and customer satisfaction. This chain consists of five links (Kotler, Wong, Saunders and Armstrong, 2005).

1. Internal service quality – superior employee selection and training, a quality work environment and strong support for those dealing with customers, which results in . . .
2. Satisfied and productive service employees – more satisfied, loyal and hardworking employees, which results in .
3. Greater service value – more effective and efficient customer value creation and service delivery, which results in
4. Satisfied and loyal customers – satisfied customers who remain loyal, repeat purchase and refer other customers, which results in . . .
5. Healthy service-profits and growth – superior service firm performance.

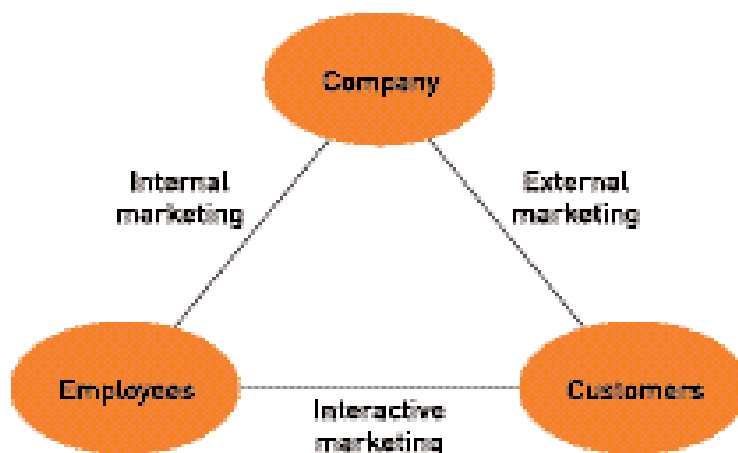


Figure 2.1 Three types of marketing in service industries

Source: Kotler, Wong, Saunders, Armstrong, (2005)

Therefore, reaching service profits and growth goals begins with taking care of those who take care of customers. All of this suggests that, in order to achieve favorable service outcomes, service marketing requires more than just traditional external marketing using the four Ps.

Internal marketing means that the service firm must invest heavily in employee quality and performance. It must effectively train and motivate its customer-contact employees and all the supporting service people to work as a *team* to provide customer satisfaction. For the firm to deliver consistently high service quality, everyone must practice a customer orientation (Kotler, Wong, Saunders and Armstrong, 2005).

Interactive marketing means that perceived service quality depends heavily on the quality of the buyer–seller interaction. In product marketing, product quality often depends little on how the product is obtained. But in services marketing, especially in high-contact and professional services, service quality depends on both the service deliverer and the quality of the delivery. Effective service deliverer–customer interaction is important for achieving a satisfactory service transaction. Service marketers cannot assume that they will satisfy the customer simply by providing good technical service. This is because the customer judges service quality not just on *technical quality* but also on its *functional quality* (Kotler, Wong, Saunders and Armstrong, 2005).

2.7 Definition of Quality

A few academic researchers have attempted to define and model quality because of the difficulties involved in determining and measuring the constructs. More over, despite the phenomenal growth of the service sector, only a hand full of these researchers focused on service quality (Parasuraman, Zeithaml, Berry, 1985).

Total quality is a set of philosophies by which management systems can direct the efficient achievement of the objectives of the organization to ensure customer satisfaction and maximize stakeholder (Mclauhillin, 1998).

Some of the definition of quality and total quality are

- ✓ Quality is a customer determination, not an engineer's determination, not a marketer's determination or general management determination. It is based up on customer's actual

experience with the product. Service, measured against his or her requirements stated or unstated, conscious or merely sensed, technically operational or entirely subjective and always representing target in a competitive market (Ferigenbaum,1983).

The following are some of the definition of quality cited on (Parasuraman, Zeithaml, Berry,1985)

- According to the prevailing Japanese philosophy quality is “zero defects-doing it right the first time” pp1
- Crosby (1979) defines quality as “conformance to requirements.

2.7.1 Total Quality Management (TQM)

The emergence of total quality management (TQM) has been one of the major developments in management practice in the last two decades. The recognition of TQM as a source of competitive advantage has been widely promoted around the world, especially in Western countries, and today very few (especially manufacturing) companies can afford to ignore the term (Dean and Bowen, 1994). Following the success of TQM in manufacturing, academics have begun to study the potential to transfer and apply TQM principles and practices to service organizations (Daniel, 2005).

2.7.2 Relationship between TQM Practices and Service Quality

The following paragraph shows the relationship between TQM and service quality explained by (Keng, Binshan, Boon-In, Alain Ye, 2011)

TQM is not only restricted to product quality performance in the manufacturing sector but it also covers a wider aspect of quality in the service sector (Samat et al, 2006) as cited on (Keng, Binshan, Boon-In, Alain Ye,2011). Previous extensive studies have confirmed that the effective implementation of TQM can improve productivity (Garvin, 1983) as cited on (Keng, Binshan, Boon-In, Alain Ye, 2011) and lead to improvements in organizational performances). Moreover, (Brah et al, 2000) as cited on (Keng, Binshan, Boon-In, Alain Ye, 2011) supported the proposition that the implementation of TQM has a positive correlation with quality conformance.

2.7.3 Relationship between TQM practices and customer satisfaction

The following paragraph shows the relationship between TQM and customer satisfaction explained by Keng, Binshan, Boon-In, Alain Ye,(2011)

From various previous studies, it is noted that TQM has become the key element for improving the performance of companies and satisfaction of customers (Lagrosen, 2001) as cited on (Keng, Binshan, Boon-In, Alain Ye, 2011). The adoption of TQM, as it is today, is too much focused on the internal aspects of the organization and overlooked the customers (Lagrosen,2001) as cited on (Keng, Binshan, Boon-In, Alain Ye,2011). In fact, the TQM contents are full of exhortations about quality for customers and customer orientation is considered to be one of the major, if not the major building blocks of TQM (Lagrosen, 2001) as cited on (Keng, Binshan, Boon-In, Alain Ye, 2011). Hence, considerable attention should be devoted to customer satisfaction in relation to TQM implementation.

2.8 Service Quality

Delivering quality service is considered an essential strategy for success and survival in today's competitive environment (Parasuraman, Zeitham and Berry, 1985).

According to Parasuraman, Zeitham and Berry (1985) Defining service quality is difficult than defininig goods quality because of three characterstics of service –intangeblity,heterogenity & inseparability.

First most services are intangebil because they are performance rather than objects. Most services can not be counted, measured, inventoried, tested and verified in advance of sale to assure quality (Parasuraman, Zeitham and Berry, 1985).

Second services, especialy those with high labour content, are heterogineous; there performance often varies from producer to produser from customer to customer and form day to day. Consistency to behavior from service personnel (i.e uniform quality) is difficult to assurebecause what firms intende to deliver may be intirely different from what the customer recived (Boons and Bitner,1981).

Third production and consumption of many many services are inseparabel carmen and langedard as a consquense quality in service is not enginered at manufacturing plant and delivered intact to the customer (Parasuraman, Zeitham and Berry, 1985).

- ✓ So examination of writings by (Gronroos ,1982), (Lehtinen and Lehtinen ,1982), (Lewis and Booms, 1983) and other literatures on service suggests three underlining themes (Parasuraman, Zeitham and Berry, 1985).
 - Service quality is more difficult for consumer to evaluate than good quality
 - Service quality perceptions result from a comparison of consumer expectations with actual service performance
 - Quality evaluations are not made solely on the outcome of service, they also involve evaluations of the process of service delivery

Keeping in mind the previously mentioned case the following are some of the definitions formulated about service quality by different scholars

- ✓ Service quality is the ability of the organization to meet or exceed customer expectations. Customer expectations may be defined as the “desires and wants of consumers” Parasuraman et al. as cited on (Philip and Shirley-Ann, 1996)
- ✓ Service quality represents a customer’s assessment of the overall level of service offered by an organization (Parasuraman et al.,1988)
- ✓ Service quality is a measure of how well the service level delivered matches customer expectation. Delivering quality service means conforming to customer expectation on a consistent basis (Lewis and Booms,1983) as cited on (Parasuraman, Zeitham and Berry ,1985).
- ✓ Service quality involves more than outcomes; it also includes the manner in which the service is delivered (Sasser, Olsen and Wyckoff ,1978) as cited on (Parasuraman, Zeitham and Berry,1985)
- ✓ According to Gronroos two types of service quality exist; technical quality which involves what the customer is actually receiving from the service and functional quality, which involves the manner in which the service is delivered (Parasuraman, Zeitham and Berry ,1985).
- ✓ Service quality according to Lehtinen and Lehtinen (1982) is produced in the interaction between customer and elements in the service organization. They use three quality dimensions: physical quality, which includes the physical aspects of the service (e.g

equipment or building) corporate quality: which involves the companies image or profile and interactive quality: which drives from the interaction between contact personal and customer as well as between some customers and other customers . as cited on (Parasuraman, Zeitham and Berry ,1985).

- ✓ Service quality is customers' long-term, cognitive evaluations of a firm's service delivery (Parasuraman, Zeitham and Berry ,1985).

2.9 Customer Expectation, Perception and Satisfaction

2.9.1 Customer expectations

Customer expectations are beliefs about a service that serve as standards against which service performance is judged (Zeithaml *et al.*,1993); what customers think a service provider should offer rather than what might be on offer (Parasuraman *et al.*1988). Expectations are formed from a variety of sources such as the customer's personal needs and wishes (Edvardsson *et al.*1994). the customer's personal philosophy about a particular service, by promises (staff, advertising and other communications), by implicit service promises (such as price and the tangibles associated with the service), by word-of-mouth communication (with other customers, friends, family and experts), as well as by past experience of that service (Zeithaml and Bitner, 1996).

Customer expectations are internal standards that customers use to judge the quality of a service experience. Customers' expectations about what constitutes good service vary from one business to another. Customer expectations embrace several different elements, including desired service, adequate service, predicted service, and a zone of tolerance that falls between the desired and adequate service levels (Lovelock and Wright, 2001).

