

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC MANAGEMENT AND POLICY

**THE EFFECT OF SERVICE DELIVERY REFORM ON
CUSTOMER SATISFACTION IN THE CASE OF GULELE
SUB-CITY**

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MAY 2019
ADDIS ABABA
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**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
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ACKNOWLEDGEMENT

First of all, I would like to express my praise to the Almighty GOD for his invaluable cares and supports throughout the course of my life and helped me since the inception of my education to its completion and enabled me to achieve my career.

Next, I'm grateful to appreciate my Advisor Deribe Assefa (PhD) for his patience, motivation and valuable support while conducted this research especially, his prompt advice, tolerance guidance and useful criticisms throughout the course in preparing the paper.

My sincere and heart full gratitude goes to Fikirte Wudus the lovely mother of my son and doubters and unforgettable sisters for their voluble help and cooperation in to the questioner.

Special thanks goes to my family's especially my sister Emebet and her husband Abera for their sacrifice and support me.

Finally, I wish to express my sincere gratitude to my friends who made tremendous contributions to this study who were around and supported me.

ABSTRACT

The government of Ethiopia has launched economic reforms, financial liberalization measures and restructuring of public institutions with the aim of promoting a competitive environment and efficient services to the public. Gulelle sub _city is one of the ten sub – cities under Addis Ababa city government the name given during their new reform program in jun2002 However, the performance of the sub city in providing service is not in a position to meet the expectation of service users. There are repeated customer complains. Therefore, the major objective of this study is assessing the effect of service delivery on customer satisfaction in five sectors found under the sub _city, Addis Ababa. To attain this objective, questionnaire was designed categorized under five dimensions of the SERVEQUAL model. The sample consists of 400 respondents selected based on convenience sampling procedure. This study used quantitative research design and both primary and secondary data. The collected data was analyzed with the help of SPSS version 22. Correlation and multiple regressions were used to investigate the relationship between dependent and independent variables. Service quality has been defined as an overall judgment similar to attitudes towards the service and generally accepted as an antecedent of overall customer satisfaction (Zeithaml and Bitner, 1996).

In general, the specific empirical findings emerged from the investigation: The five service quality dimensions that Service has positive and significant effect on customer satisfaction. Majority of customer are not satisfied with the current delivery system

Therefore It is better to develop customer resolution when the sector fulfill customer needs .

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## LIST OF ACRONYMS

BPR:	Business Process Reengineering
BSC:	Balanced Score Card
CSRP:	Civil Service Reform Program
NCBP:	National Capability Building Program
PSCP:	Public Sector Capability Building Program
PSDR:	Public Service Delivery Reform
SPSS	Statistical Package for Social Science

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the Study

The world over public sector organizations is responsible for providing essential services for the benefit of the citizens of their countries the provision of such essentials are most often than not plagued with unsatisfactory quality in developing countries.

The services sector organization play very important roles in most developing countries were expected to give “service” .

However, the public sector in Ethiopia has over the years been faced with many challenges in its quest to deliver quality services.

Among these are excessive bureaucracy, political instability, political interference, corruption, nepotism, unattractive working conditions and poor work ethics.

Quality delivery of public services is not a privilege in a civilized and democratic society - it is a legitimate expectation. The public service will be evaluated based on one criterion – its effectiveness in delivering services which meet the basic needs of all citizens of the state.

The complexities, dynamism and competitiveness of today’s the organizational environment request the delivery of quality services that will respond to the ever changing needs of customers for quality, variety, customization, convenience and timeliness. Meeting these calls for the institution of structure, system or process that will help achieve the ultimate which is service quality and customer satisfaction. No organization operating in any sector can avoid increasingly competitively land scope as tantakasem et al (2008).observed, in customer service.

According to him in recent decades the quality movement which swept the sector in the past is becoming more and more prominent in organizations in the service sector including those in the public service (Piti Tantakasem et al 2008).

the public sector in Ethiopia has undergone a number of reforms in order to meet the needs and aspirations of the citizenry.

It has been under increasing pressure to improve upon service delivery and to demonstrate that it is customer-centric. Service quality has therefore been defined as an overall judgment similar to attitudes towards the service and generally accepted as an antecedent of overall customer satisfaction (Zeithaml and Bitner, 1996).

Public sector organizations are responsible and accountable to the citizens and communities of their countries as well as to their customers or clients. According to Gowan et al (2001), service provision is more complex in the public sector. This is because it is not matter us meeting expressed needs but of finding out unexpressed needs priorities allocating resource and publicly justifying accounting for what has been done.

It goes that service quality and customer satisfaction in the public sector largely leaves much to be desired. Also a lot of work has gone into studying service quality and customer satisfaction in the public sector. Though some work on the subject has been done in the public sector.

Service quality is given high premium as it holds the key to survival, competitiveness, customer satisfaction and customer loyalty. A lot of public sector organizations lack the culture, systems and processes to deliver high quality services. It is against this backdrop that this study is being undertaken. It seeks to assess the effect of service delivery reform on customer satisfaction.

## **1.2 Statement of the Problem**

The purpose of the PSDR is to provide efficient and quality services to the public. Studies (for example, Hailemariam, 2006); CSRPO (2005)) done so far on the implementation status of the PSDR of Ethiopia revealed that some public organizations have registered service improvements as a result of the Reform Program. These studies, however, indicated that the implementation pace is slow due to different challenges and problems such as low salary, the absence of incentive system to employees, shortage of qualified staff and lack of commitment from the staff. These studies also identified differences in achievements among the different public sectors. However, the studies failed to provide the casual effect of service delivery reform on customer satisfaction and to identify the factors which are the causes for the success or failure of the service. This study aims at filling the gaps by taking two public sectors as case-study and by identifying two types of factors: service delivery reform and customer satisfaction

Service delivery improvements and it is considered as a model for implementing the program (Yimer, 2004:2). As a report written in Gullele sub-city the office was a very poor performer before the implementation of the reform program. The report clearly listed the former weaknesses. Some of these were: the poor recording/filing system; the organization's management was highly centralized; the preconditions that were needed to be fulfilled by the customers were not clearly identified; and the organization was poorly-equipped with ICT.

In November 1996, the Addis Ababa City Government established a national task-force mandated to study the problems of civil service system facing and come up with recommendations to reform the sub-city.

The task-force submitted the results of the study to the city government. The major weaknesses identified in the sub-city on public service delivery were: lack of service standards; lack of one stop shopping service delivery; inadequately skilled employees to provide the services; unavailability of training programs on service delivery for the employees; unaffordable service fees and charges; and unavailability of a complaints-handling mechanism.

Based on the recommendations of the task force, the city government decided to implement a Civil Service Reform Program in public institutions.

In 2004 Public Sector Capacity Building Program (PSCP) emerged comprising the first six programs (Urban management capacity building and Information and communication Technology development) under the umbrella of Capacity Building Strategy. It aimed at improving the scale, efficiency and responsiveness of public service delivery at the sub-city of each sectors level, empower citizens to be participative the course of their own development and promote good governance and accountability (Mesfin, 2009). Later in 2010, establishment of Ministry of Civil Service necessitated revision of PSCAP as per the duties and responsibilities of the sub-city and each sector including all sectors under the sub-city.

New implementation arrangement of CSRP became evident with series of awareness creation workshop on change management, performance management, management by objectives, strategic planning management, Business process Re-engineering and Balanced score card among others (Mesfin, 2009). The development of quick wins to improve service delivery across all the sub-city sectors became a fashion.

In short, the main task of service delivery reform is to provide public services to their customer satisfactions with a responsibility to deliver services on document authentication and registration has a responsibility to deliver social security services.

Reengineering primary goals aimed at to reduce wastage, improve efficiency and ultimately reduce costs (Lotfollahet *al.*, 2012). And an increase in consumer requirements for both product and service efficiency and effectiveness has resulted in Business Process Reengineering (Al-

Mashiret *al.*, 2001). Reengineering also helps organizations to throw away their old fashioned processes to achieve new heights of success .Hammer and Champy, (1993).

Reengineering starts with the organization's mission, strategic needs and customer needs. Research findings show that top management's support, commitment and understanding of BPR [will be] vital. Accordingly, appropriate communication, empowerment, alleviation of downsizing fears, preparedness to organizational change, choosing the reengineering team, enlisting customer and stakeholder support and the like are important actions which must be taken by top management for the success of organization. On the basis of the Gullele sub-city to its system in order to utilize it's resource properly as an enabling management tool for transformation and hence has started its implementation.

The aim of this thesis is to examine specific reform programmed within the Ethiopian civil service in an attempt to understand the dynamics of reform in a country that is under-researched in terms of its systems of public administration. To achieve this aim, the study begins by providing a brief review of public administration in Ethiopia to place the reforms under scrutiny within their context of the development of the CSRP, The most frequent critic against BPR implementation of Gullele sub-city concerns like insufficient attitudinal change of its members; service delivery lacks transparency; weaknesses in choosing far sighted leader change agents especially in political leaders; performance measurement lacks objectivity and employees commitment to words organizational achievement.. Reform tools used only leader's life sustainability rather organizational achievement of strategic visioning in public service reform Corruptions. And Bureaucratic resistance and politicization of administration system among others to narrow the problems of good governance Therefore, the present study based on this seek out answers for the research questions.

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

The objectives of the study will be conducted with the aim of attaining the following objectives.

### **1.3.1 General objectives**

- To assess the effect of service quality dimensions on customer satisfaction

### **1.3.2 Specific objective**

1. To show the extent of dimensions of service delivery and customer satisfaction
2. to what extent the relationship between service delivery and customer satisfaction
3. To identify service quality dimensions that are needed to be improved in Gullele sub-city

The research is aimed to learn and gain knowledge of the workers attitudinal change's factor for customer satisfaction. The proposal will help to gain the knowledge of different steps in the implementation of Civil Service Reforms effective management so as to ensure quality service in Gullele sub-city. The various analyses will help the leaders' to assess the efficiency of the management of the organization.

### **1.4 Research Question**

1. What are the factors that affect customer satisfaction?
2. What is the relationship between customer satisfaction and the service quality?
- 3 What are the service quality dimensions that are needed to be improved?

?

