



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESSES AND ECONOMICS**

**DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT**

**MANAGEMENT**

**IMPROVING PUBLIC SERVICE DELIVERY AND EFFICIENCY THE  
CASE OF ADDIS ABABA CITY FIRE AND EMERGENCY PREVENTION**

**AND RESCUE AUTHORITY**

**BY DERIBE BEKELE**

**A THESIS SUBMITTED TO THE DEPARTMENT OF PUBLIC  
ADMINISTRATION AND DEVELOPMENTAL MANAGEMENT IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF  
ART IN DEVELOPMENT MANAGEMENT.**

January, 2018

ADDIS ABABA-ETHIOPIA

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**MANAGEMENT**

**APPROVED BY EXAMINERS BOARD**

As members of the examiners' board, we certify that we have read and approved the thesis prepared by Deribe Bekele Alishu entitled: "Improving public services delivery and efficiency in the case of fire and emergency and prevention rescue authority" and be accepted as a thesis fulfilling the requirement for the degree of Masters of Art in development management.

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## **DECLARATION**

I, Deribe Bekele Alishu, hereby declare that this thesis is my own work. It is submitted for the partial fulfillment of the degree of Masters of Art in development management to the Department of Public Administration and Development Management, Addis Ababa University and that it had not been submitted before for any other degree or examination in any other university, and that all sources I have used or quoted have been indicated and acknowledged by complete references.

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**Name and Signature**

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**Date**

## **DEDICATION**

This research thesis is dedicated to my father, Ato **Bekele Alishu Adara**, and My Former wife Miss **Meaza Berhanu Akililu** who direct me the values of education and my friend, Mr. **Tadesse Gedefa Mekonnen**, who help me to complete this thesis successfully. You are the most well-known in my life.

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## ACRONYMS

AAFEPR	Addis Ababa City Fire and Emergency Prevention and Rescue Authority
NPM	New Public Management
SPSS	Statistical Package for Social Sciences
W H O	World Health Organization
BSC	Business score card
PSDR	Public Services Delivery report
HRM	Human Resources Management
BPR	Business process reengineering
ECA	Economic commission of Africa
PMS	performance management system
CSR	Civil services reform

## **ABSTRACT**

The purpose of this research is to improve and identify factors that affect public service delivery in Addis Ababa Fire and Emergence Prevention Rescue Authority. Descriptive study designs were employed in this study. Qualitative approaches (interview and observation) were used for exhaustive investigation of the study. The study populations were employees of City Fire and Emergency Prevention and Rescue Authority who works with the authority during 2016/17. A total of 314 employees and 5 key informants were participated in the study. The study is expected to provide information about improving public service delivery and factors that render service efficiency and effectiveness among FEPRRA. The findings show that factors that render service efficiency and effectiveness like limited knowledge, attitudes, operational skills, poor communication, lack of financial and none financial rewards, lack of suitable environment, public transport services and absences of well-implemented rules and regulations. The study will help design appropriate intervention strategies on improving service delivery efficiency and similar outcomes by giving clear explanation to different managers and stakeholders.

## **CHAPTER ONE**

### **1. INTRODUCTION**

#### **1.1. BACKGROUND OF THE STUDY**

Ethiopia is one of the largest landlocked countries located in the horn of Africa. The country has a federal structure with three layers: federal government, regional governments (including Addis Ababa and Dire Dawa with state statues) and Local governments. The regional governments are organized with legislative, executive and judicial branches similar to that of the Federal Government. Further, the smallest administrative unit of the local government is Woreda and/or Kebele.

Ethiopia has been undergoing many structural reforms. For instance, Emperor Haile Selassie I worked to modernize Ethiopia from (1923-1974) initiating modern administrative structure and local government reform in Ethiopia. There were various decentralization efforts during the Haile Selassie period, although unfinished need to be noted. This includes the administrative decentralization enacted in 1942, which created three levels of government—known as Taklaygizat, Awraja, and Woreda—mainly to facilitate central administration in performing the functions of local government.

During the period of the military Derg regime, the highly centralized and Ethiopia's municipalities were marginalized and did not function as independent local authorities. As a result, the Dergue regime failed to establish a genuine decentralized government.

Contrary to the above two governing systems (Haile Selassie and Derg), the current government implemented the concept of democratic decentralization by developing full power and autonomy to local governments. According to Dennis A. Rondinelli John R. Nellisg. Shabbir Cheema (1983). a system of democratic decentralization has to be organized so that the relations between central and local government can reflect a balance between centralization and decentralization of authority and function. Seemingly many reforms were undertaken during the current government

(example, the Civil Service Reform Program of the 1996) to improve public service delivery with the prime objective of revitalizing the overall development of the country as a whole.

As part of government structural reform, the Addis Ababa City Government underwent many structural reforms. This is because of its historical, diplomatic and political significance for the continent, and because of the rapid growth of the population. This rapid urbanization and growth of the population caused enormous environmental and economic challenges like structural fires, floods, human and animal disease epidemics and environmental pollution among others.

To control and prevent these enormous environmental and economic problems the government established Addis Ababa Fire and Emergency Prevention and Rescue Authority in early 1926 E.C with the prime objective of rehabilitating, mitigating, protecting public life, health, property and preventing emergencies in Addis Ababa City Government

## **1.2 THE STUDY AREA**

This study was conducted in Addis Ababa City Fire and Emergency Prevention and Rescue Authority (AAFEPR). AAFEPR is located in the Centre of Addis Ababa City specifically in front of the St. Georges Church, Piazza. AAFEPR was established in 1926 E.C with the core objective of preventing fire and other emergencies in the City Administration. Its original name establishment its name was 'Fire Emergency Controlling Service'. At the time of establishment, there were 100 employees. Further, the resources or equipment used were; two water boat cars, one manual water pump, two ladders, and other handicraft tools like; axe, hammer, etc. The method of response and receiving incident notification was through physical and cultural sound system known as 'Tirumba'. Currently, Fire & Emergency Prevention & Rescue Authority has eight substations, one training institute and seven core administrative support processes. The manpower increased to its current level of one thousand one hundred ninety eight. Modern equipment also increased: sixty eight firefighting trucks with full accessories like cutting machines, thirty three emergency ambulances, and five sky lift ladder machineries, five water boat cars, ten buses and other modern vehicles. The Authority has also established its own training centre in Akake sub city, but also there were additional buildings at 3 branches; in Addis Ababa City at Bole Samit, Nefas Silk Lafto Sub-City and Akaki Kality Sub-City to address the needs of the fast growing capital.

Even though the manpower and equipment for preventing and controlling of emergencies is increasing from time to time through gradual development of the City Administration, there are still gaps in fulfilling the need of the population. Further, the rapid economic and social changes observed in the city needs further precautions in the prevention of risks and emergencies. There is need for capacitating, strengthening and organizing the authority, which is capable of protecting the safety of the city by conducting different scientific research. Hence, there is need for scientific and evidence based research to capacitate, strengthen and organize the Authority in a modern way.

### **1.3. STATEMENT OF THE PROBLEM**

The aim of public service organization in any country is to deliver effective, efficient and quality public services to its citizens (Peter C. Humphreys, 1998). In many developing countries, public services are largely delivered by the state, through government departments and specialized agencies (ECA, 2003) and they are funded by the state through government taxation (Peter C. Humphreys, 1998). Public services that are funded by the state through taxation most commonly are education services, health services, emergency service, military services, legal and justice services etc. And they are organized in a way citizens can easily access the services delivered by the concerned party/organization/

The major contribution that public organizations can make to development is through delivery of services to everyone, particularly those who currently have little or no access to services. Effective delivery is at the heart of the public organization function and makes this the sphere of government closest to the people (Sunil Kumar, Rachita Gulati, 2009).

The literature indicates that, both developing and developed countries had been undertaking public service reform as core of the development agenda. However, only few counties benefited from the reforms. For example, Botswana is one of the developing countries with better public service delivery with efficient and effective strategies with lesson for other countries. The key tasks of the government of Botswana are delivering health care services, educational services, road construction, water and sanitation services and citizen protections services. Service providing organizations/Institutions must be organized in a way citizens can access services with prompt feedback, frequent updates, timely response to correspondences, reduced red tapes in processes and procedures and excellent customer service among others.

Similarly, Ethiopia has been overtaken many reforms since the early 1991. The aim of the reforms was to give power for local governments in decision making and to deliver public services to its citizens in an efficient and effective manner

Addis Ababa city is vulnerable to different kinds of risks like structural: fires, floods, epidemics and environmental pollution (unpublished Addis Ababa city risk profile program report, 2014). Though providing emergency services started in early; the level of improvement does not match the city's rapid development. In the city fast and sustainable economic and social changes have been observed. High investment opportunities have been strengthened with expansions of institutions along with the city area growth and increased city population, on top of the fact that the city is the seat for more than 104 embassies, as wide as and diplomatic and international institutions. Hence, capacitating, strengthening and organizing an Authority which is able to protect the safety of the city is key.