Desired service: the "wished for" level of service quality that a customer believes can and should be delivered

Adequate service: the minimum level of service that a customer will accept without being dissatisfied

Predicted service: the level of service quality a customer believes a firm will actually deliver

Zone of tolerance: the range within which customers are willing to accept variations in service delivery. The inherent nature of services makes consistent service delivery difficult across employees in the same company and even by the same service employee from one day to another. The extent to which customers are willing to accept this variation is called the **zone of**

tolerance A performance that falls below the adequate service level will cause frustration and dissatisfaction, whereas one that exceeds the desired service level will both please and surprise customers, creating the "customer delight" that we discussed earlier in this chapter. Another way of looking at the zone of tolerance is to think of it as the range of service within which customers don't pay explicit attention to service performance. When service falls outside this range, customers will react either positively or negatively

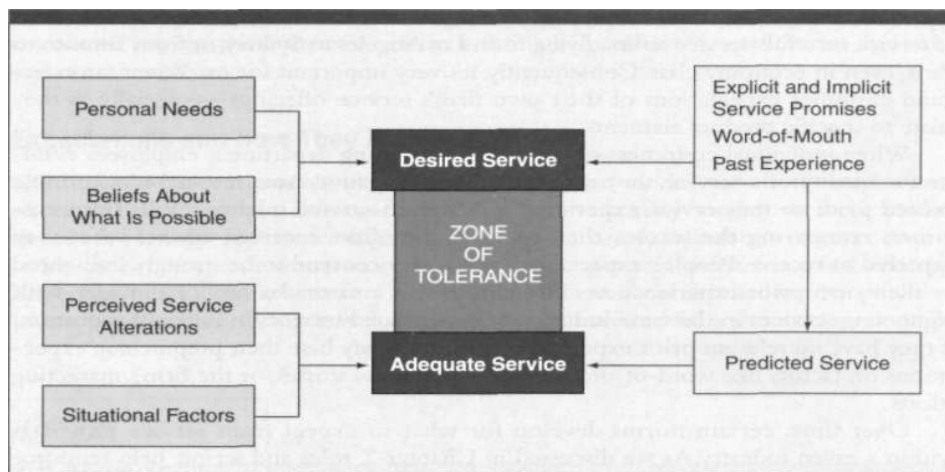


Fig 2.2 Factors That Influence Customer Expectations of Service

Source: Parasuraman et al (1993)

2.9.2 Customer Perception of Service Quality

Customer perceived service quality can be defined as a global judgment or attitude relating to the superiority of a service relative to competing offerings (Parasuraman et al 1988) as cited on (Zhilin, Minjoon, Robin, 2004). Perceived service quality results from comparisons by consumers of expectations with their perceptions of service delivered by the suppliers (Zeithaml, 1988). It is argued that the key to ensuring good service quality perception is in meeting or exceeding what customers expect from the service. Thus, if perception of the actual service delivered by the supplier falls short of expectation, a gap is created which should be addressed through strategies that affect the direction either of expectations or perceptions, or both (Parasuraman et al.,1988).

2.9.3 Customer Satisfaction

Customer satisfaction can be defined as a person's felt state, either pleasure or discontent, ensuing from comparing a product's perceived performance (or outcome) in relation to the person's expectations (Kotler *et al.* 1996) as cited on (Zhilin, Minjoon, Robin ,2004).

Customer satisfaction has long been recognized as one of the critical success factor in today's competitive business environment as it affects companies' market share and customer retention. “Satisfied customers tend to be less influenced by competitors, less price sensitive, and stay loyal longer” (Dimitriades, 2006 as cited by Sit *et al.*, 2009, p. 958) as cited on (Zhilin, Minjoon, Robin ,2004).

Several studies seem to conclude that satisfaction is an affective construct rather than a cognitive construct (Oliver, 1997; Olsen, 2002). Rust and Oliver (1994) further defined satisfaction as the “customer's fulfillment response,” which is an evaluation as well as an emotion-based response to a service. It is an indication of the customer's belief on the probability of a service leading to a positive feeling as cited on (Festus, Maxwell K, Godwin J, 2006). 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 needs, goals or desire (Hansemark and Albinson, 2004).

2.10 The Relationship between Service Quality and Customer Satisfaction

The relationship between customer satisfaction and service quality has received a good deal of attention in the literature Bolton and Drew; (1994). Defined service quality and customer satisfaction as “service quality is a global judgment, or attitude, relating to the superiority of the service, whereas satisfaction is related to a specific transaction” Satisfaction is a “post consumption experience which compares perceived quality with expected quality, whereas service quality refers to a global evaluation of a firm's service delivery system” (Parasuraman et al, 1988).

The key difference between service quality and customer satisfaction is that quality relates to managerial delivery of the service while satisfaction reflects customers' experiences with that service. They argue that quality improvements that are not based on customer needs will not lead to improved customer satisfaction (Iacobucci et al, 1995).

Bolton and Drew (1994) pointed out “customer satisfaction depends on pre-existing or contemporaneous attitudes about service quality”.

There is also a lot of argument regarding whether customer satisfaction is the antecedent of service quality or the outcome of service quality. “Initially, scholars take the position that satisfaction is an antecedent of service quality since to reach an overall attitude (service quality) implies an accumulation of satisfactory encounters” (Bolton & Drew, 1991). However, other scholars take the opposite view that service quality is the antecedent of customer satisfaction (Cronin & Taylor, 1992); (Ekinici, 2004); (Rust & Oliver, 1994); as cited on (Harr, 2008).

Empirical research by Cronin & Taylor, (1992) “showed that service quality has a significant effect on customer satisfaction.” Similarly, recent studies by González & Brea, (2005); & Ekinici (2004) as cited on (Harr, 2008) using recursive structural models provided empirical support that service quality results in customer satisfaction. Customer satisfaction “is a broader concept than service quality which focuses specifically on dimensions of service (Zeithaml et al.2006).

2.11 Measurement of Service Quality

Measurements need to take account of the service process, they need to measure both tangible and intangible aspects of services and they should take account of the specific context in which a service occurs. Given that services are processes, measurements need to take account of the complete service process. Such measurements need to address all stages in the service experience, the pre-, during and post-service experience of the customer and, where the design of a service is linked to technology, if appropriate (Gilmore, 2003).

There have been several attempts made by a group of researchers who have systematically identified the variables that quantify service quality, among which the two most popular metrics are SERVQUAL and SERVPERF (Varambally and Motlagh, 2010). SERVQUAL is based on the conceptualization of service quality as the difference between consumer’s Perceived performance and Expectation (Parasuraman et al., 1988). On the other hand, SERVPERF is purely a Performance based approach to the measurement of service quality (Cronin and Taylor, 1992). Even though SERVQUAL and SERVPERF are the most commonly used scales of service quality measurement (Gilmore and McMullan, 2009). Among these two the most commonly used measure is SERVQUAL (Duff and Hair, 2008), (Ladhari, 2009) as cited on (Varambally, Motlagh,2010). There is no universal and encompassing approach to service quality dimensions

which can be appropriate and applicable to all service industries and across all socio-cultural and economic environments. but as discussed by many researchers SERVQUAL has a wide range of applications in service quality measurement which includes: health care applications (Woodside et al., 1989); Reidenbach and Sandifer-Smallwood, (1990); Babakus and Boller, (1992); Lytle and Mokwa, (1992); (Bebko and Garg, 1995); (Licata et al.,1995) as cited on (Varambally, Motlagh, 2010). even though there is not one universally accepted measurement model of service quality that is applicable for all types of services as already mentioned there are two most popular models namely SERVQUAL and SERVPERF because SERVQUAL provides rich information and also as a measurement tool it also help as identify which parts of the service provided are contributing positively and which aspects of the service needs implement as a result the study used SERVQUALA model.

A set of discrepancy or gaps exists regarding executive perception of service quality and the task associated with service delivery to consumers. These gaps can be major hurdles in attempting to deliver a service which consumers would perceive as being at high quality they analyze this gaps under one model called the gap model (Parasuraman et al, 1985).

2.11.1 The Gap Model

Service quality is a function of the differences between Expectation and performance along the quality dimensions (Parasuraman et al, 1985). They developed a service quality Model based on gap analysis. The various gaps visualized in the model are:

Gap-1 consumer expectation – management perception gap

Discrepancies between executive's perception and consumer's expectation exist. In essence service firm executive's may not always understand what futures connote high quality to consumers in advance, what features a service must have in order to meet consumers need and what and what level of performance on those features are needed to deliver high quality service. E.g. The physical and security features of credit cards are important for the customer but didn't have critical importance from the view point of executive's. The gap between consumer expectation and management perception of those expectations will have an impact on the consumer's evaluation of service quality.

Gap-2 management perception – service quality specification gap

A variety of factor-resources consternates, market conditions, and / or management indifference may result in discrepancy between management perception of consumer expectation and the actual specifications established for a service. This gap between management perception of consumer expectation and the firm's service quality specifications will affect service quality from the consumer view point.

Gap-3 service quality specification – service delivery gaps

Even when guide lines exist for performing service well and teriting customeres correctly, high quality service may not be a certainty. Excutives recognize that a service fim employees exert a strong influence on the service quality percived by consumers and employees performance can not alwayes be standardise. The gap between service quality specification and actual service delivery will affect service quality from consumers stand point.