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

The study will give a highlight of the current implementation and problems of service delivery reform on customer satisfaction in Gulele sub-city

Generally the researcher believes that the significance of the study will be the following:

The study will enable the sub-city service delivery to gauge their customer's satisfaction level and competitiveness among sectors and help to formulate more effective strategy. It will help the sub-city and other related sectors to learn about their strength and weakness in handling customers. This study can be also used as starting point for future research in this area.

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

The research scope was limited to the study effect of service delivery reform on customer satisfaction in case Gulele sub _city was conducted with a specific of sampled sub city only. Even though, as it is well known sub city has many sectors under the sub city; due to time constraints the study was not undertake all sectors under the sub city. This study did not include non sampled sectors before and after study schedule was not included in the area of study.

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

When one thinks studying about service delivery reform on customer satisfaction in Gullele Sub-city the necessary documents will not be involved in each procedure

### **1.8 Delimitation of the study**

Service delivery in public sector management system that implemented in all governmental organizations this study will delimit in Gullele sub-city and study will assess service delivery on customer satisfaction of public service delivery to the customer and employees.

### **1.9 Definition of terms**

The meanings of terms may vary depending on the context in which they are used. In this study, the following terms were used as defined below. Business Process Reengineering (BPR) is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, and service.

BSC the Balanced Scorecard was introduced as one of the reform tool which would help to manage, communicate and measure

The Balanced Scorecard (BSC) intends to reflect the necessity of balance between the traditional financial perspective and the three non-financial elements of customers, internal business processes and innovation/improvement. BSC translates an organization's mission and strategy into a comprehensive set of performance measures to provide the necessary framework for a strategic measurement and management system.

CSRP – civil service reform program CSRP is one of the components, phased reform measures have been taken by the government and the first phase of the reform (1991-1996) focused on the restructure of government institutions and retrenchment program NCBP- national capacity building program is major groups and other stakeholders have played a significant role in the process to formulate the universal and transformative 2030 Agenda for Sustainable Development and that are at its core. Achieving the 2030 Agenda and in each country will depend on collaborative partnerships between governments and non-State actors at all levels, and at all stages of the programmatic cycle-planning, consultations, implementation monitoring and reviews.

Variables conceptual definitions are presented as follows; Tangibility: physical facilities,

equipment, and appearance of personnel. Reliability: ability to perform the promised service dependably and accurately. Responsiveness: willingness to help customers and provide prompt service. Assurance: knowledge and courtesy of employees and their ability to inspire trust & confidence. Empathy: caring individualized attention the firm provides to its Customers Zeithaml et al.(1990). Service Quality The term refers to degree and direction of discrepancy between the consumer's perceptions and expectations, or the extent to which a service meets or exceeds customer expectations Parasuraman et al.(1988).

Customer Satisfaction Customer satisfaction is defined as the result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance (Kumar, 2008).

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1 Theoretical literature reviews**

This chapter gives an overview of literature that is related to the research problem Presented in the previous chapter. The establishment of the sub _city , service characteristics, service quality, customer satisfaction, relation between customer satisfaction and service quality and service quality model is included in order to give a clear idea about the areas.

#### **2.2 Meaning and Nature of public services**

According to Gaster and Squires (2003: 8) Public services is a term usually employed to mean service by the government to the citizens either directly through theor indirectly by financing the private provision of the services, and it is associated with a social consensus (usually expressed through democratic-elections) that certain services should be available to all, regardless of their income Even where public services are neither publicly provided nor publicly financed, for social and political reasons they are usually subject to stricter regulation than most economic-sectors. According to Baden (1977:138) as cited in Awortwi (2003: 26) " a public good is one which, if available for anyone is available for everyone". Musgrave and Musgrave (1980: 56) identified two major reasons for the existence of social or public goods due to market failure namely non-excludability and non-rivalry. Non-excludability refers to the difficulties to exclude potential users from the services. Non- rivalry refers to the enjoyment of services without diminishing the benefits for

#### **2.3 Service Concept**

According to Kotler and Armstrong (2012), "service can be defined as economic activities that produce time, place, form, or psychological utilities". Many service firms have become successful by identifying a previously unrecognized or unsatisfied customer wants. (Messay, 2012) stated "services are identifiable, intangible activities that are the main object of a transaction designed to provide want satisfaction to customers". (Messay, 2012) also stated that the travel, hospitals, finance, entertainment, health care communications, utilities and professional services fields are prime examples. Recognizing the importance of marketing, many of these industries and organizations within them are now adding marketing-related

personnel. According to (Kotler, 2012) “services are growing ever faster in the world economy, marketing up a quarter of the value of all international trade”. A service is an act or performance that one party can offer to another that is essentially intangible and doesn’t result in the ownership of a thing. Its production may or may not be tied to a physical product. (Kotler, 1998)

### **2.3.1 Characteristics of Services**

According to Bitner et al. (1993) service has four characteristics: intangibility, inseparability, heterogeneity and perish ability.

#### **Intangibility of Services**

(Regan, 1963). Introduced the idea of services being activities, benefits or satisfactions which are offered for sale or provided in connection with the sale of goods. The degree of intangibility has been suggested as a means of differentiating tangible products with services. Most of the time, services are explained as being intangible since their outcome is considered to be an action rather than a physical product highlight the fact that the degree of tangibility has implications for the ease with which consumers can evaluate services and products (Zeithmal et al. 1985).

### **2.3.2 Heterogeneity of Services**

Heterogeneity reveals the degree of high variability in service delivery. This is a particular problem for services with high labor involvement, as the service performance is delivered by different people and the performance of people can vary from day to day and also from person to person. Besides, it offers the opportunity to provide high degree of flexibility and customization of the service and this can be used as a benefit and point of differentiation (Wolak et al., 1998).

### **2.3. Service Quality**

In today’s increasingly competitive business environment, service quality is essential for the success of any organization. Service quality is important aspect that affects the competitiveness of business. Banks should always increase the quality of service continuously since there is no assurance that the current outstanding service will be suitable for

Future. Thus, banks should develop new strategy to satisfy their customer and should provide quality service to gain competitive advantage over competitors (Siddiqi, 2011).

Service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors (Ladhari, 2009). The relevance of service quality to companies is emphasized especially the fact that it offers a competitive advantage to companies that strive to improve it and hence bring customer satisfaction. The challenge in defining service quality is that it is a subjective concept, like beauty. Everyone has a different definition based on their personal experiences. It has also received a great deal of attention from academicians, practitioners and services marketing literature, service quality is defined as the overall assessment of a service by the customer. Researcher points out that, by defining service quality, companies will be able to deliver services with higher quality level presumably resulting in increased customer satisfaction. Understanding service quality must involve acknowledging the characteristics of service which are intangibility heterogeneity and inseparability. In that way, service quality would be easily measured (Negi et al., 2009).

(Crosby, 1984) Defined quality as conformance to requirements this definition implies that organizations must establish requirements and specifications. Once these requirements and specifications are established, the quality goal of the various functions of an organization is to comply strictly with them. Quality also defined from different point of views, from customer point of view quality means fitness for use and meeting customer satisfaction and from process point of view it means conformance with the process design, standards and specifications. Quality may also be defined as the degree of excellence at an acceptable price from product point of view and from the cost point of view it means best combination between costs and features. A solid foundation in defining and measuring service quality was emanated in the mid-eighties by (Gronroos, 1984) and (Parasuraman et al. 1985). They were amongst the earliest scholars laid down the foundation for the definitions as well as development of service quality.

Service quality defined as the degree and direction of discrepancy between consumer's perceptions and expectations in terms of different but relatively important dimensions of the service quality, which can affect their future purchasing behavior. This definition clearly shows that service quality is what customers assess through their expectations and perceptions of a service experience. Customers' perceptions of service quality result from a comparison of their before-service expectations with their actual service experience.

Service quality is based on a comparison between what the customer feels should be offered and what is provided (Parasuraman et al., 1985).

If the customer's expectations are meeting or exceeded, then the company is perceived to be offering higher service quality. But if on the other hand, if the expectations of the customers are not met, the company is on its way not only to face displeased and hostile customers, which in turn leads to defection to competitors. Customer's expectation serves as a foundation for evaluating service quality because, quality is high when performance exceeds expectation and quality is low when performance does not meet their expectation. Expectation is viewed in service quality literature as desires or wants of consumer that is, what they feel a service provider should offer rather than would offer (Parasuraman et al., 1988).

Perceived service is the outcome of the view of the service dimensions, which are both technical and functional in nature (Gronroos, 1984) and (Parasuraman et al., 1988) define perceived quality as a form of attitude, related but not equal to satisfaction, and results from a consumption of expectations with perceptions of performance.

Therefore, better understanding of customers attitudes will help to know how they perceive service quality in banks and respond accordingly.

The service process as well as the service outcome will contribute quality evaluations. As stated by (Gronroos, 1982) there are two types of service quality these are technical quality and functional quality. Technical quality is what the customer is actually receiving from the service (outcome). While functional quality is the manner in which the service is delivered (process). It is likely to be much more effective to tell a service contact employee what specific attributes service quality includes, such as responsiveness. Management can say, "if we can improve our responsiveness, quality will increase" (Asubonteng et al., 1996).

### **Service quality Dimensions**

"Service's unique characteristics of intangibility, heterogeneity, and inseparability lead them to possess high levels of experience and credence properties, which, in turn, make them more difficult to evaluate than tangible goods" (Bitner and Zeithaml 1985). "Identification of the determinants of service quality is necessary in order to be able to specify measure, control and improve customer perceived service quality" (Johnston, 1995).

SERVQUAL “is a concise multiple-item scale with good reliability and validity that researcher can use to better understand the service expectations and perceptions of consumers and, as a result, improve service” (Parasuraman et al., 1988). SERVQUAL was also selected since it is important when it is used occasionally to track the service quality trends, and when it is used in combination with other forms of service quality instrument (Parasuraman et al., {1985).