However, the must develop its manpower skills such that they have the competency to properly use relevant machines and latest technology. Currently service modalities rely on traditional and old methods. Furthermore, no research studies are conducted to improve current practices and adopt modern technologies. Therefore the purpose of this research is to contribute in improving service efficiency and effectiveness in the study area. This, study intends to answer the following research questions:

- I. What factors affect service delivery and efficiency at AAFEPR?
- II. What is the level of working environment AAFEPR?
- III. What is the level of customer satisfaction in the service delivered AAFEPR?
- IV. What are the ways of improving service delivery, effectiveness, efficiency and responsiveness in local context?

## **1.4. OBJECTIVE OF THE STUDY**

### **1.4.1. General Objective**

The main objective of this study is to identify the determinants of public service delivery and efficiencies in Addis Ababa Fire and Emergency Prevention and Rescue Authority in order to contribute to the process of improving service delivery and efficiency in the study area.

### **1.4.2 Specific Objective**

- Identify factors that affect service delivery in Addis Ababa Fire and Emergency Prevention and Rescue Authority.
- Measure internal customer satisfaction in the study area.
- List ways of improving service delivery effectiveness, efficiency and responsiveness in the study area.
- Provide evidence based recommendation in improving efficiency, effectiveness and responsiveness in the study area.

## **1.5. SIGNIFICANCE OF THE STUDY**

This study has the potential to make significant contributions to the literature factors affecting public service delivery and efficiencies. First and for most, the result of this study may be beneficial to various stakeholders' which is governmental or nongovernmental organizations in delivering public services in the study area. Therefore, it is intended to add the existing body of knowledge to the existing literature.

In addition, the study contributes by identifying levels of customer satisfaction in the study area. Furthermore, the results of the study can help draw strategies to improve service delivery efficiency, effectiveness and responsiveness in AAFEPRRA and in related agencies. It is expected that the study will provide an exhaustive list of determinants that hinder public service delivery at AAFEPRRA and provide a baseline for further research.

## **1.6. LIMITATIONS OF THE STUDY**

In Addis Ababa Fire and Emergency Prevention and Rescue Authority, employees join the Authority from different backgrounds and competency levels making it difficult to establish a high standard and adopt a healthy work environment. Moreover, since the study is limited to the one and only AAFEPR, comparative data will not be available to take lessons. The second limitation of this study is that all employees might not give genuine answers to the questions they are asked. However, unreserved effort will be made to overcome the limitations.

## **1.7.SCOPE OF THE STUDY**

This research study was conducted at Addis Ababa Fire and Emergence Prevention and Rescue Authority with its nine branch offices and one head quarter located in the city of Addis Ababa. The head-quarter is located at Arada Sub-City in front of ST. Giorgis Church. The study includes all internal customers (employees) who are receiving services delivered by AAFEPR.

## **1.8.OPERATIONAL DEFINITION**

In this research study the key words used in this research have the following operational definition. According to (Zhu, M. And Peyrache, A. (2017).

- ✓ Efficiency; - the totality of features and characteristics of service that bears its ability to satisfy stated or implied needs
  
- ✓ Inputs: The resources used in a process (cash, human capital or skills, physical assets)
- ✓ Outputs: services provided
- ✓ Effectiveness: measures how well a goal articulated is achieved
- ✓ Responsiveness: the willingness of the staff to help customers and to provide them with prompt service. Readiness' to provide services; timeliness; setting appointments promptly are the symptoms of responsiveness.
- ✓ Internal employees; employees who receive services from the center.

## CHAPTER TWO

### 2. REVIEW OF RELATED LITRATURE

#### 2.1. Concepts of Public Services and Service Delivery

There are many definitions for public services and public service delivery. However, the central concepts are the same. For instance, Humphreys (1998) defines public services as those services which are mainly, or completely, funded by general taxation or means-tested payment or direct fees. According to Humphreys (1998), individual payments by choice and profit motives, which are common in the private sectors, are unusual in public services. He further explains, public services operate within a legal and financial framework. Public services clearly vary from commercial services in that most operates under central and/or local government, the health authorities, education, defense, justice/home affairs and noncommercial semi-state organizations and do not normally function for profit Humphreys, (1998).

Another Scholar (Ole, 2001) defines public services as it is a service provided impartially, fairly, equitably and without bias throughout the set targets for increasing the access to services and the public service clean, effective, and free from corruption. According to Ole (2001), public service delivery aim is achieved when service is delivered efficiently, effectively and economically based on public needs/interests. Public institutions must therefore strive to provide such services as required by the community as customer.

On the other hand, service delivery is defined as a product or service, promised to deliver by a government or government body to a community, or which is expected by that community' (Humphreys, 1998). According to Humphreys (1998), efficient service delivery would thus imply the satisfaction of service delivery goals with the economical use of resources.

Goldstein, S.M., Johnston, R., Duffy, J. And Rao, J; defines service delivery as providing efficient, quick and friendly service, building strong relationships with customers, handling complaints quickly and responding to customers' issues in time. At the center of service delivery, there should be quality customer service which is the best way to keep customers coming back, thus ensuring long-term success. Effective service delivery is about providing the services that

the users actually use because it meets their needs (Goldstein, S.M., Johnston, R., Duffy, J. And Rao, J. 2002)

Generally public services are;-services to the public, Services providing public goods, services accountable to the public and so on. Services are delivered by public and private sectors .public services are imposed by public authorities in order to ensure that certain public interest objectives are met. The term services are currently economic and political changes.

Another scholar defines how and what of service meaning, and mediates between customer needs and the organization's strategic intent. The service concept is a means for the service provider to identify the value being delivered to customers and the value expected by customers from the organization Parasurama, A., Zeithaml, V. A., & Berry, L. L. (2017).The term value is an individualized customer perception based on a composite judgment of a number of product/service attributes such as perceived quality, perceived costs; monetary or personal and other high level abstractions, intrinsic and extrinsic attributes such as prestige, accessibility and performance.

Goldstein, S.M., Johnston, R., Duffy, J. And Rao, J. (2002) defined it as the way in which the “organizationp would like to have its services perceived by its customers, employees, shareholders and lenders. The four dimensions of services concept are the domain of the service concept definition.

1. Service operation: the way in which the service is delivered;
2. Service experience: the customer’s direct experience of the service;
3. Service outcome: the benefits and results of the service for the customer and
4. Value of the service: the benefits the customer receives.

## **2.2. Theoretical Framework**

There are theories developed by many scholars like Public Choice Theory, Gap Theory, and New Public Management Theory. The main reason for the development of these theories is because the public service delivery is inefficient and ineffective to satisfy the demands of the employees. These theories do contribute to quality public service delivery in the Authority.

In recent years, the debate on the role of the State has shifted towards empirical assessment of the efficiency and usefulness of public sector activities ( Andrews, R, Van De., Walle, S. 2013; Curristine & Joumard, 2007; Sharp, 2005; Smoke, 2015;Zhu & Peyrache, 2017). A growing number of academics have been investigating the stabilization, allocation and distribution effects of public expenditure ( Teresa,M,Prior, B. D., & Tortosa-Ausina, E. 2010). Many theoretical and conceptual frameworks have been developed concerning public service delivery improvement including efficiency and effectiveness. For example, the belief that large and monopolistic public bureaucracies which have been inherently inefficient was a critical force driving the emergence of the New Public Management in the 1980 (Andrews, 2013). According to Andrews (2013), NPM protagonists recommended that the public sector be opened up to greater private sector influence to reconfigure the state along more cost-efficient (and effective) lines of public service delivery. There are also public choices, Public choice theory and Public Service delivery, The Gap Theory of Service Quality and NPM theories which are more concerned with public service developed efficiency and effectiveness. Key theories are discussed in the following section.

## **2.3 New Public Management (NPM)**

NPM paradigm emerged in the 1980s to implant a new approach into traditional public administration. (NPM reforms shift the emphasis from the traditional public administration to modernizations, which are the determinants for the rise of the new public management).It was geared toward enhancing efficiency, productivity, improved service delivery and accountability and emphasizes a result-orientation as opposed to the process-orientation of the traditional public administration.