Gap-4 service delivery – external communication gap

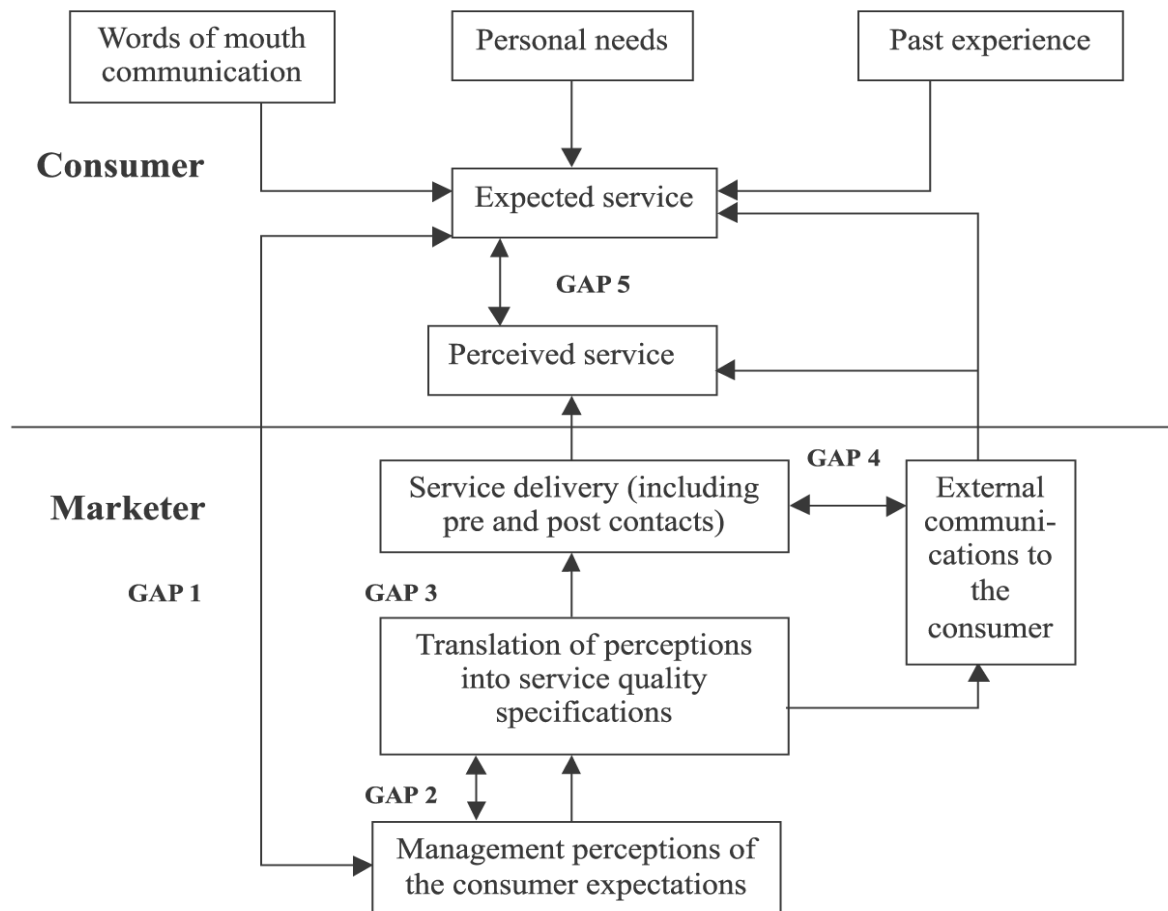
Media advertising and other communications by a firm can afect consumeres expectation. If expecttion play a major role in consumer persepction of service quality firms need to be certaine not to promise more in communication than it can deliver in reality. Promising more than can be delivered will raise initial expectation but lower persepction of quality when promises are not fullfilled.

External communictions can affect not only consumer expectation about service but also consumer persepction of delivered service. Alternatively, descripancies between service delivery and external communication in a form of exaggerated promices and / or the absence of information about service delivery aspectes intended to serve consumeres well well can affect consumeres persepction of service quality. So this gap between service delivery and external communication will affect service quality from consumeres standpoint.

Gap-5 expected service – percived service gap

The key to ensuring good service quality is meeting or exceeding what consumers expect from the service. Jugments of high and low service quality depnds on how consumeres persive the actual service performance in contexte of wht they expected.

The quality that a consumer persive in a service is a function of the magnitued and direction of the gap between expected service and percived service.



Source: Parasuraman *et al.* (1985)

Fig 2.3 the gap model

2.11.2 SERVQUAL

SERVQUAL was created to measure service quality and is based on the view that the customer's assessment of service quality is paramount. It is operationalized in terms of the relationship between expectations and outcomes (Gilmore, 2003, pp40)

It is widely accepted that customers compare the service they expect with perceptions of the service they receive in evaluating service quality (Grönroos, 1982); (Parasuraman *et al.*, 1985) as cited on (Gilmore and Carson, 1996)

SERVQUAL is a concise multiple item scale with good reliability and validity that retailers can use to better understand the service expectations and perception of consumer and, as a result,

improve service. The instrument has been designed to be applicable across a broad spectrum of services. as such, it provides skeleton through its expectation/perceptions format encompassing statements for each of the five service quality dimensions (Parasuraman, Zeithaml and Berry, 1988)

The exploratory research conducted by (Parasuraman, Zeithaml and Berry, 1985) revealed that the criteria used by consumers in assessing service quality fit 10 potentially overlapping dimensions. these dimensions where, tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding/knowing customers and access (Parasuraman, Zeithaml and Berry,1988)as cited on (Philip and Hazlett,1996) These were subsequently condensed into five dimensions of service performance known as SERVQUAL namely this five scale items are

Dimensions	Definition
Reliability	The ability to perform the promised Service dependably and accurately
Assurance	The knowledge and courtesy of employees and Ability to convey trust and confidence
Tangibles	The appearance of physical facilities, equipment Personnel and communication materials
Empathy	The provision of caring, individualized attention To customers
Responsiveness	The willingness to help customers and to provide Prompt service

Table 2.1.SERVQUAL dimensions

Source: Buttle (1995)

2.11.3 Criticisms of SERVQUAL

Notwithstanding its growing popularity and widespread application, SERVQUAL has been subjected to a number of theoretical and operational criticisms which are detailed below (Buttle, 1995)

(1) Theoretical:

- ✓ Paradigmatic objections: SERVQUAL is based on a disconfirmation paradigm rather than an attitudinal paradigm; and SERVQUAL fails to draw on established economic, statistical and psychological theory.
- ✓ Gaps model: there is little evidence that customers assess service quality in terms of P – E gaps.
- ✓ Process orientation: SERVQUAL focuses on the process of service delivery, not the outcomes of the service encounter.
- ✓ Dimensionality: SERVQUAL's five dimensions are not universals; the number of dimensions comprising SQ is contextualized; items do not always load on to the factors which one would a priori expect; and there is a high degree of inter correlation between the five RATER dimensions.

(2) Operational:

- ✓ Expectations: the term expectation is polysomic; consumers use standards other than expectations to evaluate SQ; and SERVQUAL fails to measure absolute SQ expectations.
- ✓ Item composition: four or five items cannot capture the variability within each SQ dimension.
- ✓ Moments of truth (MOT): customers' assessments of SQ may vary from MOT to MOT.
- ✓ Polarity: the reversed polarity of items in the scale causes respondent error.
- ✓ Scale points: the seven-point Likert scale is flawed.
- ✓ Two administrations: two administrations of the instrument cause boredom and confusion.
- ✓ Variance extracted: the over SERVQUAL score accounts for a disappointing proportion of item variances.

2.12 Conceptual Framework of The Study

The conceptual framework of the study explains the underlining process

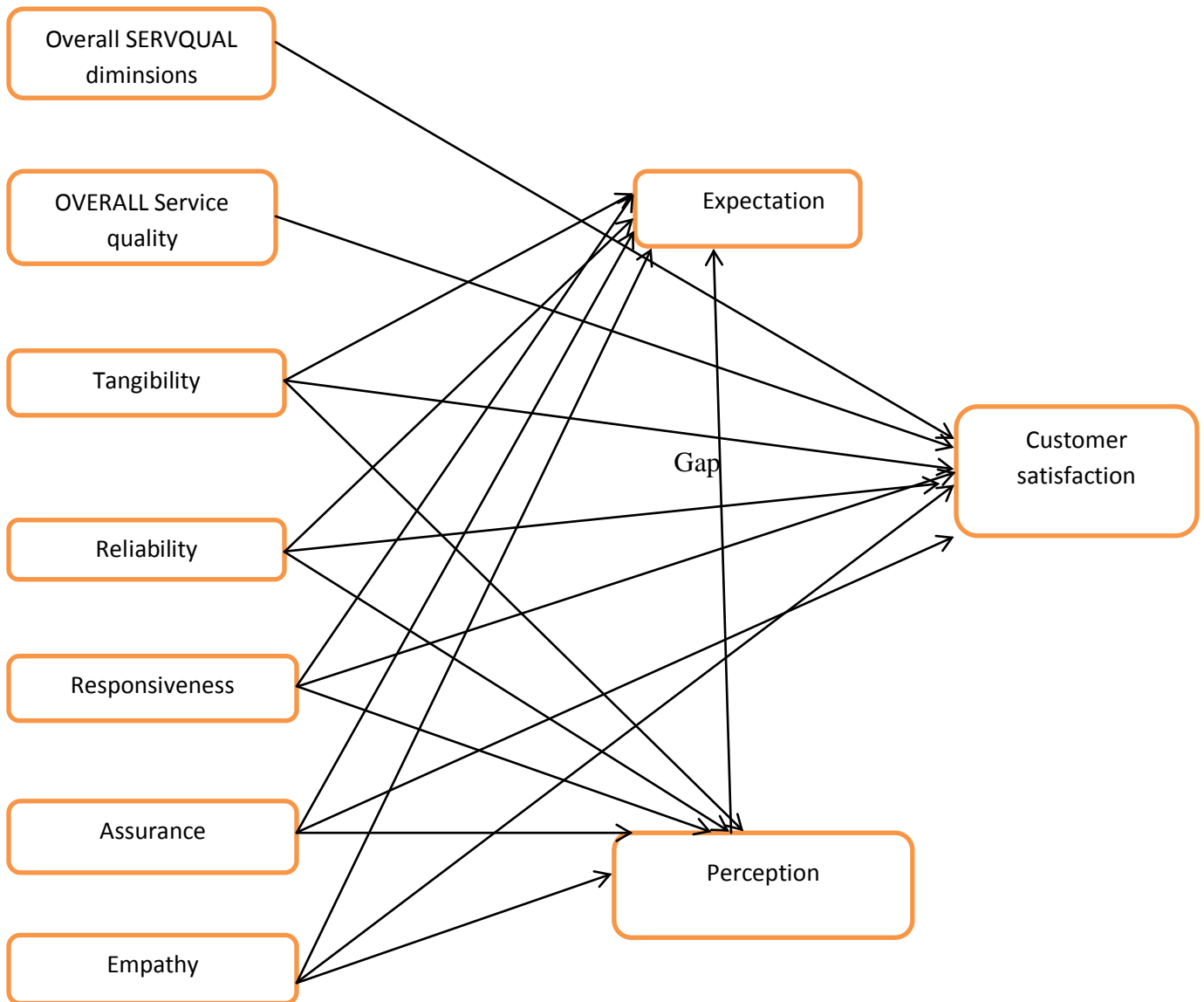


Fig 2.4 conceptual frame work of the study

Source: Sang-Lin Han (2004)

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter research approach, sample and sampling techniques, source of data, data collection and data collection instruments are discussed.