Parasuraman et al.(1985) identify ten determinants for measuring service quality which are tangibility, reliability, responsiveness, communication, access, competence, courtesy, credibility, security, and understanding/knowledge of customers. Later these ten dimensions were further purified and developed into five dimensions i.e. tangibility, reliability, responsiveness, assurance and empathy to measure service quality.“SERVQUAL” Parasuraman et al. (1988). These five dimensions identified as follows:

**Tangibility:-** refers to physical facilities, equipment, and appearance of personnel. (Jabnoun and Al-Tamimi, 2003) Indicated that customers choose tangibility factor of service quality in the sectors could build customer relationships by delivering added tangible and intangibility elements of the cores services (Zineldin, 2005).

**Reliability:-** means ability to perform the promised service dependency and accurately. Reliability is a significant factor of service quality in addition to good personal attitude, staff attitude, knowledge and skills (Walker, 1990). “It is found that service reliability is the service “core” to most customers and managers should use every opportunity to build a “do-it-right first” attitude” (Berry et al., 1990).

**Responsiveness:-** means willingness to help customers and provide prompt service. “Customers are very sensitive to employees' working environment in service organizations”(Brown and Mitchell, 1993). (Gollway and Ho, 1996) reported that proper balance between staff skills and customers' expectation resulted in superior service quality towards customers.

**Assurance:-** indicates knowledge and courtesy of employees and their ability to inspire trust and confidence. (Parasuraman et al., 1988) found that assurance is an important factor of service quality next to reliability and responsiveness towards customer satisfaction. Assurance has “the strongest impact on customer satisfaction that leads to positive word of mouth outcome” (Arasli et al., 2005).

Empathy:-refers to caring, individualized attention the firm provides its customers (Jabnoun and Al-Tamimi, 2003) found that customers believed empathy as an essential factor of service quality. “It is suggested that employees' commitment to deliver quality services, skillfully handling of conflicts and efficient delivery of services resulted in satisfied customers for long term benefits” (Nelson and Chan, 2005).

### **Service Quality Models**

If we want to manage something, it should be measured first. Without measurement, managers cannot be sure of whether service quality gaps exist or not and of course, measurement is needed to determine whether goals for improvement are being met after changes have been implemented (Christopher et al., 1992).

Measuring service quality has been one of the most persistent topics in management literature. This is because the need to develop valid instruments for the systematic evaluation of firms’ performance from the customer point of view; and the association between perceived service quality and other key organizational outcomes, which has led to the development of models for measuring service quality( Cronin et al., 2010).

### **SERVQUAL**

For the purpose of measuring customer satisfaction with respect to different aspects of service quality and to overcome problems which is created as a result of the gap between management and customers, a survey instrument was developed by (Parasuraman, Zeithmal and Berry in 1988). The instrument is called SERVQUAL. The basic assumption of the measurement was that customers can evaluate a sectors’ service quality by comparing their perception with their experience. It is designed to measure service quality as perceived by the Customer.

Though, the SERVQUAL model has been the major generic model used to measure and manage service quality across different service settings and various cultural backgrounds, it has been subjected to a number of theoretical and operational criticisms (Buttle, 1996).

#### **. Customer satisfaction**

Customer satisfaction is a customer service evaluation of a service offering. traditional definition of customer satisfaction followed the dissatisfaction paradigm of consumer

satisfaction/dissatisfaction, suggesting that customer satisfaction/ dissatisfaction is the result of interaction between the consumer's expectations and service evaluation.

According to Rigopoulos et al. (2008) customer satisfaction is the state of mind that customers have about the organization when their expectations have been met or exceeded over the lifetime of the product or service. Service companies have since recently focused on customers in order to improve competitiveness. Customer satisfaction is one of the important outcomes of organizational activity. In the competitive sectors, customer satisfaction is considered as the fundamental of success. Satisfying customers is one of the main objectives of every sector that keeping current customers is more satisfied. Management theorists emphasize the importance of customer satisfaction for a organizational success (Kennedy and Schneider, 2000).

Good customer satisfaction has an effect on the service render of nearly every sectors. For example, when customers receive good service, each will typically tell nine to ten people. However, customers who receive poor service will typically relate their dissatisfaction to between fifteen and twenty others Naik et al. (2010). Therefore, customer satisfaction is an asset that should be monitored and managed just like any physical asset.

The satisfaction judgment is related to all the experiences made with a certain service rendered concerning its customer, the process, and the after- service. Whether the customer is satisfied after getting service also depends on the offer's performance in relation to the customer's expectation. Customers form their expectation experience, friends' and sectors' information and promises (Kotler; 2010).

Higher customer satisfaction leads to greater customer loyalty which in turn leads to higher future revenue. As a result, many leaders are found to be highly superior customer-service orientated. They have been rewarded with high revenue and customer retention as well. For that reason, organizations in the sector are forced to assess the quality of the services that they provide in order to attract and retain their customers. Because satisfied customers are a key to success (Zeithaml et al., 1996).

Customer satisfaction is consumer's fulfillment response. It is a judgment that a service feature, or the service itself, provided (or is providing).

## **Customer Satisfaction Measurement**

Customer satisfaction measurement involves the collection of data that provides information about how satisfied or dissatisfied customers are with a service. This information can be collected and analyzed in many different ways. Many organizations regularly check the levels of customer satisfaction to monitor performance over time and measure the impact of service improvement.

Henley center headlight vision (Smith, 2007) states the research carried out in the UK with public sector organizations suggests that there are five themes that are likely to be relevant to all organizations in measuring customer satisfaction.

Delivery of the service (how problems were handled, reliability, outcome.)- Timeliness (waiting times, number of times contacted) - Information (accuracy, enough information, kept informed) Professionalism (competent staff, fair treatment) - Staff attitude (friendly, polite, sympathetic)

### **Importance of Customer Satisfaction**

Customer satisfaction measures how well services meet or exceed customer expectations. These expectations often reflect many aspects of the activities including the actual service, sector, and how the company operates in the global environment. Customer satisfaction measures are an overall psychological evaluation that is based on the customer's lifetime of product and service experience (Smith, 2007)

Effective marketing focuses on two activities: retaining existing customers and adding new customers. Customer satisfaction measures are critical to any service organization because customer satisfaction is a strong service of customer retention, customer loyalty.

### **Determinants of Customer Satisfaction**

Customer satisfaction is influenced by specific service features, perception of quality, customer's emotional responses, their attributions and their percept Service Features- Customers satisfaction with a service is influenced by customer evaluation of service feature.(Zettmal et al.,1985) . Customer Emotion- Customer's emotion can also affect their perception of satisfaction with services. These emotions can be stable pre existing emotion. (Zettmal et al, 1985)

Attribution of Service Success or Failure- Attribution influence perception of satisfaction when they have been surprised by an outcome, (the service is either much better or much worse than expected), customers tend to look for the reasons their assessments of the reasons can influence their satisfaction. (Zettmal et al., 1985)

Perception of Equity or Fairness- Customer satisfaction is also influenced by perception of equity and fairness customers ask the service. Have I been treated fairly compared with other customers? Did other customers get better treatment, better prices or better quality service and the like? Notions of fairness are central to customer's perception of satisfaction with services. (Zettmal et al., 1985)

Organizations take different approaches to identifying customer service standards and they vary in detail. Robert-Phelps uses "SPECIAL" as a model to satisfy customers.

Speed Personality Exceed expectations Competence and courtesy Information Attitude Long-term relationship

### **Speed and time**

These two are very important factors to many customers to measure a organization's ability and performance to satisfy their needs. Thus an organization whatever service it provides has to accomplish as fast as possible. (Smith, 2007)

### **Personal Interaction with Customer**

Things like how well remembering a customer's name, a tone of voice and remembering the case of the customer change the satisfaction of the customer. An organization should identify every opportunity that it possibly can to make the customer feel unique. An organization has to train employees based on how to answer telephone and how to deal with customer's face-to face, to treat every single customer as, not their only customer, but their most important customer.

### **Expectation**

The ability to manage expectations well and then systematically and consistently exceed them is the hallmark of a successful organization. There are three scenarios of satisfaction based on customer expectation. (Smith, 2007)

A Delighted Happy Customer –This is situation when actual service is greater than expected or experienced service. This kind of customer will come back and tell his friends about his experience and will become an advocate for your service. An organization tries and finds something extra and the way that attracts this kind of feeling. (Smith, 2007)

A Satisfied Customer- This is the situation when actual service is equal to their experience. It is not any better significantly, neither is it any worse- they are satisfied. However, this does not seem to enter the customer’s memory for any long period of time. (Smith, 2007)

A Dissatisfied Customer- This is the case when actual service is less than expected/ experienced service. As well known, many organizations today struggle to win customers by telling those things they think in their services by using brochures and presentations. This over promising has poor experience and poor customer satisfaction built into it. So always make sure that you and your organization deliver more than you promise. (Smith, 2007)

### **Courtesy and Competence**

The two go hand in hand. Courtesy means customers seem to be happier be determined by whatever it is being served with as a customer. Competence means whoever services the customer within the organization has to do things and do them well. It means doing what you can do to the best that you can do it. Competence and courtesy serve as licenses to keep customers for life. (Buttle 1996)

### **Information and Keeping Customer Informed**

As well known, the world today is a much more complicated with a mass of information created by technology, social changes and education patterns. So, one of the simplest ways to keep customers feeling special and make them feel important to organization is to keep them informed about any service provided for them. Whatever it is that even if their expectation that is going to be broken or damaged then let them know as soon as you know (Buttle, 1996).

### **Attitude and Customer Liaison**

Attitude is not always easy to understand. In this context it is defined as a positive and helpful attitude. A good customer service experience is on where the customer service person imagined if nothing else, that they enjoy their job and they like doing what they do and they

are pleased to see the customer. Employees in service rendering organization have to see every single customer as most important customer. (Parasuraman et al., 1985)

### **Satisfaction Measurement**

According to (Smith, 2007) Satisfaction measures involve three psychological elements for evaluation of the product or service experience: cognitive (thinking/evaluation), affective (emotional-feeling/like-dislike) and behavioral (current/future actions). Customer satisfaction usually leads to customer loyalty and product repurchase. But measuring satisfaction is not the same as measuring loyalty.

#### **2.4. Relationship between Service Quality and Customer Satisfaction**

(Kotler and Armstrong ,2012) advocate that satisfaction is the post-purchase evaluation of services taking into consideration the expectations. Researchers are divided over the antecedents of service quality and satisfaction.