Though evidence of the efficiency gains from NPM practices remains mixed and there is little to suggest that they have enhanced the effectiveness or equity of service provision, policy-makers across the world continue to laud the merits of new public management (Andrews, 2012 and 2013 ,Curristine & Joumard, 2007).The arguments of NPM theory is that rather than focusing on

controlling bureaucracies and delivering services, public managers are now responding to the desires of ordinary citizens and politicians to be “the entrepreneurs of a new, leaner, and increasingly privatized government”. As such, the NPM is clearly linked to the notion of trust in economic rationalism through the creation of public value for public money (Hope, K.R. 2001).

There are controlling bureaucracies and delivering services of NPM that derive from ‘managerialism’ i. e. Emphasizing management in government. These include management decentralization, desegregation and downsizing of government, creating a leaner and flexible organizational structures and systems, and giving managers more freedom to manage (Alexandria Brysland, Adrienne Curry, (2001). According to Alexandria Brysland, Adrienne Curry, (2001), there are ideas emanating from new institutional economics that emphasize markets and competition as a way of giving choice and ‘voice’ to others and promoting efficiency in service delivery, i.e. The use of market mechanisms such as franchising, vouchers, contracting out, internal markets, user fees and customer orientation.

According to the Economic Commission for Africa, (2003) the major NPM doctrines of what must be done are:

- ✓ Direct public sector costs should be cut and labour discipline raised so as to improve resource use.
- ✓ Private-sector-style management practices applied to increase flexibility in decision-making.
- ✓ Competition in the public sector (through term contracts and tendering) increased, as competition is the key to lower costs and improve standards.
- ✓ The public sector disaggregated and decentralized to make units more manageable and to increase competition among them.
- ✓ Controls to shift from inputs to outputs, to stress results rather than procedure.
- ✓ Explicit standards and performance measures to be established, because accountability requires clearly stated objective and efficiency requires attention to goals.
- ✓ Managers to be given powers to conduct hands-on professional management, because accountability requires clear assignment of responsibility, not diffusion of power.

The new public management techniques to public services would automatically lead to improved efficiency and effectiveness in these services Stephen, (2007). According to Stephen, (2007) the key elements of the NPM can be summarized as:

- ✓ A focus upon entrepreneurial leadership within public service organizations;
- ✓ An emphasis on inputs and output control and evaluation and upon performance management and audit
- ✓ The desegregation of public services to their most basic units and a focus on their cost management; and
- ✓ The growth of use of markets, competition and contracts for resource allocation and service delivery within public services.

#### **2.4 Public choice theory and Public Service delivery**

Public choice theory is a branch of economics that developed from the study of taxation and public spending Jane S. Shaw, (2002). Public choice takes the same principles that economists use to analyse people's actions in the marketplace and applies them to people's actions in collective decision making. Economists who study behavior in the private market place assume that people are motivated mainly by self-interest. Although most people base some of their actions on their concern for others, the dominant motive in people's actions, in the marketplace, whether they are employers and employees, or consumers

According to Jane S. Shaw, (2002), public choice is often referred to as an outshoot of economics. In fact, it is more an approach to political science. Public choice uses the methods and tools of economics to explore how politics and government work.

The ability of the democratic process to ensure their accountability to the public limited as well as their confidence in the ability of the marketplace to do so. The public interest in public administration through reform guided by public choice theory is an application of classical economics to public administration and had a dominant influence on the development of the new public management.

The increase of NPM doctrine is linked with increasing popular and intellectual dissatisfaction with the growth and role of government and increasing taxation and, consequently, pressures to curb the expansion of government and shift towards privatization (Alexandria Brysland, Adrienne Curry, (2001), Particularly public choice theorists have criticized the Weber bureaucratic model as lacking cost-consciousness because of the weak link between costs and outputs which is efficiency and effectiveness. Further, the rewards system in the public sector is not oriented towards improving performance. Consequently, there are no incentives for

politicians and bureaucrats to control costs. In this regard, research conducted in Ethiopia show that, there is waste and over expenditure, with public managers focusing more on delivery than on productivity and efficiency (Debela, 2009, Gaster, Lucy and Squires, 2003; ). Public choice theory also argues that public bureaucracies are notoriously slow to respond to changes in the environment, as well as being unresponsive to service users.

In conclusion this research is based on both new public management theory and public choice theory. This is because, as the objective of this research is to identify the determinants of public services deliver inefficiency in order to contribute to the process of improving service delivery and efficiency (output) which is the core ideas of both NPM and public choice theory.

### **2.5 The Gap Theory of Service Quality**

According to The Gap Theory Service Quality is defined as the difference between expected service and the customer's perception of actual service delivery. This model identifies the different sources of gaps between the expected service and the customers' perception of the actual service delivery. A deficit in service quality (where the perceived service is less than the expected service quality) may result in customer dissatisfaction and drive away customers. If the perceived service exceeds the expected service, the customer would be happy.

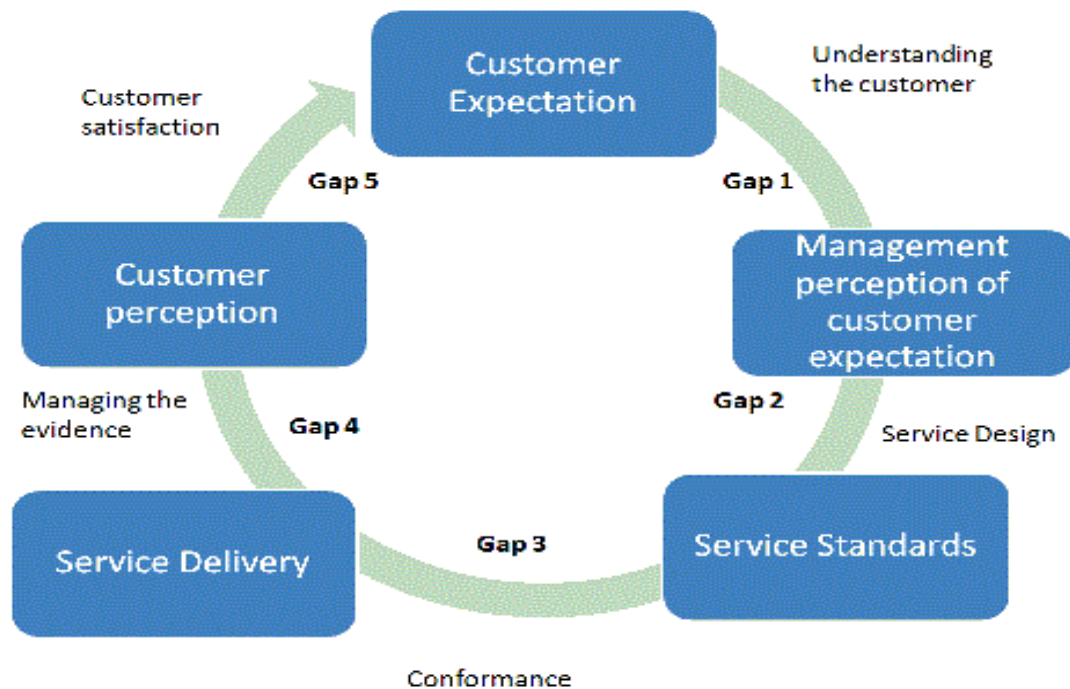
Five gaps were identified as causing a deficit in service quality. Customer gap: The difference between customer expectations and perceptions the service quality. This is a result of the following five gaps.

1. Gap between expectation of customer and perception of management. In order to be able to exceed customer expectation, and in this way insure customer satisfaction, service organization management has to have a clear and accurate perception about customer expectation. Lack of such knowledge creates a gap that can be one of the main reasons for service customers to be satisfied.
2. Gap between perception of management and service quality specification. Even if management accurately perceives customer expectations, there are still chances of customer dissatisfaction that can be caused by the gap in planning quality of the service according to customer expectations
3. Gap between specification of quality and the delivery of service. Another potential area for customer dissatisfaction relates to the failure of efficiently specified quality service

due to various reasons, including incompetent workforce, and inefficient working conditions.

4. The gap between the delivery of service and external communications. In cases where employees have relevant skills and willingness to offer efficiently specified quality service, still customers may be left unsatisfied due to external factors such like working environment.
5. Gap between perceived and expected service. Lastly, one of the common causes for customer dissatisfaction in service sector relates to the gap between what customers expect from the service and what they think they have received.

**Chart 1; - Gap Services Quality Model**



According to Robertson, R., & Ball, R. O. B. (2002)) there are four key areas that together will contribute to a quality service:

- Quality of communication—does the manger communicate with, listen to, and understand the employees?
- Quality of specification—is this understanding converted into clear standard for service delivery?

- Qualities of delivery—are the standards actually delivered, and are remedial action taken when failure occurs?
- Quality of people and systems—are staff motivated, trained, well-managed, and supported by good management systems and processes.