3.2 Research Approach

There are two basic approaches to research, which are quantitative approach and the qualitative approach (C.R Kothari, 2004). This research is conducted using quantitative research approach hence, it examined and measured the relationship between service quality and customer satisfaction in relation to Ethiopian airlines cargo incoming section.

There are different types of scientific research. Namely exploratory research, Descriptive research and Explanatory research (Anol Bhattacharjee, 2012). Accordingly, this research was conducted using both descriptive and explanatory research and also different inferential statistics tools were used to understand the relationship between the five dimensions of SERVQUAL and customer satisfaction and the impact these SERVQUAL dimensions have on customer satisfaction in Ethiopian airlines cargo incoming section.

3.3 Sample Design

3.3.1 Target Population

The target population for the study are both personal and company customers of Ethiopian airlines cargo incoming section. The total numbers of customers served by Ethiopian airlines cargo section are undefined or are limited since, different customers use the service a very time even though there are customers who use the service provided in EAL cargo incoming section on a regular basis the total number of customers are infinite.

3.3.2 Sampling Technique

Sampling is the process or technique of selecting a suitable sample for the purpose of determining parameters or characteristics of the whole population (Adams, Kahan, Raseside and White, 2007).

As the total the number of customers served in Ethiopian airlines cargo incoming section is to many in number and since it is very difficult to approach and address all the customers it is necessary to have a sample of customers for the purpose of the study given the available time, resource and also willingness of the managements of the company a sample size of 200 respondents was selected with a non-probabilistic sampling. Respondents where selected using convenience sampling technique. Roscoe (1979) proposed that the rules of thumb for determining the sample size which more than 30 and less than 500 are appropriate for the most research as cited on (Johnn .Y, Cheng .S, Huck.K, 2011). After pervious number of sample size taken by other researchers on the airlines industry being referred (Gashaw, 2011) 150 sample – and (Dawit, 2013) - 250 sample accordingly the sample size of the study is determined as 200. Among the 200 samples 90 of the questionnaires are distributed to personal customers and the remaining 110 questionnaires are distributed to company customers. The number of questionnaires distributed to company customers is larger than that of personal customers. even though the number of personal customers are larger than company customers when we compare the two of them most of these personal customers are one time customers whereas majority of the company customers uses the service provided by the section on a regular bases so, they have better understanding and ability to determine the quality of service provided in the section than their personal counterparts because of their repeated exposer to the service of the airline and also in terms of tonnage and revenue generate the company customers generate more revenue and tonnage than the personal customers because of the nature of the shipments they import. As a result, large portion of the questionnaires is distributed for company customers.

3.4 Sources of Data Collection

There are two types of sources of data. These are primary and secondary sources of data. Primary data involves the collection of data that does not already exist. It can be collected either through experiment or through survey; using observation, personal interview, telephone interview,

questionnaires...etc. secondary data collection involves the summary, collation and/or synthesis of existing data. It is collected using different books, journals websites...etc. This research is conducted using both primary and secondary sources of data.

3.5 Instruments of data collection

self-administered structured questionnaire containing the five dimensions of SERVQUAL and questions regarding satisfaction was prepared the questions was measured on a five- point likert scale ranging from strongly agree to strongly disagree will be distributed to the sample of customers chosen for this research.

3.6 Procedures of Data Collation

First questionnaires are prepared second it was distributed to the selected customers to be filled. After the customers finish filling the questionnaires was collected this process continued for the following 7days after the questionnaires are collected they was analyzed. For the secondary data different sources was reviewed for long period of time in order to gather the necessary data for the research.

3.7 Method of Data Analysis & Interpretation

The data collected from respondents through questionnaire have been analyzed by using Statistical Package for Social Science (SPSS) software version 16thsoftware was employed to analyze and present the data through the statistical tools used for this study descriptive statistics, and correlation analysis. Accordingly, the results of the analysis were interpreted

3.8 Ethical Issues

Ethics is defined by Webster's dictionary as conformance to the standards of conducts of a given profession or group. Such standards are often defined at a disciplinary level though a professional code of conduct, and sometimes enforced by university committees called even Institutional Review Board. Even if not explicitly specified, scientists are still expected to be aware of and abide by general agreements shared by the scientific community on what constitutes acceptable and non-acceptable behaviors on the part of the scientist in the professional conduct of science. Ethics is the moral distinction between right and wrong, and

what is unethical may not necessarily be illegal (Bhattacharjee ,2012). So this study is conducted in the appropriate and ethical manner taking all ethical issues into consideration.

3.9 Reliability and validity

3.9.1 Reliability

Reliability is the degree to which the measure of a construct is consistent or dependable. In other words, if we use this scale to measure the same construct multiple times do we get pretty much the same result every time, assuming the underlying phenomenon is not changing According to (Bhattacharjee, 2012).internal consistency reliability internal consistency reliability is a measure of consistency between different items of the same construct (Bhattacharjee, 2012) Hence, the study used a multiple –item measurement scale internal consistency method should be applied to the study. Cronbach alpha with acceptable cut off points 0.7 demonstrate that all attributes are internally consistent the reliability test for the instrument used for the study was conducted using SPSS the results shows that the items used are reliable

Table 3.1 reliability test

SERVQUAL dimensions	Number of items	Cronbach Alpha
Tangibility	4	0.723
Reliability	4	0.840
Responsiveness	5	0.798
Assurance	5	0.813
Empathy	4	0.780
Overall items used	24	0.930

SPSS reliability test

Source: own survey, 2014

3.9.2 Validity

Validity refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure (Bhattacharjee, 2012). Content validity is an assessment of how well a set of scale items matches with the relevant content domain of the construct that it is trying to measure. The study used content validity throughout the paper

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

In This chapter respondents profile, gap analysis, descriptive analysis, correlation analysis, regression analysis and summery of findings are discussed

4.2. Respondents profile

Two hundred questionnaires were prepared and distributed to the customers of EAL cargo incoming section out of the two hundred questionnaires 195 where collected and out of this 195 six questionnaires were not valid because they were not fully completed. The demographics characters include sex, age, educational background and type of customers. The analysis for the background of respondents is given on table 4.1

TABEL 4.1 Respondents profile

characteristics	Frequency	percentage
SEX		
Male	111	58.7
Female	78	41.3
Total	189	100
AGE		
18-25	52	27.5
26-35	85	45
36-45	28	14.8
46-55	18	9.5
56 and above	6	3.2
Total	189	100
EDUCATIONAL BACKGROUND		
≤ 10+12	32	16.9
Diploma	74	39.2
Degree	73	38.6
MA and above	10	5.3
Total	189	100
TYPE OF CUSTOMERS		
Personal	82	43.4
Company	107	56.6
Total	189	100

Source: own survey, 2014

As presented on the table 4.1 the respondents for this research has the following demographic makeup when we consider the sex it shows 58.7% of the respondents where male and the remaining 41.3 % of the respondents are female which indicate the dominancy of male among the customers of EAL cargo incoming section.as far as age of respondents concerned 27.5% of the respondents are in the age range of 18-25 years, 45% of the respondents are in the range of 26-35 years, 14.8% of the respondents are in the age range of 36-45 years, 9.5% of the respondents are in the age range of 46-55 years, and 3.2% of the respondents are in the age of 56 and above. With regard to educational background of the respondents 16.9% of the respondents have $\leq 10+2$ educational background, 39.2 % of respondents are diploma holders, 38.6% of the respondents are degree holders and 5.3 % of the respondents have MA and above educational background majority of the respondents are diploma and degree holders this indicates that the respondents have the educational background to back them when they answer the questions.and43.4% of respondents where personal and 56.6% of respondents are company customers as already discussed in chapter three the number of company customers are more than that of their personal counter parts.

4.3 Descriptive Statistics

4.3.1 Gap Analysis

The minimum and maximum responses are 1 and 5 respectively for all the variables used in the descriptive statistics section , the mean value represents the average of all customer response on certain dimensions while, standard deviation shows how diverse the responses of the respondents are meaning if the standard deviation shows smaller number it indicates that the response of the respondents shows close opinions and when the standard deviation is high it indicates the response of the respondents shows high variation

TABEL4.2 Descriptive statistics of tangibility dimension

	N	Expectation (E)		Perception (P)		Gap (P-E)
		Mean	Std. deviation	Mean	Std. deviation	Mean
The airline has modern looking equipment's	189	3.93	.832	3.50	1.065	-0.43
The employees are well dressed and neat in appearance	189	4.43	.662	4.19	.908	-0.24
The airlines physical facilities are visually appealing	189	3.91	.874	3.56	1.033	-0.35
The cargo facility is clean and provides adequate space	189	3.73	1.119	2.93	1.327	-0.8
Overall Average Mean		4		3.54		-0.46

Source: own survey, 2014

The average mean for the perception of tangibility dimension of service quality indicates that the customers of EAL cargo incoming section believes that the tangibles aspects of the service provided by the section are satisfactory but when we see there expectation of the tangibles of the cargo section it was high which is (4) but there perception shows that the average mean for tangibles is (3.54) which indicates that even if there perception of service quality with respect to tangible dimension are above neutral their expectations are higher than their perception and when customers' expectations are not meet customers are dissatisfied. among the four items used to measure the tangible dimensions of service quality the part where the employees are well dressed and neat in appearance shows the smallest gap when we compare it to the others and cargo facility is clean and provides adequate space shows the highest gap which makes it the larger contributor for customer dissatisfaction on the tangible dimensions of service quality.

TABEL 4.3 Descriptive statistics of reliability dimension of service quality

	N	Expectation (E)		Perception (P)		Gap (P-E)
		Mean	Std. deviation	Mean	Std. deviation	Mean
When the airline promises to do something by certain time, it does so	189	3.34	1.112	2.23	1.123	-1.11
The airline performs its service right the first time	189	3.67	1.100	2.30	1.143	-1.37
The airline provides its service at the time it promises to do so	189	3.71	1.073	2.55	1.218	-1.16
Employees show dependability in handling service problem	189	3.85	.684	3.21	1.044	-0.64
Overall Average Mean		3.6		2.56		-1.04

Source: own survey, 2014

The average mean (2.56) for the perception of reliability dimension of service quality shows that the customers are not happy with the service provided by the cargo incoming section with respect to the reliability dimensions of service quality. As the above table shows even though there is high standard deviation among the respondents in majority of the items used to measure reliability the customers disagree that the section provides a reliable service to them. There expectation of service in reliability dimensions is not high to begin with is only (3.6) but still even if their expectation is not high still they perceived a service which is way below their expectation and the gap between perception and expectation of service quality in this dimension is very high this indicates that EAL cargo incoming section fail to deliver a service that meets the expectation of its customers even though that expectation was not high in the first. The item that the customers list dissatisfied with respect to reliability dimension of service quality is that the customers fills that the employees shows dependability in handling service problem. so the results shows that EAL cargo incoming section failed to deliver a reliable service to its customers.