Whilst some believe service quality leads to satisfaction, others think otherwise. The studies of many researchers suggest service quality leads to customer satisfaction. To achieve a high level of customer satisfaction, they suggest that a high level of service quality should be delivered by the service provider as service quality is normally considered an antecedent of customer satisfaction (Mesay, 2012).

As service quality improves, the probability of customer satisfaction increases. Quality was only one of many dimensions on which satisfaction was based; satisfaction was also one potential influence on future quality perceptions (Clemes, 2008).

Parasuraman et al (1988) defined service quality and customer satisfaction as follows: 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., 1985).

Siddiqi (2011) described that all the service quality attributes are positively related to customer satisfaction and customer satisfaction is positively related to customer loyalty in the retail banking settings. Furthermore, Daniel O. Auka (2012) also stated that high quality of service will result in high customer satisfaction and increase loyalty.

## **Customer loyalty**

Customer loyalty is a deeply held commitment to re buy or re patronize a preferred product or Service consistently in the future, thereby causing repetitive purchasing of the same brand, despite situational influences and marketing efforts. It can also be defined as the degree to which a customer exhibits repeat purchasing behavior from a service provider, possesses a positive attitudinal disposition toward the provider, and considers using this provider when a need for this service arises. Loyalty is therefore an attitude or behavior that customers explicitly repeat or exhibit (Seyed, 2007).

## **Review of some Previous Studies**

Research on services quality has currently received special attention research conducted on quality services and its effect on customer satisfaction and their results are summarized as follow:- There are many research works done related with this study. However the researcher tries to see three of them which are more related to the topic. The titles with their objectives and major findings are discussed below to have an insight about these studies.

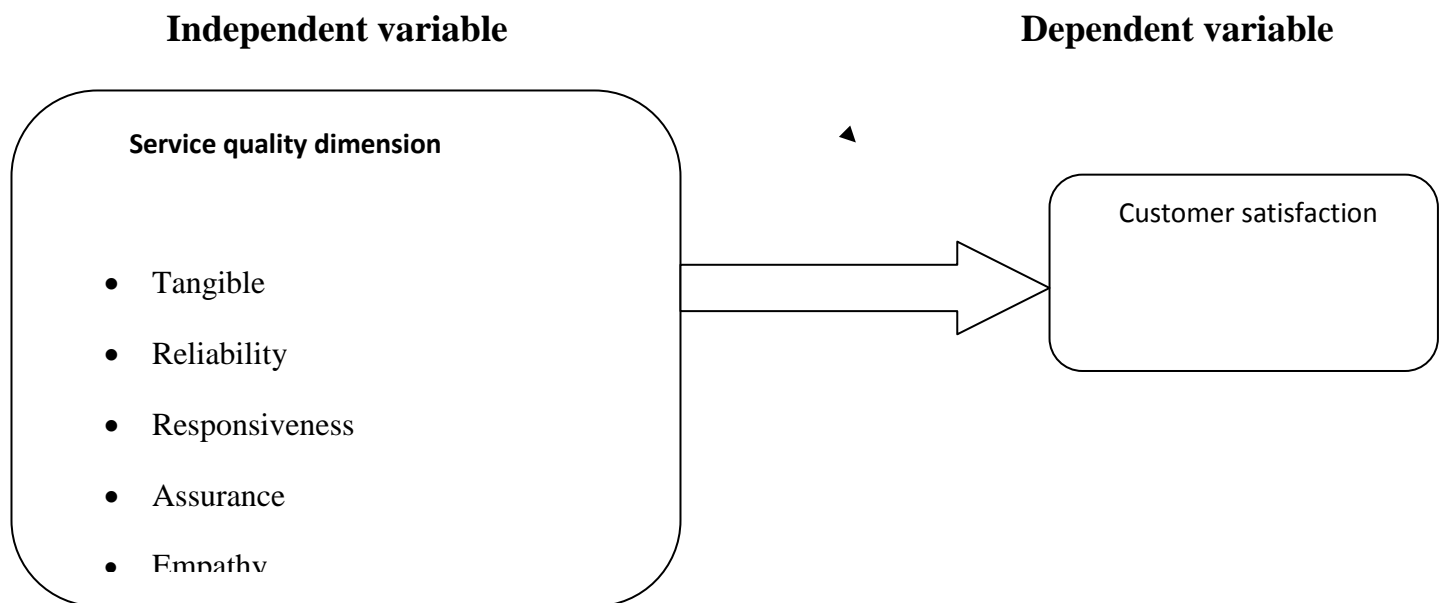
The first work is mump thesis done with title of “Effects of service delivery reform on customer satisfaction: a case study of Gullele sub-city. The main purpose of the study is to examine the effect of service delivery reform on customer satisfaction of customers of Gullele sub-city.

## 2.5. Conceptual Framework

The conceptual framework indicates the crucial process, which is useful to show the direction of the study. The study shows the relationship between the five service quality dimensions (reliability, responsiveness, assurance, empathy and tangible) and customer satisfaction. The following conceptual model has been used in this study.

Figure 2.1: Service quality and customer satisfaction model Source: Owen source Service quality dimensions Tangible Reliability Responsiveness Empathy Assurance Empathy.

Customer satisfaction



## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

While the study primary aim service delivery on customer satisfaction of Gulele sub -city, the research design and methodology section was clearly define the research design, the sample and sampling techniques, sources and instruments that have been utilized in collecting data, the procedure of data collection and finally the method of data analysis were intensively presented.

#### **3.1. Research Design**

A research design is simply the frame work of the study. From different types of research designs descriptive and explanatory type of research design was employed as a main research design for this study to the realization of intended objectives. The reason behind using descriptive research design is because the researcher is interested in describing the existing situation under study. (Creswell, 1994) stated that the descriptive method of research is a technique of gathering information about the present existing condition. This research design is a fact finding study with adequate and accurate interpretation of findings. This study also used explanatory research design to explaining, understanding and controlling the relationship between variables. By taking cross-section of the population relevant data was collected at one point in time.

##### **3.1.1 Population**

Total set of elements of interest being investigated by a researcher. The target population is defined as the entire group a researcher is interested in. The populations of this study were customer of the sub city .

##### **3.1.2. Sampling Techniques**

It is the way of drawing inference about a population without studying the entire population under study. It is also advantageous in Thus, the researcher select Gullele sub-city by using purposive sampling method. From the variety of probabilistic sampling techniques, the researcher was used stratified random sampling methods for large target population of the study. Robson (2002) tell us that sampling theory supports stratified random sampling as an efficient choice because the means of the stratified samples are likely to be closer to the mean of the population overall.

### **3.1.3. Sample Size**

Sample size is actually the total number of units which are to be selected for the analysis in the research study. Gullele sub-city . Currently the total 300000 customers, 30 percent of the sample customers were selected as a sample sectors on the assumption that they could represent the sub-city.

### **3./1 .4Types of data and instrument of data collection.**

#### **3.1.5.. Sources of Data and Type**

In order to achieve the objective of the study, the research approach used in this study were quantitative. Quantitative research focuses on determining the relationship between variations of independent and dependent variables. The reason for choosing quantitative research approach was to meet the purpose of examining how an independent variable affects a dependent variable.

With regard to the sources of data, the study used both primary and secondary source of data. Based on the nature, scope, objectives and availability of time and resource, the researcher used questionnaires and secondary data source like books, documents, existing research papers, journals and publication,

#### **Questionnaire**

To gather primary data structured questionnaires were prepared in English and interpreted to Amharic before they were distributed. The questionnaires have four parts: The first part of the questionnaire was about the personal information of respondents. The second section designed to measure the customers' perception about the sub -city service delivery system. The third part of the questioner was about service quality and the last part was about customer satisfaction..

#### **Method of data collection**

For the proper achievement of the objectives of the study; among different primary data collection method, questionnaire were used. The respondents who are the customers of the sectors were asking for cooperation and given the questionnaire when they were receiving the service of specific sector. Structured questionnaires were developed containing closed ended and the respondents can easily understood. The variable was measured using Likert scale with five response categories. (Strongly disagree, disagree, neither agree nor disagree, and agree

Strongly agree). “The Likert scale method was Preferred to make questions interesting to respondents and thereby enhance their cooperation.(Robson Colin, 2002).

### **. Procedure of Data Collection**

The study was based on both primary and secondary data sources. It was begun by secondary data analysis through the detailed review of related literature and survey questionnaire was used as the main data gathering instrument for this study questionnaire were prepared and distributed to the samples that was selected from customer of the sub –city

#### **Interviews:**

According to UN structured interviewing method is often used in case studies. This method involves direct interaction between the researcher and a respondent or group and hence, it gives freedom for the researcher to move the conversation in any direction of interest that may come up.Un structured interviewing is particularly useful for exploring the topic broadly and hence it was administered in both individual(one-on-one) and group bases in order to have the detail information about overall practices of reengineering in Gullele.

All the above mentioned sources of data were consulted to check, recheck and cross-check the validity of the data collected.

#### **Observation**

Observation can be of the setting or physical environment, social interactions, physical interactions nonverbal interactions and unobtrusive indicators (best and khan, 2002).the information will obtained what is currently happening and not complicated of the past behavior of future.

### **3.2 Descriptive analysis**

The descriptive statistical results were presented by tables, frequency distributions and Percentages to give a condensed picture of the data. This was achieved through summary of statistics, which includes the means and standard deviations values which are computed for each variable in this study.

### **3.3 Pearson Correlation analysis**

In this study Pearson's correlation coefficient was used to determine the relationships between service quality dimension (Tangible, reliability, responsiveness, assurance, empathy) and customer satisfaction.

### **3.4 Multiple Regression Analysis**

Multiple regression analysis was used to investigate the effect of service quality dimensions (Tangible, reliability, responsiveness, assurance, empathy) and customer satisfaction.

### **3.5 Regression functions**

The equation of multiple regressions on this study was generally built around two sets of variable, namely dependent and independent variables. The basic objective of using regression equation is to make the researcher more effective at describing, understanding and controlling the stated variables.