## 2.6 Meaning and Nature of Public Service Delivery

Public service delivery is the most important element of NPM. According to Gaster and Squires, (2003) Public services is a term usually employed to mean services provided by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the 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. Public goods are 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 other users.

Public services have distinguishing characteristics from private goods and services. Public services are paid through general taxation or means-tested payment or direct fees. Individual payments by choice and profit motives, which are common in the private sectors, are rare in public services. Public services operate within a legal and financial framework that is very different from the profits-driven private sector (Gaster and Squires, 2003).

Service delivery is tied to performance at the organizational level. It means fulfilling organizational goals and objectives, especially in satisfying customer needs, employee needs and investor needs. Quality service delivery is an increasingly important initiative being pursued by organizations to improve efficiency, productivity and hence profitability

## 2.7 Performance Management System (PMS)

According to Lewis B.Dzimhiri, (2008), the concept of the Performance Management System (PMS) in organizations are human groupings constructed to achieve specific goals, their performance is a sum total of individual employees in the organization. The urge to evaluate, measure and monitor performance of public institutions and employees has been the concern of politicians, public sector managers and users of public services. To improve performance, efficiency, accountability and effectiveness of public sector organizations, governments have adopted a variety of public sector reforms, and one of these is the Performance Management System. Performance management can be defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. PMS is concerned with managing the organization, everyone in the business, performance improvement, employee development, stakeholders' satisfaction and finally communication and involvement Economic Commission for Africa, (2003).

Performance management increases efficiency and accountability in public organizations through clear and explicit managerial targets, combined with managerial autonomy and incentives to performers (ECA, 2003). To improve the quality of service delivered and satisfy customers and stakeholders, management should develop initiatives that could improve public service delivery with initiative that improve internal processes by introducing Business Process Reengineering (BPR). PMS ensures efficiency and effective service delivery improves sustainability of high productivity at all levels (Lewis B.Dzimhiri, 2008).

## 2.8.Principles of Public Service Delivery

### **Setting Service Standards: -**

Service standards must be relevant and meaningful to the individual user. This means that they must cover the aspects of services which matter most to users, as revealed by the consultation process, and they must be expressed in terms of relevance and easily understood ways

### **Ensuring Courtesy:-**

The concept of courtesy goes much wider than asking public servants to give a polite smile and to say “please” and “thank you”, though these are certainly required.

### **Providing More and Better Information:-**

One of the most powerful tools at the customer’s disposal is exercising his or her right to good services.

### **Increasing openness and transparency:**

Openness and transparency are the hallmarks of a democratic government and are fundamental to public service transformation process.

### **Redressing Wrongs:-**

The capacity and willingness to take action when the things go wrong, is the necessary counter part of the standard setting process

**Accessibility:** - Extent to which a consumer or user can obtain a good or service at the time it is needed.

**Speed:-**The longer it takes to respond to a complaint the more dissatisfied customers will become.

**Fairness:** - Complaints should be fully and impartially investigated

### **Confidentiality-**

The complainant’s confidentiality should be protected so that they are not deterred from making complaints by feeling that they will be treated less sympathetically in future.

### **Responsiveness-**

The response to a complaint, however trivial, should take full account of the individual’s concerns and feelings.

**Review:** - customer feedback system should incorporate mechanisms for review and for feeding back suggestions for change to those who are responsible for providing the service.

Training:-complaint handling procedures should be publicized throughout the organization and training given to all staff so that they know what action to take when a complaint is received.

## **2.9.Public Service Delivery Improvement Tools**

In 2002, the Ethiopian government laid emphasis on improving efficiency and effective uses of service delivery using NPM principles. The service delivery reform as part of CSR is an ongoing process practiced to date in the country. Evidence for this is seen in the implementation of BPR at all levels of government organizations, as well as BSC in majority of the federal executive agencies and regions. We also have the introduction of Citizens' Charter by the Ministry of Civil Service and human resources development.

This saw the introduction of Reform Programs in Ethiopia the implementation of Sub-programs of different management performance tools like Business Process Reengineering (BPR), Balanced Score Card (BSC) and Citizens' Charter

### **2.10. Balanced Score Card (BSC)**

BSC replaces the tool which had been used in Ethiopia for employee performance measures in the delivery of public service. BSC is used to plan, implement, monitor and measure the performance of all actors involved in the implementation of the goals and objectives of the country.

### **2.11 Measuring Public Service Delivery**

Measuring service quality and customer satisfaction is central to evaluating public service delivery implementation. It is the best instrument to check whether the reform program has been successful or not. However, it is not an easy task. The challenge arises from the absence of a universal definition of quality service and measurement indicators. Gagster and Squires (2003: 3) explained the challenges as "differences of definition and identification of need, conflict of interest, constraints of finance, arguments about policy, and legal requirements must necessarily be taken into account in decisions about the extent, nature and focus of services to and for the public. Therefore, any discussion of quality and its improvements must be within this context."

Quality must be defined by accepting some operational definitions. According to Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry (2013) stated "a product or service has quality if customer's enjoyment exceeds their perceived value for money. In a competitive market, the

product or service with the highest quality is the one that provides the greatest enjoyment". This definition focuses on customer satisfaction to measure service quality.

According to Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry (2013) quality service can be considered the ratio of the level of service effectiveness and expectations of the user. Quality service means meeting the needs and expectations of a user in an effective manner. To evaluate a service is more complex than to evaluate a product, because the product is tangible and its defects can be detected, its functioning assessed and its durability compared. Conversely, service is first purchased and then it is produced and consumed simultaneously Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry (2013).

Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry (2013) in their study identified two schools of thought on service quality from a theoretical perspective.

- ✓ The first school of thought is European and maintains that consumers judge the quality of services in two broad aspects: (1) the service delivery process - the way the services are performed; and (2) the service outcome - the end-result of the service.
- ✓ The second one is a US school of thought which identifies five service quality dimensions that in general correspond most closely to the European process component of the service. These five dimensions of services quality are reliability, responsiveness, assurance, empathy, and tangibility.

The above mentioned schools of thought in general agree that quality of services should be measured or judged by customers. However, they differ on the techniques or methods of how customer satisfaction should be measured. The European school of thought includes both the process and outcome of the services to measure quality, while the US school of thought focuses on process for of the services.

Measuring Service Quality Performance is critical to the entire organization. In monitoring, controlling and improving the quality, the service delivery issue is essential to organizations.

SERVQUAL is a multi-dimensional research instrument, designed to capture consumer expectations and perceptions of a service along the five dimensions that are believed to represent service quality. These five dimensions are: tangibility, reliability, responsiveness, assurance and empathy.

The five dimensions are briefly discussed below:

1. Tangibility; the appearance of physical facilities, equipment, personnel and communication material.
2. Reliability: The ability to perform the promised service dependably and accurately.
3. Responsiveness: Willingness to help customers and provide prompt service.
4. Assurance. Competence – possession of the required skills and knowledge to perform the service; courtesy – politeness, respect, consideration and friendliness of contact staff; credibility – trustworthiness, believability and honesty of staff; security – freedom from danger, risk and doubt.
5. Empathy. Access – approachability and ease of contact; communication – keeping customers informed in a language they understand and listening to them; understanding the customer – making an effort to know customers and their needs.

According to Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry (2013) and Sanjay K Jain and Garima Gupta, (2004), in their research identifying each dimension, the SERVQUAL scale provides a score for customer expectations (E) and a score for customer perceptions (P) of service quality.

The difference between the two scores on each dimension is called gap score. The key to optimizing service quality is to maximize these gap scores and the associated gap equation ( $Q = P - E$ ). Service quality perceptions result from a comparison of consumer expectations with actual service performance

The SERVQUAL model approach begins with the assumption that service quality is critically determined by the difference between customers' or consumers' expectations and their perceptions of the service actually delivered.

## 2.12 Efficiency and effectiveness

Efficiency and effectiveness are the central terms used in assessing and measuring the performance of organizations. Performance, in both profit and non-profit organizations, can be defined as an appropriate combination of efficiency and effectiveness Sunil Kumar Rachita Gulati, (2009).

Efficiency can be understood as to “doing things right” and effectiveness as “doing the right things.” In his terminology, a measure of efficiency assesses the ability of an organization to attain the outputs with the minimum level of input. Efficiency is primarily concerned with minimizing the costs and deals with the allocation of resources across alternative uses Sunil Kumar Rachita Gulati, (2009). Effectiveness measures the ability of an organization to attain its predetermined goals and objectives. Simply, put an organization is effective to the degree to which it achieves its goals. In sum, effectiveness is the extent to which the policy objectives of an organization are achieved. It is significant to note that though efficiency and effectiveness are two mutually exclusive components of overall performance measure and yet they may influence each other Sunil Kumar Rachita Gulati, (2009).