TABEL4.4 Descriptive statistics of responsiveness dimension of service quality

	N	Expectation (E)		Perception (P)		Gap (P-E)
		Mean	Std. deviation	Mean	Std. deviation	Mean
Employees give you prompt service	189	3.76	.946	2.99	1.099	-0.77
The airline gives quick response to customer requests	189	3.78	.962	3.05	1.141	-0.73
Employees are always willing to help you	189	3.96	.728	3.63	1.032	-0.33
Employees are happy and willing to serve the customer	189	3.98	.847	3.61	1.013	-0.37
Employees are never too busy to respond to your requests	189	3.85	1.063	3.21	1.161	-0.64
Overall Average Mean		3.87		3.3		-0.57

Source: own survey, 2014

The average mean for perception of responsiveness dimension is 3.3 which indicate that the respondents have somewhat neutral filling about the responsiveness items of the service provided by cargo incoming section. But once again like the dimensions of service quality before customers expectation of service quality is higher than there perception. in this case customers expectation was (3.87) while there perception is (3.3) hence, customers perception of service quality is less than there expectation it is safe to say that customers of EAL cargo in coming section are dissatisfied by the service provided in the section with respect to responsiveness dimension of service quality. Among the five items used to measure responsiveness the part where employees are always willing to help customers is the one that is somehow closer to customers expectation in comparison to the other items and the item that needs most improvement and the one that is contributing highly to the dissatisfaction of customers is that the employees give their customers prompt service.

TABEL 4.5 Descriptive statistic of assurance dimension of service quality

	N	Expectation (E)		Perception (P)		Gap (P-E)
		Mean	Std. deviation	Mean	Std. deviation	Mean
The airlines employees are trustworthy	189	4.19	.827	3.91	.999	-0.28
The behavior of the employees instills confidence in you	189	4.05	.817	3.59	1.021	-0.46
The employees has the required skill in providing service	189	4.14	.719	3.96	.883	-0.18
The employees have sufficient knowledge of service information	189	3.99	.737	3.74	.923	-0.25
Employees are consistently courteous	189	4.16	.714	3.94	.960	-0.22
Overall Average mean		4.11		3.83		-0.28

Source: own survey, 2014

The average mean perception for the assurance dimension is (3.83) which shows that the respondents agree that when it comes to the items listed in the assurance dimension the cargo incoming section provides them with good service quality this doesn't mean that the respondents are totally happy with assurance of service quality. But even though customers perception of service quality in assurance dimension higher there expectation was even higher than there perception. which in turns means that customers are dissatisfied by the service quality of the section. among the five items used to measure assurance dimension of service quality the fact that the employees have the required skill in providing service have the highest mean when it comes to customers perception of service but their expectation was high so when we look at gap the fact that employees are constantly courteous contributes more positively towards customer satisfaction than the other items and the behavior of the employees instill confidence in the customer score the lowest mean in perception and the highest gap between expectation and perception of service quality even if it has the highest standard deviation compared to the others it is the highest contributor to customers dissatisfaction the airlines needs to work more in this aspect than the others.

TABEL4.6 Descriptive statistics of empathy dimension of service quality

	N	Expectation (E)		Perception (P)		Gap (P-E)
		Mean	Std. deviation	Mean	Std. deviation	Mean
The airline has your best interest at heart	189	3.87	1.074	3.04	1.226	-0.83
Employees understand customers specific needs	189	3.71	.925	2.97	1.079	-0.74
Employees treat customers with respect	189	4.10	.773	3.77	.960	-0.33
Employees always treat customers in a friendly manner	189	3.99	.899	3.52	1.024	-0.47
Overall average mean		3.92		3.33		-0.59

Source: own survey, 2014

The average mean for perception of empty dimension of service quality in EAL cargo incoming section shows that the customers have neutral feeling towards the empathy dimension of service quality. When we see there expectation of service quality with respect to this dimension it is higher which is (3.92) but their perception is less than their expectation which means customers are dissatisfied with the service provided by the section. the item that score highest in customers perception of service quality is that the employees treat customers with respect and also it is the item with low standard deviation which means that the respondents shows close opinion in there agreement towards this aspect and also it is the item with the lowest gap between expectation and perception which means it contributes less to the customer dissatisfaction and the area where the company needs a lots of improvement is that the employees needs to understand customers specific needs this means that majority of the respondents are saying that the need individual treatment is not fulfilled by the company.

TABEL4.7 Overall gap between customers perception and expectation of the SERVQUAL dimensions

Service quality dimensions	Mean		Gap (P-E)	rank
	Perception	Expectation		
tangibility	3.54	4	-0.46	2
reliability	2.56	3.6	-1.04	5
responsiveness	3.3	3.87	-0.57	3
assurance	3.83	4.11	-0.28	1
empathy	3.33	3.92	-0.59	4
Overall average mean	3.31	3.9	-0.59	

Source: own survey, 2014

As it is shown on table 4.7 the overall expectation of service quality on the five dimensions is high (3.9). Among the five dimension of SERVQUAL customer expectation of assurance dimension has the highest with mean expectation of (4.11) followed by tangibility (4), empathy (3.92) responsiveness (3.87) and reliability (3.60) in descending orders Customers expectation of assurance, tangibility and empathy is high than that of responsiveness and reliability.

When we see overall perception of service quality of the five dimensions is (3.31) which is more over neutral the dimension that have higher customers perception is assurance (3.83) like there expectation followed by tangibility (3.54), empathy (3.33), responsiveness (3.3) and reliability (2.56) in descending order assurance dimension is the dimension with both the highest expectation and perception scores compared to the other dimensions and also assurance is the one with the lowest negative gap between customers perception and expectation meaning it is the dimension where customers dissatisfaction is smaller in comparison to the others.

The gap between customer's perception and expectation of service quality is calculated between average mean of perception and expectation the findings of the study shows that overall level of expectation is higher than overall level of perception in all dimensions of service quality(tangibility, reliability, responsiveness, assurance, empathy). As shown on table 4.7 there is a negative gap between customers perception and expectation of service quality and when customers expectation exceeds their perception customers are believed to be dissatisfied this is the case of EAL cargo incoming section even if the overall score of customers perception indicates that customers are neither dissatisfied nor they are satisfied with the service provided

by the section the gap revealed that the section failed to meet at least their expectation as a result customers of EAL cargo incoming section are dissatisfied with the service quality of the section. Among the five dimension of service quality assurance plays a more positive role than the others in closing the gap between customers perception and expectation because it is the one with the lowest negative gap followed by tangibility and responsiveness this does not mean that customers perception of this dimensions are higher than their expectation but it simply means that the section is close to meeting its customer expectation than the other dimensions and reliability scored the highest negative gap between customer perception and expectation of service quality followed by empathy this two dimensions contributed highly for the dissatisfaction of customers towards service quality even though customers' expectations of this two dimensions is low in the first place their perception is way worse than their expectation.

In general, the overall gap between customer perception and expectation of service quality is very low which is (-0.59) this result shows that customers of EAL cargo incoming section are dissatisfied with the level of service quality provided by the section. the section needs to give more attention to reliability and empathy dimension of service quality since they contributed a great deal of amount to the dissatisfaction of customers and also it needs to give special attention to assurance, tangibility and responsiveness dimensions of service quality even though this dimensions contributed less to the dissatisfaction of customers they are the ones with highest customer expectation which means customers expects the airlines to have high quality on this dimensions so meeting and exceeding customers expectation is important for their satisfaction.

4.3.2 Overall Service Quality Analysis

As already discussed service quality is the most important factor to assess customer satisfaction. To analysis the level of overall service quality as rated by the customers of EAL cargo incoming section descriptive statistics was applied. Respondents were asked to show their level of agreement to the question that will indicate the level of overall service quality.

Table4.8 Overall service quality frequency distribution

	Frequency	Percent	Cumulative Percent
Strongly disagree	6	3.2	3.2
Disagree	20	10.6	13.8
Neutral	60	31.7	45.5
Agree	72	38.1	83.6
Strongly agree	31	16.4	100.0
Total	189	100.0	

Source: own survey, 2014

As depicted on table 4.8 respondent’s perception of overall quality of service provided by the cargo incoming section. it shows 13.8% (strongly disagree & disagree) of the respondents disagree about the fact that there is an good overall service quality provided by EAL cargo in coming section while 31.7 % of them have a neutral filling towards the level of service quality majority of the respondents which is 54.5 % (strongly agree& agree) of the respondents agree that there is overall good quality of service provided by the section. So it is safe to conclude that there is good level of overall service quality in the section

4.3.3 Overall customer satisfaction analysis

Table4.9 Overall customer satisfaction frequency distribution

	Frequency	Percent	Cumulative Percent
Strongly disagree	29	15.3	15.3
Disagree	41	21.7	37.0
Neutral	59	31.2	68.3
Agree	36	19.0	87.3
Strongly agree	24	12.7	100.0
Total	189	100.0	

Source: own survey, 2014

As table 4.9 indicates respondent’s overall level of satisfaction with respect to the service provided by the section. a cumulative of 37% of the respondents are dissatisfied with the service provided by the section, and 31.2% of the respondents have a moderate or neutral filling meaning they are niter dissatisfied nor they are satisfied with the service while 31.1% of the total respondents are satisfied. It is safe to conclude when we see the overall level of customer satisfaction the section is performing not so bad but still it have a lots of things to improve the

quality of service and the level of satisfaction to convert those indifferent customers and those who are dissatisfied with its service .

4.4. Correlation analysis

Correlation analysis is one of the most widely used and reported statistical method in summarizing scientific data (Richard Tyler, 1990). correlation can be either negative or positive (Greasley, 2008).