### **3.6 Explanatory variables (regresses)**

$\beta_1$  is the intercept term- it gives the mean or average effect on of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero.  $\beta_2$ ,  $\beta_3$ ,  $\beta_4$ ,  $\beta_5$  and  $\beta_6$  refer to the coefficient of their respective independent variable which measures the change in the mean value, per unit change in their respective independent variables.

### **3.7. Ethical considerations**

Since the researcher was used the data from customers which was collected through questionnaire, permission was obtained from the customers. To maintain the confidentiality of the information provided by the respondents, the respondents were instructed not to write their names on the questionnaire and assured of that the responses would be used only for academic purpose and kept confidential. Brief description of the central objectives or purpose of the study and the potential benefit of the research outcome to respondents and the sector was clearly given in the introductory part of the questionnaire so as to motivate them and participate in the study and provide relevant information about the company under study. Finally, respondents were included in the study based on their free will. Texts belonging other authors that have been used in any part of this study have been fully referenced with reference page.

## CHAPTER FOUR

### 4. DATA PRESENTATION AND INTERPRETATION

This chapter, present a discussion of the final results and the processes through which the results were obtained. In addition to this, background information of respondents is also presented. Finally, the statistical methods of analysis were discussed, which included a descriptive analysis, a correlation analysis, and a multiple regression analysis with the help of SPSS version 22. The interpretation of the data is presented next to each summarized data.

#### 4.1. Background information of Respondents

The demographic characteristics of the respondents include sex, age, level of education,. This aspect of the data analysis deals with the analysis personal data on the respondents of the questionnaires. The table below shows the details of characteristics of the respondents and their percentage

##### 4.1.1 Demographic Characteristics analysis of the Respondent

**Table 4.1: Characteristics of the respondents**

		Frequency	Percent
Sex of respondents	Male	290	72.5
	Female	110	27.5
	Total	400	100.0
Age of respondents'	21-34	20	5.0
	35-45	192	48.0
	46-54	158	39.5
	55-60	30	7.5
	Total	400	100.0
Education level	Certificate	100	25.0
	Diploma	130	32.5
	Degree	140	35.0
	MA and above	30	7.5
	Total	400	100.0

As shown in table 4.1, out of 400 respondent, 290 (72.2%) were males. 110(27.5%) were females and The table also indicates the respondent age most of them were aged between 35-45 are active group .The largest group of respondents which contains 48% and between 46 and

54. The next largest group is below 55 (39.5%) while the rest group is 7.5% aged between 55 and 60 and Smaller groups are aged below 35 comprises 5% of the respondents.

With regard to educational level; the respondents were certificate holder 100(25%) and the respondents were diploma holder 130(32.5%) of the customer. first degree holders are 140 (35 %) and consists of having second degree and above 30 (7.5%) This implies that 30% has second degree and above. The customers were first degree holders whereas, the least were second degree and above.

**4.1.2. Reliability analysis test**

This study used cronbach’s alpha to test the reliability of questioner. The findings show that Cronbach’s alpha for all dimensions of service quality are above 0.986 which indicates a high level of internal consistency for all items, because 0.987 is much higher than 0.7 which is the threshold. Over all Cronbach’s alpha value for twenty item is 0.986. The same test is also conducted for customer satisfaction item and their result indicates 0.975 for customer satisfaction and the details of the test value are found in the appendices section.

Result of reliability analysis for the questionnaire dimensions of service quality number of attribute cronbach`s alpha tangibility 0.927 and its items is five in number .reliability 0.955 and number of item is three. responsiveness 0.956 its number of item is five. assurance 0.939 its number of item is three. The fifth service quality dimension is empathy 0.940 its number of item is five and customer satisfaction is 0.975

**Table 4.2: Result of reliability analysis for the questionnaire**

Quality dimensions	Cronbach's Alpha	N of Items
Tangibility	.927	5
<b>Reliability</b>	.955	3
<b>responsiveness</b>	.956	4
<b>Assurance</b>	.939	3
<b>Empathy</b>	.940	5
<b>Total service delivery</b>	.986	20
<b>Satisfaction</b>	.975	5

Table4.2. Data Analysis Pertinent to the Study

4.2.1. Descriptive Statistics Analysis

4.2.1.1. Analysis of Quality Dimensions items

		Frequency	Percent
For how long are you a customer of the sub _city. Year	2 months	2	.5
	five months	36	9.0
	eight months	4	1.0
	above 1 year	358	89.5
	Total	400	100.0
for what .purpose have you come to the sub _city today?	To renew ID card	12	3.0
	To pay house rent	104	26.0
	To find family file	248	62.0
	to find birth certificate	36	9.0
	Total	400	100.0
How frequently did you go to the sub _city to get the above service for the first round?	1 time	16	4.0
	1 upto 3	10	2.5
	1 upto 6	162	40.5
	above seven times	212	53.0
	Total	400	100.0
How long it took to get the above mentioned service starting from your first arrival at the sub _city?	less than 10 minutes	32	8.0
	10-30 minute	40	10.0
	31minute-1 hour	198	49.5
	above one hour	130	32.5
	Total	400	100.0
According to your opinion to what extent is efficient service delivery and service quality important for customer satisfaction?	very interesting	104	26.0
	interesting	239	59.8
	partially interested	33	8.3
	have no interest	24	6.0
	Total	400	100.0

As shown on table 4.3, among the service quality dimensions 358(89.5% ) of the customer came to the sector frequently above a year and next largest customer came to sector is 36(9%) for five months while the rest customer 4(1%) came to the sector for eight months and only 2(.5%) customer came the sector only for two months. And the table showing the highest frequency of 248(62%) response towards to find family file and the next highest response 104(26%)response to pay house rent the rest 36(9%) response to find birth certificate card

and molest group 12(3%) response to renew ID card . on other hand frequency of getting from the sector the highest frequency 212(53%) go to the sector above 7 time next to the largest frequency 162(40.5%)go to the sector 1up to6 time the rest 16(4%)go to the sector 1 time and only 10(2.5%)go to the sector 1up to3 time . with regard to time of service 198(49.5%) 31minute to 1hr. the next service time of130(32.5%) takes above1hr. the rest 40(10%)10 to 30 minute the smallest service time taken for32(8%) less than 10munites and regarding to the important of efficient service delivery and service quality to customer satisfaction 239(59.8%) response interesting 104(26%)response very interesting the rest 33(8.3%) response partially interested only 24(6%) response have no interest.

**Table 4.3: tangible dimension of servqual**

Total sample = 400		Frequency	Percent	Cumulative Percent	Mean	SD
The sector facilities are visually attractive	strongly disagree	140	35.0	35.0	2.3150	1.11754
	Disagree	42	10.5	45.5		
	have no interest	188	47.0	92.5		
	Agree	12	3.0	95.5		
	strongly agree	18	4.5	100.0		
The sector up to date equipment are visually attractive	Strongly disagree	140	35.0	35.0	2.3250	1.25432
	Disagree	90	22.5	57.5		
	No advantage	100	25.0	82.5		
	Agree	40	10.0	92.5		
	Strongly agree	30	7.5	100.0		
The sector office has at convenient location to its customer	Strongly disagree	84	21.0	21.0	2.5000	1.19942
	Disagree	146	36.5	57.5		
	No advantage	95	23.8	81.3		
	Agree	36	9.0	90.3		
	Strongly agree	39	9.8	100.0		
staff of sector at the front line position are well dressed and appear neat	Disagree	4	1.0	1.0	4.0500	.51785
	No advantage	32	8.0	9.0		
	Agree	304	76.0	85.0		
	Strongly agree	60	15.0	100.0		
Quality of network service	Strongly disagree	8	2.0	2.0	4.0200	.80075
	Disagree	18	4.5	6.5		
	No advantage	22	5.5	12.0		
	Agree	262	65.5	77.5		
	Strongly agree	90	22.5	100.0		
Total Tangible					3.0420	.89445

As shown table 4.3, among the service quality dimensions majority of respondent 188(47%) have no interest on the facility of the sector .regarding the tangibility items with the mode value is 2, showing the next highest frequency of140 (35%) response to wards strongly disagree with the sector facility the rest 42(10.5%) disagree with the facility of the sector and the lowest response 12(3%) agree with the facility of the sector. on the other hand the sector up to date equipment highest frequencyof140 (35%) strongly disagree, the next highest frequency response 100(25%) response no advantage the rest 90 (22.5%)response is disagree the lowest response is 30(7.5%) and the highest frequency of convenient location 146(36.5%) response disagree the next highest frequency 95(23.8%) response no advantage, the rest 84(21%) response strongly disagree the lowest36(9%) response agree at convenient location.

The highest frequency the front line position well dressed 304(76%) response agreed ,the next highest frequency 60(15%) response strongly agreed ,the rest 32(8%) response no advantage the lowest frequency 4(1%) response disagree. While qualities of network service the highest frequency 262(65.5%) response agree the next highest frequency 90(22.5%) response strongly agree, the lowest frequency 8(2%) response strongly disagree.