The functional/technical model of service quality;

According to Robertson, R., & Ball, R. O. B. (2002), technical quality involves what is provided, where as functional quality considers how it is provided.

Technical efficiency measures the degree of producing the maximum amount of outputs from a given amount of inputs or, conversely, using the minimum amount of inputs to produce a given output Measurement of efficiency. This especially relevant in settings constrained by scarce resources and given the recent economic downturn and rising organizational costs. It allows a system to produce more and better at no cost.

Lack of resources and decision-making are demotivators for efficiency and constrain the overall ability of providers to choose an efficient input/output mix. Poor infrastructure and inadequate human resource will result in a loss of the confidence in the services delivery system Curristine, T., Lonti, Z., Joumard, I., (2007).

### **2.12.1 Performance Measurement Efficiency**

Efficiency: amount of resources used to produce a given amount of service (e.g. cost per car repair) Need information on input costs and measures of outputs. Measures of output easy for damage controlled, fire prevention, life saved.

### **2.12.2 Performance Measures: Effectiveness**

Effectiveness: Measures extent to which activity achieves stated goals (extent to which service achieves its intended results (e.g. use of car in providing convenience, safety, lower time costs) Effective delivery is at the heart of public organization function and makes this the sphere of government closest to the people Joseph, Carmel (2002)

Performance measures achieve the following objectives:

1. Helps the Authority to improve services and decrease cost
2. Enhances accountability by allowing administrators and employs to monitor and evaluate Authority's expenditures over time and in comparison to other public organizations
3. Reinforces managerial accountability
4. Provides incentive for staff creativity and productivity

### **2.13 Motivational factors to Improving services**

According to Wiley, J., & Sons.Ltd. (2007 and 2017) Theories of Public Service Motivation Public service is often used as a synonym for government service embracing all those who work in the public sector. Public service motivation may be understood as an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations. The concern that motives affect the quality and content of public outputs is equally long. Service is the extent to which a service meets the customer's needs and expectations. Whereas excellent service is when these experiences are surpassed and when customers feel that they have received that little unexpected extra in the shape of extra effort.

In other words, excellent service is what the customer perceives it to be, and service organizations must understand the needs, expectations and basic psychology of their customers. These needs are normally defined by the decision makers as well as the users of the receiving organization. The difference between the public organizations that can and do deliver excellent service versus those who struggle to do this lies in people, processes, leadership and culture.

Higher motivation leads to job satisfaction of workers and this leads in turn to high productivity, unmotivated staff can not satisfy the needs of customers. Training, communication, performance appraisal and reward system, delegation of authority to decision making, and physical facilities are detail factors of motivation to improve service.

### **2.13.1 Training**

Training is the process of learning a string of programmed behavior. It enhances employee performance on the ongoing job and develops them to the intended job. Training is very useful to update the knowledge and skill of employees. Training is very important to improve performance on the existing job and developing for the future and should be linked to performance appraisal. The staff should be provided with awareness creation and training programs on public service delivery in relation to their work in order to satisfy customers.

Training should cover how to greet and treat customers with politeness and respect, how to determine people's needs, how to deal with difficult customers and how to treat each customer as an individual.

### **2.13.2 Communication**

The concept of communication in administration includes transmission of information, orders, instruction from the top down, report writing, ideas, top- down suggestions and cross communications between management and worker. They also indicate that communication is a basic tool for motivation. An increase in the moral of the employees largely depends up on the effectiveness of communication.

According Anchal Luthra, Dr. Richa Dahiya (2015), good communication style and motivation aspect is communicating daily with every employee, hold one on one meeting and make sure that they are aware of the changes to help them become motivated and effective. As when managers/leaders communicate openly, honestly and are transparent with their employees, they become has an effective motivate their employees.

### **2.13.3 Performance Appraisal and Reward System (recognition, rewards, incentives, rosters, shift times)**

Performance:-Performance can be defined as efforts along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. Performance means both behavior and results. Behavior emanates from the performer and transforms performance from abstraction to action.

A performance culture must be created throughout the organization with emphasis on continuous improvement, monitoring, assessing and measuring performance at the strategic, service and organizational levels Adrienne Curry, (1999).

Performance appraisal is the process of measuring what employees contribute to the organization. It is the specific and formal evaluation of an employee to determine the degree to which the employee is performing his or her job effectively. Some organizations use the term performance appraisal for this process, while others prefer to use different terms such as performance evaluation, performance review, annual review, employee appraisal, or employee evaluation. The outcome of this evaluation is some type of score or rating on a scale. These evaluations are typically conducted once or twice a year.

Human resource management practices either facilitated or hindered the quality of service delivered. Training, recognition, rewards and incentives all had a positive effect on service quality. Factors that had a negative effect on service quality were: inflexible shift schedules and lack of perceived job security. Incentive system which can at least fulfill the minimum needs of the staff based on their performance is very important to motivate the staff Wadajo, Wami. (2014).

Purpose of Reward: Reward system is very important in any organization as the process that is in command of human behavior within an organization. It helps to verify not only performance in relation to current goals but also influences the possibility of people joining and remaining in organizations. It also shapes the degree to which effort is directed in the development of the organization future capabilities. If correctly designed or administered, reward systems can lead to good behavior for an authority. On the other hand, if incorrectly designed or administered, reward systems can lead to steady deterioration of an organization.

Reward systems have different purposes and the major one is to motivate employees and to affect productivity and achievement of goals. There are different motivations and approaches that have been defined as tools and techniques.

Some of the approaches are:

Praise is: one of the effective methods being used to motivate individuals. Saying thanks and admire individuals is the most commonly used ways of motivating employees. Employees appreciate being recognized for doing a great job and the feeling of being valued as an individual.

Recognition: is a useful positive tool where usually people get recognized for their work and job done and based on that they receive recognition. It is a positive experience to be singled out from among peers and publically recognized in front of managers and colleagues.

Promotion: usually satisfied employees who are given higher roles and responsibilities work as motivators toward unsatisfied employees.

Management style most researchers agreed that in order to motivate employees and get the desired outcome from them, we need leaderships, not managers. A successful leader is aware of the value of helping employees to be successful.

#### **2.13.4 Delegation of Authority**

Delegation is the process of assigning tasks to others. Some of the advantages of delegation are

- ✓ it reduces delay in decision making as long as authority is delegated close to the point of decision
- ✓ It allows decision to be taken at the level where the details are known and
- ✓ It develops the capacity of staff to make decisions, it things done and fulfill responsibility.

### **2.13.5 Physical Facilities**

The authority operates and maintains physical facilities that appropriately serve the needs of the authority's core services program, support services, and other mission-related activities. The staff should be provided with the necessary equipment and materials to carry out the assigned tasks. The provisions of the materials have impacts on the employees' motivation.

### **2.14 Managing Service Quality and Effectiveness**

According to Alexandria Brysland, Adrienne Curry, (2001). Quality is 'the ability of a product, service or process to meet and preferably exceed customer expectation'. By extension, the concept of the process or service quality requires you to meet the value expectations by instituting an ability to monitor the efficiency and effectiveness of the process or service and, if necessary, to improve it.