- Positive correlation: an increase in values for one variable is associated with an increase in values for the other variable,
- Negative correlation: an increase in values for one variable is associated with a decrease in values on another variable. (Greasley, 2008).

The strength of a correlation is indicated on a scale ranging from -1 to +1 As a general guideline, a value ranging from 0.1 to 0.4 would be classed as a weak correlation, and anything above 0.5 would be regarded as a strong correlation (Cohen, 1988)as cited on (Greasley, 2008). A value approaching zero indicates the absence of any relationship between two variables, in other words no correlation (Greasley, 2008).

Person correlation analysis is used to determine whether there is a positive or negative relationship among the five dimension of SERVQUAL and customer satisfaction and also to analyze the relationship between service quality and customer satisfaction.

4.4.1 Correlation analysis between SERVQUAL dimensions and customer satisfaction

In this sub topic the correlation between SERVQUAL dimensions and customer satisfaction is discussed

Table 4.10 correlation between SERVQUAL dimensions and customer satisfaction

SERVQUAL items		Overall customer satisfaction
Mean tangibility	Pearson Correlation	.332**
	Sig. (2-tailed)	.000
	N	189
Mean reliability	Pearson Correlation	.581**
	Sig. (2-tailed)	.000
	N	189
Mean responsiveness	Pearson Correlation	.593**
	sig. (2-tailed)	.000
	N	189
Mean assurance	Pearson Correlation	.443**
	Sig. (2-tailed)	.000
	N	189
Mean empathy	Pearson Correlation	.608**
	Sig. (2-tailed)	.000
	N	189

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

Source: own survey, 2014

The strength of a correlation is indicated on a scale ranging from -1 to +1 As a general guideline, a value ranging from 0.1 to 0.4 would be classed as a weak correlation, and anything above 0.5 would be regarded as a strong correlation (Cohen, 1988) as cited on (Greasley, 2008). A value approaching zero indicates the absence of any relationship between two variables, in other words no correlation (Greasley, 2008). The results in table 4.10 indicate that, there is positive and strong relationship between empathy and customer satisfaction ($r = 0.608, < 0.01$), reliability and customer satisfaction ($r = 0.581, P < 0.01$), responsiveness and customer satisfaction ($r = 0.593, p < 0.01$) and there is a moderate positive correlation among assurance and customer satisfaction

($r = 0.443$, $P < 0.01$), but when we see the relationship between tangibility and customer satisfaction ($r = 0.332$, $p < 0.01$) there exist a positive but weak correlation.

4.4.2 Correlation analysis between overall service quality and customer satisfaction

Table 4.11 Correlation between overall service quality and customer satisfaction

		Overall, i am satisfied with the service provided by the section
overall, there is good quality of service provided by EAL cargo incoming section	Pearson Correlation	.521**
	Sig. (2-tailed)	.000
	N	189

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

Source: own survey, 2014

The result in table 4.11 indicates that there is a positive and strong correlation between service quality and customer satisfaction ($r= 0.521$, $p<0.01$) which means that increase in the level of service quality will result in an increase in the level of customer satisfaction.

4.5 Regression analysis

Regression is a statistical tool that allows us to make statements about how well one or more independent variables will predict the value of a dependent variable.

4.5.1 The impact of service quality dimensions on customer satisfaction

To investigate the relationship between SERVQUAL dimensions and customer satisfaction, linear regression models was applied. By taking SERVQUAL dimensions as independent variables and taking overall satisfaction as dependent variable.

Table4.12.The relation between SERVQUAL dimensions and Overall customer satisfaction

SERVQUAL dimensions	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Overall Sig.
	B	Std. Error	Beta			
Mean tangibility	-.005	.103	-.003	-.046	.963	.000 ^a
Mean reliability	.338	.107	.255	3.156	.002	
Mean responsiveness	.281	.143	.184	1.972	.050	
Mean assurance	.023	.132	.013	.172	.864	
Mean empathy	.455	.134	.308	3.410	.001	
R=.670 R²=.449 F=29.824						
a. Dependent variable, overall satisfaction						

Source: own survey, 2014

The results on table 4.12 indicates that about 44.9% ($R^2=0.449$) of the variance in the overall satisfaction is explained by the SERVQUAL dimensions. In addition, the results demonstrate that there is positive and statistically significant ($p<0.05$, $F=29.824$) relationship between the SERVQUAL dimensions and overall customer satisfaction. Therefore SERVQUAL dimensions (tangibles, reliability, responsiveness, assurance, and empathy) collectively are significant to cargo incoming sections customer satisfaction. Thus the finding supports hypothesis one (H1), that there is positive relationship between overall SERVQUAL dimensions and customer satisfaction.

As shown on table 4.12 the SERVQUAL dimensions separately have different significant levels. This indicates that they have different relationship with service quality when we look at them one by one there is a positive and statistically significant ($p< 0.05$, $\beta= 0.455$) relationship between empathy and customer satisfaction which supports H.6 and also there is a positive and statistically significant ($p< 0.05$, $\beta= 0.338$) relationship among reliability and customer

satisfaction. The remaining dimensions (tangible, responsiveness and assurance) do not have significant positive relationship with customer satisfaction since they have p-value (> 0.05).

4.5.2 The impact of overall service quality on customer satisfaction

To analyze the relationship between overall service quality and customer satisfaction simple linear regression was applied. The following table 4.413 shows the impact of overall service quality of EAL cargo incoming section and customer satisfaction

Table 4.13 The relation between overall service quality on customer satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
overall, quality of service	.649	.078	.521	8.337	.000
R= 521 R² = .271 F= 69.498					
a. Dependent Variable: Overall, customer satisfaction					

Source: own survey, 2014

The results on table 4.13 indicates that about 27.1% ($R^2=0.271$) of the variance in the overall satisfaction is explained by overall service quality. In addition the results demonstrate that there is a positive and statistically significant ($p<0.05$, $F=69.498$) relationship between overall service quality and overall customer satisfaction. Therefore, service quality has significant and positive relationship with customer satisfaction.

4.6 Summary of Findings

The objective of this study is to measure service quality provided and the level of customer satisfaction in EAL cargo incoming section. the study was conducted by distributing 200 questionnaires to both personal and company customers of EAL cargo incoming section among this 200 questionnaires istributed 189 (94.5%) was collected and was useable. the service quality was measured using SERVQUAL dimensions (tangibles, reliability, responsiveness, assurance and empathy) and both service quality and overall satisfaction level of respondents was measured using a five point likert scale ranging from strongly disagree(1) to strongly agree(5). 37% of the respondents are dissatisfied by the service provided by cargo incoming section,

31.1% of the respondents have a neutral feeling meaning that they are neither dissatisfied nor they are satisfied by the service while 31.1% of the respondents are satisfied by the service.

The relationship between service quality dimensions and customer satisfaction and over all service quality and customer satisfaction was measured multiple linear regression and simple linear regression model respectively. The results indicate that there is a positive ($p < 0.01$) relationship between overall SERVQUAL dimensions and customer satisfaction. Individually this five dimensions score different relationship with customer satisfaction accordingly there is a positive relationship between empathy and reliability with customer satisfaction and also the findings indicate that positive relationship do not exist between tangible, assurance and responsiveness dimensions of service quality and customer satisfaction. The result of the simple linear regression indicates that there is a positive relationship between overall service quality and customer satisfaction.

The gap analysis conducted. The gap of service was conducted by taking the difference of customers perception of service quality and their expectation of service quality (P-E). This analysis demonstrates negative values for all the five dimensions of SERVQUAL used to determine service quality. This negative result of the gap analysis indicates that the customers received service which is below their expectation. When we compare among the five dimensions of SERVQUAL assurance scores the lowest negative gap between perception and expectation while reliability scoring the highest negative gap. Based on the findings of the study summary of whether the hypothesis formulated are supported or not are summarized using below table

Table 4.14 Summary of hypothesis results

	Hypothesis	Statement of the hypothesis	Supported?
1	<i>H.0</i>	There is no relationship among overall SERVQUAL dimensions and customer satisfaction	NO
	<i>H.A</i>	There is a positive relationship among overall SERVQUAL dimensions and customer satisfaction	YES
2	<i>H.0</i>	SERVQUAL dimensions have no impact on customer satisfaction	
		Tangibles	YES
		Reliability	NO
		Responsiveness	YES
		Assurance	YES
		Empathy	NO
	<i>H.A</i>	SERVQUAL dimensions have no impact on customer satisfaction	
		Tangibles	NO
		Reliability	YES
		Responsiveness	NO
		Assurance	NO
		Empathy	YES
3	<i>H.0</i>	There is no relationship between overall service quality and customer satisfaction	NO
	<i>H.A</i>	There is a positive relationship between overall service quality and customer satisfaction	YES
4	<i>H.0</i>	There is a negative Gap between customer's perceived quality and expected quality of service on the service offered by the EAL cargo incoming section.	YES
	<i>H.A</i>	There is a positive Gap between customer's perceived quality and expected quality of service on the service offered by the EAL cargo incoming section.	NO

Source: own survey, 2014

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter conclusion about the study are formulated and based on these conclusion possible recommendations are drawn

5.2 CONCLUSION

The primary objective of the study was to measure the level of service quality and customer satisfaction in EAL cargo incoming section by using the SERVQUAL model.

The findings of the study show that there is a positive relationship between the overall five SERVQUAL dimensions combined and customer satisfaction.

Furthermore, the findings of the study show that there is a positive relationship between reliability and empathy dimensions of service quality and customer satisfaction. But these two dimensions score the highest negative gap in the gap analysis. This indicates that even if these two dimensions are the most important ones for customer satisfaction the cargo incoming section fails very badly to meet customer's expectation in these dimensions. The findings of the study implies that the most important factors that contributes largely to their satisfaction are the fact that the incoming section is delivering a reliable service which in tells delivering there shipments on the time it promised to do so and also providing it service right the first time. And also receiving services with empathy is also important like being treated with respect and the like. The result also demonstrate that there is no positively significant relationship between customer satisfaction and the three remaining SERVQUAL dimensions namely tangibles, responsiveness, and assurance this finding led to the conclusion that the customers do not give much emphasis on the physical appearance of the facility and the employees and the skill or educational background of the service staff more than the empathy and reliability aspects of the service.