There for the total tangibility is 3.0420

**Table 4.3.1: reliability analysis dimension of servqual**

		Frequency	Percent	Cumulative Percent	Mean	SD
keep customer record correctly	Strongly disagree	10	2.5	2.5	4.0400	.84865
	Disagree	12	3.0	5.5		
	No advantage	40	10.0	15.5		
	Agree	228	57.0	72.5		
	Strongly agree	110	27.5	100.0		
Quality of network and speed service	Strongly disagree	4	1.0	1.0	4.1125	.84358
	Disagree	20	5.0	6.0		
	No advantage	38	9.5	15.5		
	Agree	203	50.8	66.3		
	Strongly agree	135	33.8	100.0		
The sector inform any failera head of time	Strongly disagree	16	4.0	4.0	4.2450	1.07138
	Disagree	24	6.0	10.0		
	No advantage	24	6.0	16.0		
	Agree	118	29.5	45.5		
	Strongly agree	218	54.5	100.0		
Total Reliability					4.1325	.88833

As we can see on the above reliability item the most frequently response with the mean value of 4 and in keep customer record correctly the highest frequency of 228(57%) response agree, the next highest frequency 40(10%) response no advantage, the rest12(3%) response disagree, the lowest10(2.5) response strongly disagree on the facility to provide quality of network and speed service at the highest frequency 203(50.8.%) response agree ,the next highest frequency 135(33.8) responded strongly agree, the rest 38(9.5%) responded no advantage ,the lowest 4(1%) responded strongly disagree the sector inform any failure ahead of time .the highest frequency 218 (54.5%) responded strongly agree, the next highest frequency 118(29.5%) response agree, the lowest 16(4%) responded strongly disagree. This indicates that customers were satisfied with most of the items under reliability. There for the total reliability is 4.1325

**Table 4.3.2: responsiveness dimension of servqual**

		<i>Frequency</i>	<i>Percent</i>	<i>Cumulative Percent</i>	<i>Mean</i>	<i>SD</i>
<b>Provide service at the designed and promised time</b>	<b>Strongly disagree</b>	20	5.0	5.0	3.9725	1.14237
	<b>Disagree</b>	40	10.0	15.0		
	<b>No advantage</b>	26	6.5	21.5		
	<b>Agree</b>	159	39.8	61.3		
	<b>Strongly agree</b>	155	38.8	100.0		
<b>Employees willingness to help customer</b>	<b>Strongly disagree</b>	12	3.0	3.0	4.3300	1.00679
	<b>Disagree</b>	18	4.5	7.5		
	<b>No advantage</b>	32	8.0	15.5		
	<b>Agree</b>	102	25.5	41.0		
	<b>Strongly agree</b>	236	59.0	100.0		
<b>Employees provide punctual service</b>	<b>Strongly disagree</b>	12	3.0	3.0	3.8250	.85217
	<b>Disagree</b>	26	6.5	9.5		
	<b>No advantage</b>	36	9.0	18.5		
	<b>Agree</b>	272	68.0	86.5		
	<b>Strongly agree</b>	54	13.5	100.0		
<b>Employees are never busy to respond customer request</b>	<b>Strongly disagree</b>	70	17.5	17.5	2.8200	1.04898
	<b>Disagree</b>	22	5.5	23.0		
	<b>No advantage</b>	248	62.0	85.0		
	<b>Agree</b>	30	7.5	92.5		
	<b>Strongly agree</b>	30	7.5	100.0		
<b>Total Responsiveness</b>					3.7369	.95644

Regarding to responsiveness the mode value for this item is 4, showing the highest frequency. Respondents 159(39.8%) agree the next highest frequency 155(38.8%) respondents strongly agree, the rest40(10%) respondents disagree , the lowest frequency respondents that the sector give

promise service 20(5%) strongly disagree , employee willingness to help customer the highest frequency 236(59%) respondents strongly agree ,the next highest frequency 102(25.5%) respondents agree, the rest 32(8%) respondents no advantage, the lowest frequency 12(3%) respondents strongly disagree. However this does mean customer are satisfied with the sector. As we can see on the other item part majority of the respondent expressed their agreement. From this point when the data shows the total responsiveness is 3.7369

**Table 4.3.3: assurance analysis Dimension of servqual**

		Frequency	Percent	Cumulative Percent	Mean	SD
Employees give quick response when there is problem	Strongly disagree	16	4.0	4.0	3.6850	.84116
	Disagree	20	5.0	9.0		
	No advantage	68	17.0	26.0		
	Agree	266	66.5	92.5		
	Strongly agree	30	7.5	100.0		
personal behavior of the staffs are excellent that the customer can trust	Strongly disagree	18	4.5	4.5	3.9150	1.02977
	Disagree	22	5.5	10.0		
	No advantage	56	14.0	24.0		
	Agree	184	46.0	70.0		
	Strongly agree	120	30.0	100.0		
Staffs have adequate knowledge to serve customer	Strongly disagree	20	5.0	5.0	3.4875	1.23233
	Disagree	88	22.0	27.0		
	No advantage	74	18.5	45.5		
	Agree	113	28.3	73.8		
	Strongly agree	105	26.3	100.0		
Total Assurance					3.6958	.98837

the other dimension is assurance items majority of respondents in the employee quick response is 266(66.5%) agree, the next highest frequency that the employee quick response is 68(17%) responded no advantage ,the rest 30(7.5%) responded strongly agree, the lowest frequency16(4%) responded strongly disagree .on this items like personal behavior of staff the highest frequency 184(46%) , next to the highest frequency 120(30%) responded strongly agree, the rest 56(14%). Responded no advantage, the lowest frequency of personal behavior of staff18 (4.5) response strongly disagree. On the other hand adequate knowledge to serve customer the highest frequency 113(28.3%) responded agree, the next highest frequency of personal behavior of staff 105(20.3%) responded strongly agree. The rest 88(22%) responded disagree, the lowest frequency of personal behavior of staff 20(5%) responded strongly

disagree. There for the total assurance is 3.6958

**Table 4.3.4: empathy dimension analysis of servqual**

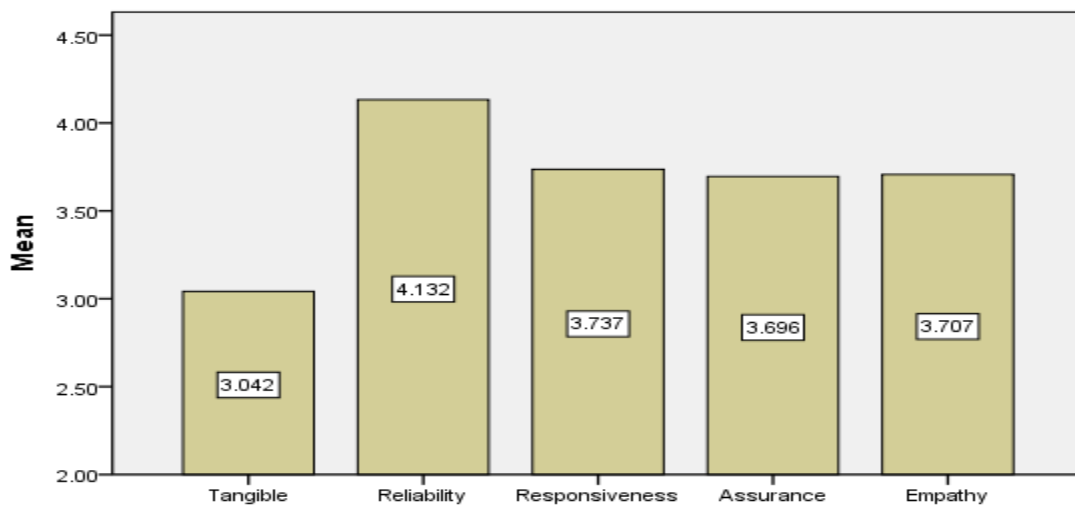
		Frequency	Percent	Cumulative Percent	Mean	SD
The staff know what customer needs are	Strongly disagree	6	1.5	1.5	4.5200	.79447
	Disagree	10	2.5	4.0		
	No advantage	10	2.5	6.5		
	Agree	118	29.5	36.0		
	Strongly agree	256	64.0	100.0		
Staffs are give customers individual attention	Strongly disagree	48	12.0	12.0	3.0000	1.18470
	Disagree	100	25.0	37.0		
	No advantage	92	23.0	60.0		
	Agree	124	31.0	91.0		
	Strongly agree	36	9.0	100.0		
The sector and its employee give do consideration for customer property	Strongly disagree	14	3.5	3.5	4.5050	1.01120
	Disagree	22	5.5	9.0		
	No advantage	4	1.0	10.0		
	Agree	68	17.0	27.0		
	Strongly agree	292	73.0	100.0		
Staff give orientation about the new service	Strongly disagree	30	7.5	7.5	3.9350	1.20599
	Disagree	38	9.5	17.0		
	No advantage	10	2.5	19.5		
	Agree	172	43.0	62.5		
	Strongly agree	150	37.5	100.0		
The sector have convenient working hours to all its customers	Strongly disagree	84	21.0	21.0	2.5750	1.20333
	Disagree	110	27.5	48.5		
	No advantage	146	36.5	85.0		
	Agree	12	3.0	88.0		
	Strongly agree	48	12.0	100.0		
	Total	400	100.0			
Total Empathy					3.7070	.98038

The last dimension of service quality is empathy the highest frequency. The staff know what customer needs are 256(64%) response strongly agree, the next highest frequency The staff know what customer needs are 118 (29.5%)response agree, the lowest frequency Staffs are give customers individual attention are 6(1.5%)response strongly disagree. The sector and its employee give do consideration for customer property.

The highest frequency 292 (73%) responded strongly agree, the next highest frequency of the sector and its employee give do consideration for customer property 68(17%) responded agree, the rest 22(5.5) responded disagree, the lowest frequency of sector and its employee give do consideration for customer property 4(1%) response no advantage. Staff give orientation about the new service that have the highest frequency 172(43%) response agree, the next highest frequency 150(37.5%) responded strongly agree, the rest 38(9.5%) responded disagree, the lowest frequency of staff give orientation about the new service is10(2.5) responded no advantage. The sector have convenient working hours to all its customers show the highest frequency 146(36.5) response no advantage, the next highest frequency 110(27.5) response disadvantage, The rest 84(21%) response strongly disagree, the lowest frequency of The sector have convenient working hours to all its customers are12(3%) response agree. So there for the total Empathy is 3.7070

Here at this point, try to show the level of quality service dimensions and customer satisfaction level based on the above tables (Answer for research question1)

**Figure 4.1: Comparison between five service dimensions**



As compared among service dimension based on the average score the highest (.972) and the lowest (.88) this has an implication that strongly correlated between five dimensions service quality and customer satisfaction in general

The finding of highest and lowest service dimension fit with the responsiveness which was mentioned earlier it has significant effect on customer satisfaction.