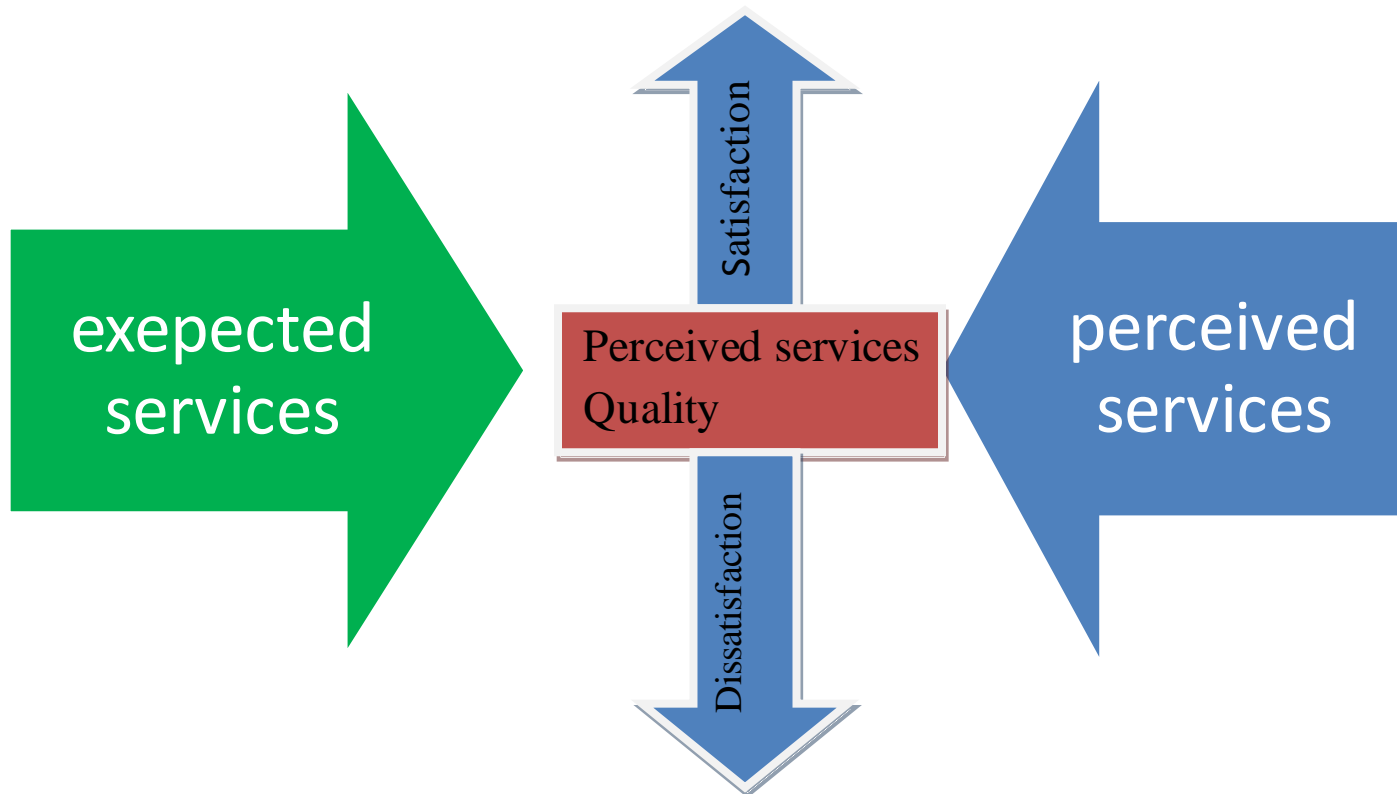
Service quality is difficult to define and judge as a product because there is no clear cut measurement of service quality. However, customers can make judgments about service quality, and service providers want to know customers' expectations for designing effective service. Service quality defined as the ability of organizations to meet or exceed customer expectations. It is the difference between customer expectations of service and perceived service (P. Ramseook-Munhurrun, S.D. Lukea-Bhiwajee, P. Naidoo, 2010).

Quality is defined by the customer. Spending wisely to improve service comes from continuous learning about the expectations and perceptions of customers and non-customers (Parasuraman, A. Valarie A. Zeithaml, & Leonard L. Berry, 2017).

According to Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry (2013) the quality of services depends on two variables:-expected services and perceived services. Quality is "zero defects-doing it right the first time." Service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a consistent basis. Quality service helps an organization maximize benefits and minimize customers' complaints.

The underlying themes in Service quality are:-(A. Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry, (2013) :-

- ✓ Service quality is more difficult for the consumers to evaluate
- ✓ Service quality perceptions result from a comparison of consumer expectations with actual service performance.
- ✓ Quality evaluations are not made solely on the outcome of a service; they also involve evaluations of the process of service delivery. Because of service intangibility, an organization may find it more difficult to understand how consumers perceive services and service quality.



Model of service quality gaps (Parasuraman et al., 1985)

## 2.15 Customer Satisfaction

Customer satisfaction is the condition in which perceived performance of government organization or service meets user's expectation. Customers are dissatisfied if the performance falls below expectations and they are satisfied if performance matches or exceeds.(P. Ramseook-Munhurrun, S.D. Lukea-Bhiwajee, P. Naidoo, 2010). From this one can understand that customer satisfaction is the function of achieving performance expectations as well as level of service. The main objective of public service delivery is to realize customer's satisfactions.

According to "The Gap Theory" and Sara Ghaffari, Dr. Ishak Mad Shah, Dr. John Burgoyne, Dr. Mohammad Nazri, Jalal Rezk Salleh. (2017). The most important driver of employee satisfaction is that, service expectations. People are more likely to say that a service meets their expectations when staff or leaders:

- ✚ Listen to them, understand their circumstances and treat them as an individual
- ✚ Know about the services their organization offers and can help
- ✚ Communicate in a clear and simple way
- ✚ Treat them with respect
- ✚ Are customer focused - friendly, polite and approachable
- ✚ Follow through or do what they say they will do.

According to Ana Paula Rodrigues, José Carlos M.R. Pinho, (2010), more satisfied and committed employees will be more willing and capable engaging in behaviors' that are vital to organizational success

## 2.16. Customer Complaint Handling and Feedback System

Unless there are complaint handling mechanism established as a system, it is very difficult to respect the rights of employees to get services from public organizations. The suggestions and feedback are very useful to improving service delivery continuously. They want their expectations meet. They want the staff they deal with to be competent and to keep their promise. They want to be treated fairly and have their individual circumstances taken into account.

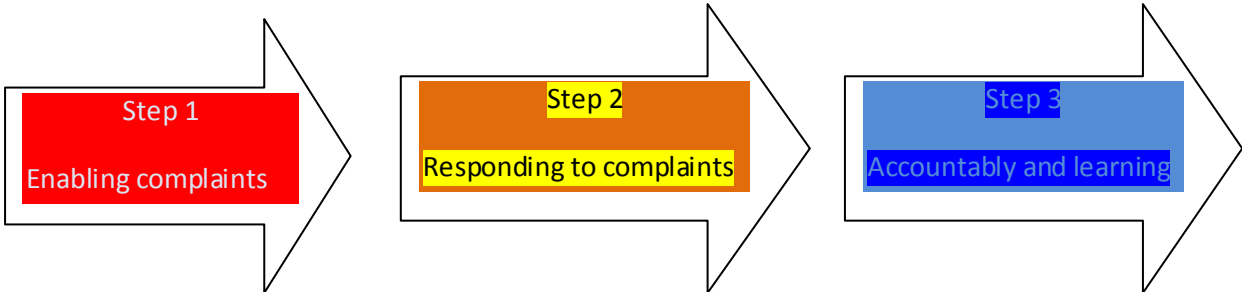
Complaint is defined as expression of dissatisfaction made to or about an organization, related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required. Therefore, dissatisfaction with public services, whether justified or not, and complaints should draw out a sympathetic response from

service providers. Complaint handling in an effective manner makes a statement about how important customer care and satisfaction are in the organization. A learning organization is one that: listens to its customers; learns from mistakes; and continuously strives to improve service delivery and achieve service delivery excellence.

An effective complaint handling system provides three key benefits to an organization:

- ✚ It resolves issues raised by a person who is dissatisfied in a timely and cost-effective way
- ✚ It provides information that can lead to improvements in service delivery.
- ✚ Where complaints are handled properly, a good system can improve the reputation of an organization and strengthen public confidence in an organization’s administrative processes, and
- ✚ Effective complaint handling is fundamental to the provision of a quality service.

Effective complaint handling systems



Complaints are customer focused, visible, accessible and valued and supported by management

Complaints are responded to promptly and handled objectively, fairly and confidentially

There are clear accountabilities for complaint handling and complaints are used to stimulate organizational

**2.17. Major Determinants of Service Quality Dimensions**

The public service organization can measure their service quality in light of the following factors by getting feedback from customers. Feedback can be obtained from customers through dealing with individual customers depending on the type of service the authority delivers. There are a number of determinants that affect services quality. These are discussed below.

### **2.17.1 Service Standards**

Standards of customer service are to be improved to levels comparable with best practice and people are to be more readily involved in decision making, service design and service reviews (Adrienne Curry, 1999).

According to Adrienne Curry Sound operational management involves putting in place the right arrangements for managing services more effectively and ensuring that managers have greater control over resources, decision making and performance.

Excellent service can also be energizing because it requires the building of an organizational culture in which people are challenged to perform to their potential and are recognized and rewarded when they do.

Service standards are a basis for measurement of service delivery. Standards help to measure the extent to which service is being improved. The established service standard should be available to the public in order to meet its objectives. Unless there is a predetermined service standard, it is very difficult to satisfy the needs of customers because of the subjectivity of the service provisions Without predetermined service standards, it is difficult to build transparency, responsibility, and accountability .

### **2.17.2 Accessibility of services**

The access to service delivery principle states that all employees should have equal access to service to which they are entitled. Predetermined service standards are essential for customers to know about the services they are going to be provided so that they will be able to complain if services are not rendered according to the standards. The Authority is committed to utilizing customer feedback in order to maintain and improve the quality of services provided.