The findings of the study also demonstrates that there is positive and significant relationship between overall service quality and customer satisfaction. In conclusion this means that delivering a service with good quality will led to customer satisfaction.

The results and finding of the gap analysis indicates that the customers of EAL cargo incoming section received a service which is below their expectation on every single dimension of service quality and every single item used to measure each dimensions as a result the gap score for every item is negative. This in turn implies that the section fails to deliver a service that at least meets there expectation let alone exceed them.

5.3 Recommendation

Based on the above findings of the study the following recommendations are forwarded

- EAL cargo incoming section should work hard to improve the satisfaction of its customers since 37% of its customers are dissatisfied while 31.12% of its customers have a neutral feeling. So improving the overall quality of service so that it can improve the level of customer satisfaction
- The results indicate that the gap between customer's perception and expectation are negative in all service dimensions. so the EAL cargo incoming section needs to improve its service quality in all of the five dimensions of service quality in order to meet customers expectation and improve the level of customer
- Empathy and reliability are the most predictors of satisfaction as it is shown in the results of the regression analysis but when we see their gap scores these two dimensions score the highest negative gap in the gap analysis. So EAL cargo section needs to improve its service and deliver a reliable service with empathy. It can achieve this by improving its service process and make sure that the shipments are ready for pick up when the customers are at the warehouse to collect their shipments this will help the section to deliver its service right the first time. And also the EAL cargo incoming needs to refrain from making over promises and empty promises to its customer so that their expectations are not higher than the actual service delivered. It also needs to give its front line employees and those employees who are assigned in telephone handling proper and recurrent training about how to properly handle

- customers and customer complaints so that the customers are treated in a friendly and respectful manner.
- Assurance and tangibles score the lowest negative gap between customer's perception and expectations but still the score is below their expectations so in order to meet and even exceed their expectation the sections need to work hard.
 - To meet and exceed customers expectation in assurance the incoming section should develop and execute employees training activities to improve their skills and service knowledge
 - To meet and exceed customers expectation in tangibility dimension the section should use up-to date equipment's and modern and technologically equipped facilities and also using new and fast systems like RFID to track the shipments and also build new and improved warehouse that will be capable of handling the cargo business that is growing very fast.
 - The section need to create a good working environment to its employees and also needs to create a good communication between it front line and back office staff because there success depends on one another this good working condition will enable employees to give individual attention to their customers and help them understand and serve well their specific needs and also happy employees yields happy customers.
 - In general delivering excellent quality service will make EAL standout among its competitors. In the airline industry like most of service industry delivering quality service is essential for the existence, survival and success of the airlines. So the EAL cargo incoming section needs to monitor and measure the level of service quality it delivers to its customers on a regular base by conducting different surveys.

5.4 IMPLICATIONS FOR FUTURE RESEARCH

This study measures the level of service quality and customer satisfaction only on EAL cargo incoming section customers. The study only included customers of EAL cargo incoming section

Future researchers who want to investigate similar areas therefor, may include customers of EAL cargo outgoing and transit sections and also future researchers may conduct comparison on the level of service quality and customer satisfaction between the passenger and cargo section of EAL and also they can further investigate the levels of service quality and customer satisfaction among EAL and its main competitors using other service quality measurement tools. The study also only study the relationship between service quality and satisfaction future researchers may include third factor which is loyalty and investigate their relationship.

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APPENDIXES

Appendix –I SPSS OUT PUT

Correlation

Correlation between tangibility and overall satisfaction

	Overall, I am satisfied with the service provided by the section	Mean tangibility
Overall, I am satisfied with the service provided by the section	Pearson Correlation Sig. (2-tailed) N	1 .332** .000 189
Mean tangibility	Pearson Correlation Sig. (2-tailed) N	.332** 1 .000 189

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

Correlation between reliability and overall satisfaction

	Overall, I am satisfied with the service provided by the section	Mean reliability
Overall, I am satisfied with the service provided by the section	Pearson Correlation Sig. (2-tailed) N	1 .581** .000 189
Mean reliability	Pearson Correlation Sig. (2-tailed) N	.581** 1 .000 189

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

Correlation between responsiveness and overall satisfaction

	Overall, I am satisfied with the service provided by the section	Mean responsiveness
Overall, I am satisfied with the service provided by the section	Pearson Correlation Sig. (2-tailed) N	1 .593** .000 189
Mean responsiveness	Pearson Correlation Sig. (2-tailed) N	.593** 1 .000 189

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

Correlation between assurance and overall satisfaction

	Overall, I am satisfied with the service provided by the section	Mean assurance
Overall, I am satisfied with the service provided by the section	Pearson Correlation Sig. (2-tailed) N	1 .443** .000 189
Mean assurance	Pearson Correlation Sig. (2-tailed) N	.443** 1 .000 189

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

Correlation between empathy and overall satisfaction

		Overall, I am satisfied with the service provided by the section	Mean empathy
Overall, I am satisfied with the service provided by the section	Pearson Correlation	1	.608**
	Sig. (2-tailed)		.000
	N	189	189
Mean empathy	Pearson Correlation	.608**	1
	Sig. (2-tailed)	.000	
	N	189	189

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

Regression

The relationship between overall service quality dimensions and customer satisfaction

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.670 ^a	.449	.434	.931

a. Predictors: (Constant), Mean empathy, Mean tangibility, Mean reliability, Mean assurance, Mean responsiveness

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.225	5	25.845	29.824	.000 ^a
	Residual	158.585	183	.867		
	Total	287.810	188			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.461	.409		-1.129	.260
	Mean tangibility	-.005	.103	-.003	-.046	.963
	Mean reliability	.338	.107	.255	3.156	.002
	Mean responsiveness	.281	.143	.184	1.972	.050
	Mean assurance	.023	.132	.013	.172	.864
	Mean empathy	.455	.134	.308	3.410	.001

a. Dependent Variable: Overall, I am satisfied with the service provided by the section

The relationship between overall service quality and customer satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 ^a	.271	.267	1.059

a. Predictors: (Constant), overall, there is good quality of service provided by EAL cargo incoming section

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.982	1	77.982	69.498	.000 ^a
	Residual	209.828	187	1.122		
	Total	287.810	188			

a. Predictors: (Constant), overall, there is good quality of service provided by EAL cargo incoming section

b. Dependent Variable: Overall, I am satisfied with the service provided by the section

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.622	.286		2.174	.031
	overall, there is good quality of service provided by EAL cargo incoming section	.649	.078	.521	8.337	.000

a. Dependent Variable: Overall, i am satisfied with the service provided by the section

Reliability test

Reliability test of tangibility

Cronbach's Alpha	N of Items
.723	4

Reliability test of reliability

Cronbach's Alpha	N of Items
.840	4

Reliability test of responsiveness

Cronbach's Alpha	N of Items
.798	5

Reliability test of assurance

Cronbach's Alpha	N of Items
.813	5

Reliability test of empathy

Cronbach's Alpha	N of Items
.780	4

Reliability test of overall items

Cronbach's Alpha	N of Items
.930	24

Appendix –II English version questioner

Addis Ababa University School of Commerce Department of Marketing Management Graduate Program

A survey on service quality in relation to customer satisfaction in EAL cargo incoming section

(A questionnaire to be filed by customers of Ethiopian airlines cargo incoming section)

Dear sir/madam,

This questioner is designed to measure the level of service quality offered by Ethiopian airlines cargo incoming section. The finding of the study will only be used for academic purpose only. The questionnaire doesn't take you more than 20 minutes to fill. Therefore you are kindly requested to fill all questions carefully and the information you gave will remain strictly confidential and will only be used for this study. The researcher would like to thank you in advance for taking the time from your busy schedule to fill this questioner. (Cordially the researcher)

Part I: Background of respondents

Part I: instructions: please select an appropriate response category by circling an appropriate choice against each question

1. Sex

1. Male

2. Female

2. Age

1. 18-25

3. 36-45

2. 26-35

4. 46-55

5. 56 and above

3. Educational background

1. ≤ 10+2

3. Degree

2. Diploma

4. MA and above

4. Type of customer

1. Personal

2. Company

Part II: SERVQUAL ITEMS

Part II: Instructions:-The following sets of statements represent different aspects of service provided by EAL cargo incoming section Please indicate the extent of your agreement or disagreement with each statement by circling in the box corresponding to each question under both expectation and perception to a number from 1 to 5 that represents your level of agreement or Disagreement (Where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree). Please make sure that you response only once to one question.

MEASURING VARIABLES		EXPECTATION					PERCEPTION				
		Strongly Disagree	Disagree	neutral	agree	Strongly agree	Strongly Disagree	Disagree	neutral	agree	Strongly agree
	1. Tangibles										
1.1	The airline has modern-looking equipment's	1	2	3	4	5	1	2	3	4	5
1.2	The employees are well dressed and neat in appearance	1	2	3	4	5	1	2	3	4	5
1.3	The airlines physical facilities are visually appealing	1	2	3	4	5	1	2	3	4	5
1.4	The cargo facility is clean and provides adequate space	1	2	3	4	5	1	2	3	4	5
	2. Reliability										
2.1	When the airline promises to do something by a certain time, it does so.	1	2	3	4	5	1	2	3	4	5
2.2	The airline performs its service right the first time.	1	2	3	4	5	1	2	3	4	5
2.3	The airline provides its services at the time it promises to do so.	1	2	3	4	5	1	2	3	4	5
2.4	Employees show dependability in handling service problem	1	2	3	4	5	1	2	3	4	5
	3. Responsiveness										
3.1	Employees give you prompt service.	1	2	3	4	5	1	2	3	4	5
3.2	The airline gives quick response to customer requests	1	2	3	4	5	1	2	3	4	5
3.3	Employees are always willing to help you.	1	2	3	4	5	1	2	3	4	5

3.4	Employees are happy and willing to serve the customer	1	2	3	4	5		1	2	3	4	5
3.5	Employees are never too busy to respond to your requests.	1	2	3	4	5		1	2	3	4	5
4. Assurance												
4.1	The airline employees are trustworthy.	1	2	3	4	5		1	2	3	4	5
4.2	The behavior of the employees instills confidence in you.	1	2	3	4	5		1	2	3	4	5
4.3	The employee has the required skill in providing service	1	2	3	4	5		1	2	3	4	5
4.4	The employees have sufficient knowledge of service information	1	2	3	4	5		1	2	3	4	5
4.5	Employees are consistently courteous.	1	2	3	4	5		1	2	3	4	5
5Empathy												
5.1	The airline has your best interest at heart.	1	2	3	4	5		1	2	3	4	5
5.2	Employees understand customers' specific need	1	2	3	4	5		1	2	3	4	5
5.3	Employees treat customers with great respect.	1	2	3	4	5		1	2	3	4	5
5.4	Employees always treat customers in a friendly manner	1	2	3	4	5		1	2	3	4	5