## Analysis of Customer Satisfaction Items

**Table 4.4: Frequency, Percent, Mean and Standard Deviation Score for Customer Satisfaction Item**

		Frequency	Percent	Cumulative Percent	Mean	SD
I am satisfied with the sector service with respect behavior of the sector staffs	Strongly disagree	32	8.0	8.0	3.8475	1.21982
	Disagree	40	10.0	18.0		
	No advantage	20	5.0	23.0		
	Agree	173	43.3	66.3		
	Strongly agree	135	33.8	100.0		
I am satisfied with the communicative ability of the employee of the sector	Strongly disagree	34	8.5	8.5	3.9675	1.18319
	Disagree	26	6.5	15.0		
	No advantage	4	1.0	16.0		
	Agree	191	47.8	63.8		
	Strongly agree	145	36.3	100.0		
I am satisfied with the performance of the employee of the sector. with various rang of service of the sub _city	Strongly disagree	58	14.5	14.5	3.4050	1.20191
	Disagree	36	9.0	23.5		
	No advantage	22	5.5	29.0		
	Agree	254	63.5	92.5		
	Strongly agree	30	7.5	100.0		
I am satisfied with the performance of the employee of the sector.	Strongly disagree	62	15.5	15.5	3.2400	1.26348
	Disagree	66	16.5	32.0		
	No advantage	16	4.0	36.0		
	Agree	226	56.5	92.5		
	Strongly agree	30	7.5	100.0		
I am satisfied with various rang of service of the sub _city	Strongly disagree	60	15.0	15.0	2.8875	1.08295
	Disagree	52	13.0	28.0		
	No advantage	188	47.0	75.0		
	Agree	73	18.3	93.3		
	Strongly agree	27	6.8	100.0		
Total Satisfaction					3.4695	1.13644

Own Survey, 2019

Accordingly, the large respondents from the sample performance of the employee of the sector rated of sector service with respect behavior of the sector staffs (40%) communicative ability of the employee of the sector, (47.8%), performance of the employee of the sector. With various rang of service of the sub-city (63.5%) performance of the employee of the sector, (56.5%). (47%) showing their agreement except the last 47%. Additionally (36.3%) of respondent that indicate the higher frequency of answer towards strongly agree with performance of the employees.

## Objective 2: Correlation & regression

Table 4.5: Pearson correlation on the relationship between service quality dimension and customer satisfaction.

		Correlations					
		Satisfaction	Tangible	Reliability	Responsiveness	Assurance	Empathy
Satisfaction	Pearson Correlation	1	.884**	.931**	.972**	.958**	.970**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	400	400	400	400	400	400
Tangible	Pearson Correlation	.884**	1	.844**	.877**	.905**	.922**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	400	400	400	400	400	400
Reliability	Pearson Correlation	.931**	.844**	1	.956**	.947**	.952**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	400	400	400	400	400	400
Responsiveness	Pearson Correlation	.972**	.877**	.956**	1	.952**	.977**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	400	400	400	400	400	400
Assurance	Pearson Correlation	.958**	.905**	.947**	.952**	1	.974**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	400	400	400	400	400	400
Empathy	Pearson Correlation	.970**	.922**	.952**	.977**	.974**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	400	400	400	400	400	400

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

### 4.2 Pearson Correlation analysis

According to Shukran (2003), the relationship is expressed by value within the range -1.00 to +1.00 as Pearson product-moment indicates Pearson correlation is +1 in the case of a perfect increasing (positive) linear relationship (correlation), -1 and 1 in all other case indicating the degree of liner dependency between variable. To determine the relationship between service quality dimensions (Tangibility, Reliability, Responsive, Assurance, and Empathy) and customer satisfaction, Pearson correlation was computed.

According to the Table 4.5, there is a significant positive relationship between the five dimensions of service quality and customer satisfaction, the highest correlation is between customer satisfaction with tangibility is (0.88) followed by reliability(0.93) responsiveness(0.972) Assurance (0.958) and empathy (0.97) respectively. Strong positive correlation or relationship between the five dimensions of service quality and customer satisfaction was observed. This indicates that the higher service quality score leads to higher satisfaction. In general, if correlation is positive between two or more variables that is, when service quality dimensions and customer satisfaction is positively related; delivering better service quality ensures higher customer satisfaction. Accordingly, the most important service quality dimension that affects customer satisfaction indicated in all service quality dimensions that goes to prove; This indicates improvement in fast service and reliable service have significant effect on customer satisfaction levels with the same Analogy improving staffs knowledge, over all behavior and way of delivering service also has significant effect on customer satisfaction.

**Table 4.6: Regression results of each service quality dimensions and customer satisfaction**

<b>Coefficient</b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std.</b>	<b>Beta</b>		
<b>1</b>	<b>(Constant)</b>	<b>-.676</b>	<b>.062</b>		<b>-10.931</b>	<b>.000</b>
	<b>Tangible</b>	<b>-.031</b>	<b>.036</b>	<b>-.024</b>	<b>-.862</b>	<b>.389</b>
	<b>Reliability</b>	<b>-.208</b>	<b>.050</b>	<b>-.163</b>	<b>-4.179</b>	<b>.000</b>
	<b>Responsiveness</b>	<b>.733</b>	<b>.063</b>	<b>.617</b>	<b>11.691</b>	<b>.000</b>
	<b>Assurance</b>	<b>.368</b>	<b>.055</b>	<b>.320</b>	<b>6.749</b>	<b>.000</b>
	<b>Empathy</b>	<b>.270</b>	<b>.085</b>	<b>.233</b>	<b>3.164</b>	<b>.002</b>
<p><b>a. Dependent Variable: Customer satisfaction</b></p> <p><b>b. R square = 0.959, F ratio = 1862.3 and sig 0.000</b></p>						

The results of multiple regressions, as presented in table 4.6, above, revealed that the service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy) combined significantly influence the satisfaction of customers. The adjusted R square is 0.959 of the variance in the customer satisfaction can be the service quality offered by the sectors have significant effect on it. Therefore, service quality has a positive and significant effect on customer satisfaction.

Based on the table 4.5, show the standardize beta coefficient, which tell us the unique contribution of each factor to the model. A high beta value and a small p value (<.005) indicate the predictor

variable has made a significance statistical contribution to the model. On the other hand, a small beta value and a high p value ( $p > .005$ ) indicate the variable has little or no significant contribution to the model. (Gorge et al., (2003) Table 4.5, also indicate that tangibility, reliability, responsiveness, assurance and empathy dimension of service quality have a significant influence on customers' satisfaction at 69% confidence level.

The result of this study indicates that, all dimensions of service **quality except tangibles** have a positive and significant effect on customer satisfaction because p value in all four dimensions are less than 0.05. **Moreover, from the findings of this study, researcher found out that all of the service Quality dimensions has positive effects on customer satisfaction.** On the other hand ,based on the literature we have high standardize beta leads as the one who have the highest influence on satisfaction , as per the result responsiveness has the highest influence on the satisfaction , this has an implication that .

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1. Summary of Findings

1. The first research question which is stated –“What are the factors that affect customer satisfaction?

Was answered The multiple regression results showed that the five service quality dimensions (tangibility, responsiveness, reliability, assurance and empathy) have positive and significant effect on customer satisfaction

2. The second research question which is stated as “ What is the relationship between customer satisfaction and the service quality?

The correlation result shows that there is positive and significant relationship between tangibility, reliability, responsiveness, assurance, and empathy and customer satisfaction. The finding also indicates that the highest relationship was found between responsiveness and customer Satisfaction, while the lowest relationship was found between tangibility and customer satisfaction.

The multiple regression results showed that the five service quality dimensions (tangibility, responsiveness, reliability, assurance and empathy) have positive and significant effect on customer satisfaction

- 3.third research questions, stated as “what are the service quality dimension needed to improve gullelle sub –city ?”.

The five service quality dimensions (tangibility, reliability, responsiveness, assurance and empathy) .

## 5.2. Conclusions

The results of background information of respondents indicated that from the total respondents (72.2%) are male and (27.8%) are female. The largest group of respondents which contains 48% was aged between 46 and 55 while Smallest groups are aged above 21 comprises 5% of the respondents. This indicates that most of the customers were young people. With regard to educational level; the entire respondents were diploma holder (32.5%) and certificate holders comprises (25%) of the customer. majority of the respondent are represent (35%) of the customers and the users of comprises (7.5%) respectively

The ability to deliver service as promised has a positive effect on customer satisfaction. However, the sectors are not providing the service as promised, employees are not showing interest in solving customers' problem and the sectors are not providing the service on the time they promised to do so as expected by customers. In general, the following specific empirical findings emerged from the investigation: The five service quality dimensions (tangibility, reliability, responsiveness, assurance and empathy) Service has positive and significant effect on customer satisfaction but. majority of customer are not satisfied with the current delivery system.

### **5.3. Recommendations**

For improving quality service, Based on the findings and conclusions of the study, the researcher forwards the following recommendations to Gulelle sub-city.

The sector services were relatively good, the staffs were good in dressing well and appear neat, the sector has up to date equipments and it has to be visually attractive. However, this should not mean it lasts forever. So there is a need for management bodies to evaluate their status constantly and work for continuous Improvements.

Since majority of respondent are not satisfied with the current service ; the researcher suggest that, the staffs should give attention and understand the specific need of customer by design efficient service delivery system for the best satisfaction of customer.

It is better to develop customer resolution desk in the sector and assign customer relation officers that deal with customers in need of special assistance .If there is a customer relation officers in the sector, the customer can easily express their complain about their service ,rather the customers leave the sector forever .So, by developing this system they make a customer to be loyal .(like free telephone line, suggestion box prepared for customer complain or suggestion).

Although sub city provide service is not properly address to the customer. So, the sector should facilitate the service mechanism immediately and provides service using the technology to speed up and reduce the time of service delivery process. Using outdated machinery takes too long time while giving service, this may cause for customer dissatisfaction. So, the sector should replace old equipment by new in order to give fast service.

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# QUESTIONNAIRE

The questionnaire for the effect of service delivery reform on customer satisfaction in case of Gulele sub-city.

Dear respondent

I am currently a student of in Addis Ababa University, and I am doing my MPMP thesis. On the effect of service delivery reform on customer satisfaction in the case of Gulele sub-city Addis Ababa Ethiopia- The purpose of this questionnaire is to gather data regarding the Service delivery reform on customer satisfaction in the case of Gulele sub-city. The study is purely for academic purpose and thus does not affect you in any case. All of your response to the given question would be used for the research and will be kept confidential. Your frank and timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question carefully. Thank you in advance for your cooperation and timely response! Questionnaire to be filled by selected sectors

## General guideline

No need of writing your name. . Where alternative answers are given, encircle your choice and put “√” mark where necessary. Please return the completed questionnaire on time.