### **2.17.3 Fairness**

Perception of Fairness:-employee satisfaction is also influenced by perception of equity and fairness employees perceive. Fairness is central to customer's perception of satisfaction with products and services. The complaint handling system process must be fair. This means complainants must be given the option to identify the individual(s) they are complaining about;

- ✓ both parties of a complaint are entitled to be listened to and to have their views taken into account;
- ✓ the person being complained about must know all the claims that are made against them and have the opportunity to put respond and their case forward;
- ✓ All information relevant to the case must be taken into account; and the decision made must be fair and unbiased.

#### **2.17.4 Transparency**

Transparency can be defined as public's unbound access to up-to-date and trustworthy information about the public sector institution's performances and decisions. Contextually, transparency in any service delivery is about free flow of information between service provider and service users. In addition to the readiness and availability of working environment for transparency in any organization, the availability of proper media and institutions that help the system transparent is basic.

#### **2.17.5 Responsiveness**

Responsiveness refers to the ability of public organizations to satisfy the demands of the citizens as per their preference. On the other hand, responsiveness can work as a main toll of interlinking the demand and supply side strategies proposed by making the service suppliers to react and work as per the preferences of the service users (the demand side).

### 2.17.6 Leadership Styles

Leadership has many definitions and there is no general agreement. Some of the definitions Scholars have proposed that a high-performance organization requires 1st class leadership.

- ✓ Leadership is the process of influencing the activities of an organized group towards goal achievement.
- ✓ Leadership is the process through which an individual establishes the purpose or direction for individuals or a group of people, and encourages them to move along together with him or her and with each other in that direction, with competence and full commitment.
- ✓ Leadership is the technique by which an individual influences organizational members towards the attainment of organizational goals.
- ✓ Leadership involves an ability to encourage organizational members towards the attainment of goals, organizational performance, the organization needs to explore new ways and instantaneously exploit what has been learned and transfer of existing knowledge.
- ✓ Leadership plays an important role in shaping and maintaining organizational culture, but also different styles of leadership may develop different ways of encouraging employees. Leadership is an important ideal for top management in their role to encourage learning, share knowledge with and transfer it to employees by means of appropriate styles in different situations for the purpose of achieving organizational goals. It has been suggested that the transformational leadership approach is more effective than others in creating change in an organization, especially compared with transactional leadership (Rusliza Yahaya, Fawzy Ebrahim, 2016).

The roles of leadership to be effective learned from their own experience and the experience of others. Leadership styles should be challenging, inspiring, enabling, modeling and encouraging (Rusliza Yahaya, Fawzy Ebrahim, 2016). Today's organizations consist of complex matrices of social relationships in which leadership has considerable consequences for success or failure

## **CHAPTER THREE**

### **3. Research Methodology**

#### **3.1 Research Design**

The purpose of this research study is to identify the deterrents of current services deliver inefficiency in order to contribute in the process of improving service delivery and efficiency in the study area. Hence, selecting the appropriate research design is a key for the success of the research process. In addition collecting information by using different ways of approach will also help in getting reach information about the problem( Creswell,2003). According to Creswell research design is a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the finding.

Accordingly the researcher has used both quantitative and qualitative research design to get detailed information about the research topic. Hence, the research methods that would be used in this study are both quantitative and qualitative. The quantitative research had been using semi-structured questionnaire to collect the primary data from the respondents. Qualitative research used to find out detailed information about the individual's perception, attitude, opinion, feelings and behaviors of respondents. The researchers are using qualitative research for the purpose of triangulation in order to increase its soundness and consistency of the research findings.

#### **3.2 Research population**

According to LoBiondo-Wood and Haber (1998:250), a sample as a portion or a subset of the research population selected to participate in a study, representing the research population. Hence, in this study the population samples have been taken from the employees of fire and emergency prevention and rescue authority. According to the organization's human resource process owner, currently there are 1196 employees, including higher political administrates.

#### **3.3 Sampling and sample size**

According to LoBiondo-Wood and Haber (1998:250), in his research justified;-sample frame is the list that includes all members of the population from which a sample is to be taken; it is the complete list containing all the sampling units of the population. The sampling frame of this

study included general managers, directors, branch managers, functional managers, process owners and operation staff.

According to the organization's human resource process owner, currently there are 1196 employees, including higher political administrators, in which I have used as my population for this case study. The study sample was calculated by formulas of  $n = \frac{N}{1+N(d^2)}$  .... Levin's formula

Assuming the population (N) of FEPPRA employs. The required sample size at the 95 % level of confidence and a maximum discrepancy (d) of 5% of the total population, the sample size was determined by using the formula

$$n = \frac{N}{1 + N(d^2)}$$

Where; n=the desired sample size

d= the maximum discrepancy (0.05)

N=the total population

$$n = \frac{1196}{1+1196(0.05^2)} = 299$$

Additional 15 % of the desired sample sizes were included to reduce the non-response rate, which is; Sample size = [desired sample size (n) + (n\*15% of n)]

$$299 + (299 \times 0.15) = \underline{343}$$

Hence, the sample sizes for the study were 343.

Accordingly, respondent employees are selected through simple random sampling method for it is very useful to distribute the questionnaire to the respondents with the equal chance of being selects as the respondents with the help of personnel managers of the organization for administering the questionnaires. In addition, an interview is conducted with purposive 8 will be selected official informants. Hence, it is easy to get an in depth information on the issue. Moreover, it helps to get information from those who have depth know how and long experiences on the issues under discussion. Respondents' are encouraged to increase the response rate by explaining the objective of the study and by distributing and collecting individually so that no one in their organization will ever see the completed questionnaires.

- Samples: - the assumption was 343 employees who are randomly selected from the total population. Equal chance has been given to all departments, sex, age, race and educational background to be making the entire sample representation.
- Sampling technique: - a simple random and stratified random sampling technique has been applied.

### **3.4 Data Collection Techniques**

This study used primary data for statistical analysis. Primary data is data which are collected afresh and for the first time, and this happens to be original in character. Questionnaires are used to obtain important information about the population. The questionnaire is developed to address each specific objective, research question or hypothesis of the study.

Under the Stratified Random Sampling technique, the primary data collect through quantitative and qualitative (mixed-method) approach had been conducted. In relation to these data collection procedures had been by both open and close-ended questions was used in administering of sensitive response from the respondent. Questionnaires, open and close-ended interviews will gather the primary data concerning the employee perception on the service delivery practices of the authority. Specifically, structured questionnaires were distributed randomly to the employees selected by stratified sampling technique. Structured questionnaires and interviews were also used for gathering information from employees and top managers respectively.

#### **3.4.1 Secondary Data**

Different sources such as three consecutive year's reports, newspapers, and journal had been the main source of data. Information obtained from these sources during the study helped and enlighten the researcher's mind in understanding the study variables of service delivery in the authority assess the past trends in relation to the topic.

### **3.4.2 Data Processing and Analysis Techniques**

The overall quantitative data were collected from respondents within a month and are manually recorded. The data were coded, edited and entered into SPSS version 22 and the data were checked for error by using SPSS and ready for analysis of results. After the collection of data from the respondent were being edited and coded further to analyses so as to get the meaningful information concerning the research problem. The main purpose of this is to discover the strength of the study variable being considered by the study for accurate interpretation by way of using both quantitative and qualitative techniques for the analysis. Due to the quantitative nature of the research work, frequency tables, graphs and pie charts were used in the presentation of the findings. Final the informal interview data (qualitative) were transcribed into English language, word for word, read critically and essential themes were identified. Then ideas were organized into concepts and presented using narratives. The results of informal interview (qualitative) were presented in the discussion part of this research for triangulations with the quantitative survey results.

### **3.4.3 Ethical consideration of the research**

The respondents had been informed about the objective and purpose of the study and verbal consent were obtained from each respondent. Confidentiality was assured and information is recorded secretly. Equal selection of the subject had been given to assure an equal chance of been included in the research.

## CHAPTER FOUR

### 4. DATA PRESENTATION AND DISCUSSIONS

#### 4.1 Introduction

In this chapter data presentation and discussion are presented. The data were collected through open-ended and closed ended questionnaire from managers and employees of the authority. Besides, information gathered through 3 consecutive years' reports of the authority. The data of the respondents were analyzed by using the frequency percentage statistics, bar and pie chart statistics. The first part of chapter four discusses about the characteristics of respondents, while the second part deals with the analysis and interpretation of the findings of the study, corresponding to the basic research questions.