III. OVERALL CUSTOMER SATISFACTION AND QUALITY QUESTIONS

	Customer Satisfaction and quality measures	Strongly Disagree	Disagree	neutral	agree	Strongly agree
1.1	Overall, there is good service quality provided by EAL cargo incoming section.	1	2	3	4	5
1.2	Overall, I am satisfied by the service provided in the section	1	2	3	4	5

***Thank you
For your time!!***

Appendix –III Amharic version questioner

አዲስ አበባ ዩኒቨርሲቲ የንግድ ስራ ትምህርት ቤት

የገበያ ሥራ አመራር ትምህርት ክፍል የድህረ ምረቃ ፕሮግራም

በኢትዮጵያ አየርመንገድ የእቃ ጭነት ክፍል ውስጥ ወደ ሀገር የሚገቡ እቃዎች ክፍል የሚሰጠውን የአገልግሎት ጥራት እና የደንበኞችን እርካታ ለመለካት የሚሰራ ጥናታዊ ፅሁፍ

(በኢትዮጵያ አየርመንገድ የእቃ ጭነት ክፍል ወደ ሀገር ውስጥ የሚገቡ እቃዎች ደንበኞች የሚሞላ መጠይቅ)

ክቡራን እና ክቡራት

ይህ መጠይቅ የተዘጋጀው በኢትዮጵያ አየርመንገድ የእቃ ጭነት ክፍል ውስጥ ወደ ሀገር የሚገቡ እቃዎችን ለሚወስዱ ደንበኞች የሚሰጠውን የአገልግሎት ጥራት እና የደንበኞችን እርካታ ለመለካት ታስቦ ለሚሰራው የመመረቂያ ፅሁፍ እንደ መረጃ ግብአትነት እንዲያገለግል ታስቦ ነው። መጠይቁ የሚያገለግለው ለጥናታዊ ፅሁፍ ብቻ ሲሆን በዚህ መጠይቅ ላይ የመሳተፎ ሚሰጠር ለሌላ ወገን ተላልፎ የማይሰጥ መሆኑን ላረጋግጥሎት እወዳለሁ ስለዚህም ጥያቄዎቹን በነፃነት እንድትሞሉልኝ ስል በትህትና እጠይቃለሁ። ከውድ ጊዜዎት ላይ ሰውተው ይህንን መጠይቅ ለመሙላት ፍቃደኛ ስለሆኑ በቅድሚያ አመሰግናለሁ።

ክፍል አንድ : የመላሾች የግል መረጃ

ክፍል አንድ: መመሪያ: ከዚህ በታች ለተዘረዘሩት ጥያቄዎች የእርስዎን የግል መረጃ ያንጸባርቃል ብለው በሚያምኑበት ምርጫ ላይ ያክብቡ

- 1. **የታ**
 - 1. ወንድ 2. ሴት

- 2. **እድሜ**
 - 1. 18-25 3. 36-45
 - 2. 26-35 4. 46-55
 - 5. 56 እና ከዚያ በላይ

- 3. **የትምህርት ደረጃ**
 - 1. $\leq 10+2$ 3. ዲግሪ
 - 2. ዲፕሎማ 4. ማስትሬት እና ከዚያ በላይ

- 4. **የደንበኛ አይነት**
 - 1. የግለሰብ 2. የድርጅት

ክፍል ሁለት: የአገልግሎት ጥራት ደረጃ መለኪያ

ክፍል ሁለት: መመሪያ : - ከዚህ በታች የተዘረዘሩት አረፍተነገሮች በኢትዮጵያ አየር መንገድ የእቃ ጭነት አገልግሎት ክፍል ወደሀገር ውስጥ የሚገቡ እቃዎች ክፍል ውስጥ የሚሰጠውን የደንበኞች አገልግሎትን ይመለከታሉ። የጠበቁት አገልግሎት እና ያገኙት አገልግሎት ደረጃ በተመለከተ ከእያንዳንዱ አረፍተነገር ጋር መስማማትዎን ወይም አለመስማማትዎ በየአረፍተነገሮቹ ጎን ከሚገኙት ሳጥኖች ውስጥ የእርሶን ስሜት ያንፀባርቃል ብለው በ ሚያምኑበት ሳጥን ውስጥ ባለው ቁጥር ላይ ያክብቡ (1=በጣም አልሰማምም ፣ 2=አልሰማምም ፣ 3=መካከለኛ ፣ 4=እስማማለሁ ፣ 5=በጣም እስማማለሁ) ማለት ናቸው። እባክዎን ለአንድ ጥያቄ አንድ ጊዜ ብቻ መልስ ይስጡ

መመዘኛ መስፈርቶች		የጠበቁት አገልግሎት					ያገኙት አገልግሎት				
		በጣም አልሰማምም	አልሰማምም	መካከለኛ	እስማማለሁ	በጣም እስማማለሁ	በጣም አልሰማምም	አልሰማምም	መካከለኛ	እስማማለሁ	በጣም እስማማለሁ
1. ተጨባጭ የአገልግሎት መስጫ											
1.1	አየር መንገዱ ዘመናዊ መሳሪያዎች አሉት	1	2	3	4	5	1	2	3	4	5
1.2	የአየር መንገዱ ሰራተኞች ጽዱ እና በስርአት የለበሱ ናቸው	1	2	3	4	5	1	2	3	4	5
1.3	የአየር መንገዱ ቢሮዎች እና የአገልግሎት መስጫ መስኮቶች ለዓይን ሳቢ ናቸው	1	2	3	4	5	1	2	3	4	5
1.4	አየር መንገዱ ጽዱ እና ሰፊ የአገልግሎት መስጫ ቦታ አለው	1	2	3	4	5	1	2	3	4	5
2. አስተማማኝነት											
2.1	አየር መንገዱ አንድን ነገር በሰዓት ለማከናዎን ቃል ከገባ ዕንደ ቃሉ ያደርጋል	1	2	3	4	5	1	2	3	4	5
2.2	አየር መንገዱ አንድን ነገር ለማከናዎን ቃል የገባውን ነገር ቃል በገባው ሰዓት ያከናውናል	1	2	3	4	5	1	2	3	4	5
2.3	አየር መንገዱ ትክክለኛውን አገልግሎት በመጀመሪያው ጊዜ ይሰጣል	1	2	3	4	5	1	2	3	4	5
2.4	ሰራተኞቹ ችግርን የመፍታት ብቃታቸው አስተማማኝ ነው	1	2	3	4	5	1	2	3	4	5
3. ቀልጣፋ አገልግሎት											
3.1	የአየር መንገዱ ሰራተኞች ለደንበኞቻቸው ፈጣን አገልግሎት ይሰጣሉ	1	2	3	4	5	1	2	3	4	5
3.2	የአየር መንገዱ ሰራተኞች ለደንበኞቻቸው ጥያቄ ፈጣን ምላሽ ይሰጣሉ	1	2	3	4	5	1	2	3	4	5

3.3	የአየር መንገዱ ሰራተኞች ደንበኞቻቸውን ለመርዳት ፍቃደኞች ናቸው	1	2	3	4	5		1	2	3	4	5
3.4	የአየር መንገዱ ሰራተኞች ደንበኞቻቸውን ለማስተናገድ ፍቃደኞች እና ደስተኞች ናቸው	1	2	3	4	5		1	2	3	4	5
3.5	የአየር መንገዱ ሰራተኞች የደንበኞቻቸውን ፍላጎት ለሟሟላት ሁልጊዜም ጊዜ አላቸው	1	2	3	4	5		1	2	3	4	5
4. እውቀት፣ክህሎት												
4.1	የአየር መንገዱ ሰራተኞች ታማኝ ናቸው	1	2	3	4	5		1	2	3	4	5
4.2	የአየር መንገዱ ሰራተኞች ባህሪ በደንበኞቻቸው ላይ በራስ መተማመን ይፈጥራል	1	2	3	4	5		1	2	3	4	5
4.3	የአየር መንገዱ ሰራተኞች ለሚሰጡት አገልግሎት በቂ ችሎታ አላቸው	1	2	3	4	5		1	2	3	4	5
4.4	የአየር መንገዱ ሰራተኞች የደንበኞቻቸውን ጥያቄ መመለስ የሚያስችል ዕውቀት አላቸው	1	2	3	4	5		1	2	3	4	5
4.5	የአየር መንገዱ ሰራተኞች ሁልጊዜም ትሁት ናቸው	1	2	3	4	5		1	2	3	4	5
5 ተቆርቋሪነት												
5.1	አየር መንገዱ ሁልጊዜም የደንበኞቹን ፍላጎት ለሟሟላት ይሰራል	1	2	3	4	5		1	2	3	4	5
5.2	የአየር መንገዱ ሰራተኞች የደንበኞቻቸውን ልዩ ፍላጎት ለይተው ያውቃሉ	1	2	3	4	5		1	2	3	4	5
5.3	የአየር መንገዱ ሰራተኞች ደንበኞቻቸውን ሁልጊዜም በአክብሮት ያስተናግዳሉ	1	2	3	4	5		1	2	3	4	5
5.4	የአየር መንገዱ ሰራተኞች ደንበኞቻቸው ነጻነት እንዲሰማቸው ያደርጋሉ	1	2	3	4	5		1	2	3	4	5

ክፍል 3 የደንበኛ እርካታ እና የአገልግሎት ጥራት ደረጃ መለኪያ

ተቁ	የደንበኛ እርካታ	በጣም አልሰማም	አልሰማም	መካከለኛ	እሰማለሁ	በጣም እሰማለሁ
1.2	በአጠቃላይ በክፍሉ ውስጥ ጥሩ የአገልግሎት ጥራት አለ	1	2	3	4	5
1.3	በአጠቃላይ በክፍሉ በሚሰጡት አገልግሎቶች እረክቻለሁ	1	2	3	4	5

አመሰግናለሁ!!