## Part I: General organization information

Name of organization _____

### 1. Personal information

1.1. Sex: Male  Female

1.2. Age: 21-34  35-45  46-54  55-60

1.3 Educational level: Certificate  Diploma  Degree  Sec.de

1.4 Relevant work experiences get

1-3years  3-5years  5-10years  10 years and above

## Part II. Questions related to the topic

1. For how long are you a customer of the sub-city.?

1. For two months                       3. For five months   
2. For eight months                       4. more than a year

2. For what purpose have you come to the sub-city today?

1. to update my ID card                       3. to take birth certificate   
2. to Pay house rent                       4. to withdraw my family file

3. How frequently did you go to the sub-city to get the above service for the first round?

1. On the first time                       3. 4-6 times   
2. 1- 3 times                       4. More than 7 times

4. How long it took to get the above mentioned service starting from your first arrival at the sub-city? 1. Less than ten minuet                       3. Thirty-one minuets to one Hour

2. Ten to thirty minuet                       4. More than one hour

5. According to your opinion to what extent is efficient service delivery and service quality important for customer satisfaction?

1. Extremely important                       3. Less important   
2. Fairly important                       4. Has no important

**Part III: SERVICE QUALITY QUESTIONNAIRE (SQQ)**

Instructions: Please tick the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree and 5 = strongly agree).

Quality dimensions	Strongly disagree	disagree	Neither agree nor disagree	Agree	Strongly agree
	1	2	3	4	5
Tangibility					
6 .The sector facilities are visually attractive					
7.The sector facilitate are visually attractive					
8.The sector office has at convenient location to its customer					
9.staff of sector at the front line position are well dressed and appear neat					
10. Quality of network service					
11. keep customer record correctly					
<b>Reliability</b>					
12.Quality of network and speed service					
13.Keep customer record correctly					
14.Provide service at the designed and promised time					
15.The sector inform any failure ahead of time					
<b>responsiveness</b>					
16.Employees provide punctual service					
Employees willingness to help customer					
17.Employees are never busy to respond customer request					
18.Employees give quick response when either is problem					

	Strongly disagree	disagree	Neither agree nor disagree	Agree	Strongly agree
	1	2	3	4	5
<b>Assurance</b>					
19. personal behavior of the staffs are excellent that the customer can trust					
Staffs are polite					
20. Staffs have adequate knowledge to serve customer					
<b>Empathy</b>					
21. The staff know what customer needs are					
22. Staffs are give customers individual attention					
23. The sector and its employee give do consideration for customer property					
24. Staff give orientation about the new service					
25. The sector have convenient working hours to all its customers					

**Customer satisfaction questioner**

CUSTOMER SATISFACTION	strongly disagree	Disagree	Neither agree nor disagree	disagree	Strongly Agree
26. I am satisfied with the sector service with respect behavior of the sector staffs					
27. I am satisfied with the communicative ability of the employee of the sector					
28. I am satisfied with the performance of the employee of the sector. with various rang of service of the sub-city					
29. I am satisfied with the performance of the employee of the sector.					
30. I am satisfied with various rang of service of the sub-city					

*Thank you*

**አዲስ አበባ ዩኒቨርሲቲ የድህረ ምረቃ ፕሮግራም  
ለደንበኞች የተዘጋጀ መጠይቅ**

**ውድ ደንበኞች ፤**

እኔ በአሁኑ ሰዓት አዲስ አበባ ዩኒቨርሲቲ የድህረ ምረቃ (Master of ) ተማሪ ስሆን የመመረቂያ ጥናቴንም አዲስ አበባ ከተማ ስር ባለ በጉለሌ ክፍለ ከተማ ላይ “ጥራት ያለው አገልግሎት በደንበኛ እርካታ ላይ ያለው ተፅዕኖ ” በሚል ርዕስ ጥናቴን እየሰራሁ እገኛለሁ። የዚህ መጠይቅ ዓላማም ደንበኞች ስለ ሴክተሩ አገልግሎትና የደንበኛ እርካታ በቂ መረጃ በመሰብሰብ ጥናቴን ውጤታማና ተአማኒነት ያለው ማድረግ ነው። ይኸንንም አሳካ ዘንድ የእርሶዎ ትብብር በጣም ያስፈልገኛል። ስለዚህ በመጠይቁ መልስዎን ይሠጡኝ ዘንድ በአክብሮት እጠይቃለሁ። ለመጠይቁ የሚሰጡት ምላሽ ለጥናቴ ብቻ የሚውል ሲሆን መልስዎንም በሚስጥር ይያዛል። ለትብብርዎ በቅድሚያ በጣም አመሰግናለሁ።

**ማስታወሻ**

ስም መጥቀስ አያስፈልግም - ትክክል አማራጭ ፊት ለፊት የራይት (✓) ምልክት ያድርጉ  
በአዲስ አበባ ከተማ በጉለሌ ክፍለ ከተማ ደንበኛ የሚሞላ መጠይቅ፤

**1. ክፍል አንድ፡ የግል ሁኔታ፤**

- 1.1. ስድስት ወንድ  ስድስት
- 1.2. ዕድሜ፡ 21-34 ዓመት  35-45 ዓመት   
46-54 ዓመት  55-60 ዓመት
- 1.3. የትምህርት ደረጃ፡ ስርተፍኬት  ዲፕሎማ   
የመጀመሪያ ድግሪ  ከዚያ በላይ

**1.4 ከጥናቱ ጋር ተያያዥነት ያላቸው ጥያቄዎች**

እርስዎ የሴክተሩ ደንበኛ ከሆኑ ምን ያህል ጊዜ ይሆኖታል ? -----

ሁለት ወራት  ሦስት ወራት  ስምንት ወራት  ከፍተኛ በላይ

**2. ዛሬ ወደ ሴክተሩ የመጡበት ጉዳይ ምን ነበር ?**

- 1. መታወቅያ ለማሳደስ  2. ለቤትክራይ ክፍያ
- 3. የቤተሰብ ፋይል ለመውሰድ  4. የልደት ካርድ ለመውሰድ

**3. ሌላ ካለ (ይግለጹ) -----**

**4. ከላይ በጥያቄ ቁጥር 3 የተጠቀሱትን አገልግሎት ለማግኘት ምን ያህል ጊዜ ይመጣሉ?**

- 1. አንድ ጊዜ  2. ከ1 እስከ 3 ጊዜ
- 3. ከ4 እስከ 6 ጊዜ  4. ከ7 ጊዜ በላይ

**5. በእርስዎ አመለካከት ጥራት ያለውን አገልግሎት መስጠት ከደንበኛው ጥቅም እንዴት**

- ያዩታል? 1. እጅግ በጣም ጠቃሚ ነው  2. ጠቃሚ ነው
- 3. ብዙም አይጠቅምም  4. ምንም ጥቅም የለውም

የአገልግሎት መመዘኛዎች

ተ/ቁ	የአገልግሎት መመዘኛዎች	ቢጣም አልሰማማም	አልሰማማም	ቢጣም አይመስለኝም	አስማማለሁ	ቢጣም አስማማለሁ
	ተጨባጭነት	1	2	3	4	5
6	የስራ ክፍሉ ለስራ ማያስፈልግ ዕቃ አለው?					
7	የመ/ቤቱ የስራ ቁሳቁሶች ለአይታ የማስቡ ናቸው?					
8	መ/ቤቱ ለደንበኞች ሚዎች ቦታ አለው?					
9	የመ/ቤቱ ሠራተኞች አለባቸው ጥሩ እና ንፅህናቸውን የጠበቁ ናቸው?					
10	የመ/ቤቱ አቅጣጫ መጠቀሚያ ለደንበኛ የሚታይ ቦታ ላይ ነው?					
ታእማኝነት						
11	የደንበኞችን ማህደር በተገቢ ይይዛሉ?					
12	በተቀመጠ መስፈርት መሠረት አገልግሎት ይሰጣሉ?					
13	መ/ቤቱ በስብሰባ ምክንያት ቢሮ ሲዘጋ ለደንበኞች በቅድሚያ ያሳውቃል?					
ተጠያቂነት						
14	ሠራተኞቹ ለደንበኛ የሚገባውን አገልግሎት በአለቱ ይሰጣሉ?					
15	ሠራተኞቹ ደንበኛን ለመርዳት ለማገልገል ፍላጎት አላቸው?					
16	ሠራተኞች ሁልጊዜ ደንበኞችን ያስተናግዳሉ?					
17	ሠራተኞች ለደንበኞች ፈጣን አገልግሎት ይሰጣሉ?					
18	የሠራተኞቹ ባህሪ ደንበኞች እምነት እንዲኖራቸው ያደርጋሉ?					
19	ሠራተኞቹ ትህትና አላቸው?					
20	ሠራተኞች ደንበኛ ለማስተናገድ ዕውቀት አላቸው ?					
21	ስራተኞቹ የደንበኞችን ፍላጎት ያማላሉ					
22	ስራተኞቹ ደንበኞችን በአግባቡ ያስተናግዳሉ					
23	የመስሪያ ቤቱ ስራተኞች ለደንበኞች ትኩረት ይሰጣሉ					
24	ለስራተኞቹ ስለ አገልግሎቱ እናከአገልግሎቱ ጋር ተያያዥ ለሆኑ ጉዳዮች የተማላ ማብራሪያ ይሰጣሉ					
25	መስሪያ ቤቱ ለሁሉም ስራተኞች አመቺ የስራ ስነ-ምግባር አለው					

የደንበኛ እርካታ					
26. በመስሪያ ቤቱ መልካም አገልግሎት ረክቻለሁ					
27. በመስሪያ ቤቱ ትሁት ባህሪያቸው ረክቻለሁ					
28. በሰራተኞች መረጃ አሰጣጥ ችሎታ ረክቻለሁ					
29. በመስሪያ ቤቱ ሰራተኞች ብቃት ረክቻለሁ					
30. በመስሪያ ቤቱ የተማላ አገልግሎት ረክቻለሁ					

## ENDORSEMENT

This thesis has been submitted Addis Ababa University of Graduate Studies for examination with my approval as a university advisor.

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Advisor

Addis Ababa University, Addis Ababa

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Signature

May, 2019