Finally, factors that affect service delivery and ways of improving service delivery effectiveness, efficiency and responsiveness are described by using descriptive frequency, explanatory and argumentative analysis. In this chapter detailed discussion of this quantitative survey with qualitative formal and informal interview concerning the level of internal customer satisfaction, factors that affect service delivery and ways of improving service delivery effectiveness, efficiency and responsiveness in the AAFEPRRA in line with literature review of the similar finding is discussed.

The Response Rate:-as stated in chapter three, by using Levin's formula, the planned number of samples (subjects) selected to fill the questionnaire was 343 respondents. Even though the sample sizes were 343, the total number of respondents who was completed the questionnaire correctly and consistently were 314(91.5%) of which 214 (68.2%) were male and 100 (31.8%) were female. The rest (29) respondents were rejected due to incomplete and absence of the respondents during data collection. Therefore, the results were analyses based on 314 subjects.

## 4.2 BACKGROUNDS OF THE RESPONDENTS

As stated in chapter three of this research paper, the background information of the respondents include gender, age, year of services, marital status and salary status of the respondents.

### 4.2.1 Gender of the Respondents

Table -1 Gender Classifications of the Respondents shows the background characteristics of the respondents by gender. As shown in the Table -1, the majority of the target population were males with a total of 214 representing 68.2%, while 100 of the respondents were females representing 31.8%. This implies that higher employee of male than female in the study. Even though naturally around the world women are more dominate in population than men, but when it comes to the area of work they are generally less than male.

<b>Table -1 Demographic characteristics of the respondents by gender</b>				
<b>Demographic variables</b>	<b>Measures</b>	<b>Frequency <u>no</u></b>	<b>Percent (%)</b>	<b>Total n (%)</b>
<b>Gender of the respondents</b>				
	<b>Male</b>	<b>214</b>	<b>68.2</b>	<b>214(68.2)</b>
	<b>Female</b>	<b>100</b>	<b>31.8</b>	<b>100(31.8)</b>
<b>Age of the respondents</b>				
	<b>21-30</b>	<b>202</b>	<b>64.3</b>	<b>202(64.3)</b>
	<b>31-40</b>	<b>73</b>	<b>23.2</b>	<b>73 (23.2)</b>
	<b>41-50</b>	<b>23</b>	<b>7.3</b>	<b>23 (7.3)</b>
	<b>Over 50</b>	<b>16</b>	<b>5.1</b>	<b>16 (5.1)</b>
<b>Marital Status</b>				
	<b>Single</b>	<b>144</b>	<b>45.9</b>	<b>144(45.9)</b>
	<b>Married</b>	<b>147</b>	<b>46.8</b>	<b>147(46.8)</b>
	<b>Divorce</b>	<b>19</b>	<b>6.1</b>	<b>19(6.1)</b>
	<b>Widow</b>	<b>4</b>	<b>1.3</b>	<b>4(1.3)</b>
<b>Educational status</b>				
	<b>1-8</b>	<b>8</b>	<b>2.5</b>	<b>8(2.5)</b>
	<b>9-10</b>	<b>26</b>	<b>8.3</b>	<b>26(8.3)</b>
	<b>11-12 TVET</b>	<b>49</b>	<b>15.6</b>	<b>49(15.6)</b>
	<b>Diploma</b>	<b>144</b>	<b>45.9</b>	<b>144(45.9)</b>
	<b>first degree</b>	<b>85</b>	<b>27.1</b>	<b>85(27.1)</b>
	<b>second degree and over</b>	<b>2</b>	<b>0.6</b>	<b>2(0.6)</b>

Source: field data, 2016/17

### **4.2.2 Age of the respondents**

Table -1 show that the majority of the respondents (64.3%) were between the ages 21 to 30 years. The next largest group,23.2% were between the ages 31 to 40 years, followed by 41-50 (7.3%)and the rest 5.1% were above 50 ages (See Table -1).from the data it is obvious that a large proportion of the workforce are young and an opportunity for the AAFEPRAs perform better and give attention to effective and efficient services delivery.

### **4.2.3. Marital status of the respondents**

Regarding the marital status of the respondents, the majority (46.8%) were married, this indicates highly responsible and decision making is more relevant. (45.9%) were single. The rest (6.1 % and 1.3 %) were almost divorced and widowed respectively. From this bar-chart what we understand that about 54.2% of the respondents still live alone.

### **4.2.4. Educational Level of the respondents**

The educational level is an extremely relevant parameter used in the determination of the Information or knowledge on any phenomenon in any society and also indicate how informed a society. The educational status of the respondents, the majority of the respondents (45.9 %) were diploma, (27.1%) first degrees and (15.6%) followed by 11-12 TVET. The rest were from grades 9-10 (8.3%), from grades 1-8 (2.5%) and second degree and over (0.6%).As indicated above a large number of AAFEPRAs employees are non professionals. Accordingly the Table -1 still knows the education level of the respondent's diploma and below diploma was 72.3%. This show as the technology rapidly grows fast to adapt new technology and machineries in-depth they have to develop themselves with short term training and long term training.

### **4.2.5 Services year of the respondent**

This Table -2 below shows that (56.7%) of respondents work experiences from 1-5 year, (19.1%) of the total sample has worked with the authority since 5-10 years and 10-15years which were about 6.7% (See Table -2). this finding implies that low employees sustainability.

Table -2 Services year and Salary of the respondents				
		Frequency n	(%)	Total n (%)
Services year of the respondents				
	below 1 year	21	6.7	21(6.7)
	1-5 years	178	56.7	178(56.7)
	5-10	60	19.1	60(19.1)
	10-15 years	21	6.7	21(6.7)
	15-20 years	15	4.8	15(4.8)
	above 20 years	19	6.1	19(6.1)
	Total	314	100	314(100)
Salary of the respondents				
	below 1000 birr	4	1.3	4(1.3)
	1001-2000	21	6.7	21(6.7)
	2001-3000	41	13.1	41(13.1)
	3001-4000	78	24.8	78(24.8)
	4001-5000	116	36.9	116(36.9)
	above 5000	54	17.2	54(17.2)
	Total	314	100	314(100)

Source: field data, 2016/17

#### 4.2.6. Salary of the respondent

With regard to the salary, most participants (36.9%) were from 4001-5000, (24.8%) from 3001-4000 and the remaining (17.2% and 13.1%) were from above 5000 and 2001-3001 respectively. As clearly depicts in Table -2 below the majority of respondent's salary was from 4001-5000 Birr.

### 4.3 Analysis of the Findings

This section present result of the research after data gathered was analyzed critically, this have been presented in accordance with the research objectives that guided the entire study. Bar charts and pie charts have been used in the presentation.

#### 4.3.1 Training

Table -3.Presents the service delivery and efficiency related to training among head offices and sub-branches. Among the total participants, about 89.8% had been taken training one up to 6 times and 5.1% takes more than 6 times. Out of the total respondents 16(5.1%) who have never participated in any Training program. Comparing to the employees who have taken training 22.4% has never taken training at least one time (see Table -3), this finding is similar to the study conducted Service Delivery and Customer Satisfaction Ana Paula Rodrigues, José Carlos M.R. Pinho, (2010). This Training is very useful to update the knowledge and skill of employees and to improve performance on the existing job and developing for the future and should be linked to performance appraisal

Table -3 training programs				
		Frequency n	(%)	Total n (%)
Number of training programs taken				
	1-2 training program	193	61.5	193(61.5)
	2-4 times	60	19.1	60(19.1)
	4-5 times	19	6.1	19(6.1)
	5-6 times	10	3.2	10(3.2)
	above 6 times	16	5.1	16(5.1)
	zero times	16	5.1	16(5.1)
the respondents takes training				
	Yes	237	75.4	237(75.4)
	No	70	22.2	70(22.2)
	not sure	7	0.02	7(0.02)
The training brings change on your jobs?				
	Yes	215	68.5	215(68.5)
	No	99	31.5	99(31.5)

Source: field data, 2016/17

As shown in Table -3, 31.5% of respondents training was not bringing change in jobs where us large number of the respondents (68.5%) say training bring change in their jobs.

Different literature suggests that Training is very important to improve performance on the existing job and developing for the future and should be linked to performance appraisal Sara Ghaffari, Dr. Ishak Mad Shah, Dr. John Burgoyne, Dr. Mohammad Nazri, Jalal Rezk Salleh.,(2017). Which is similar to the findings of this study. Few respondents comment on training did not improve performance, do you to improper needs assessment and the way of training arranged. As it can is assessed, 47.1% of the respondents take training out of the training center and (40.8%) the training given without a needs assessment conducted.

Table 4.training needs assessment

		Measurements		
	Questions	yes	no	Not sure
1	In the training center have you taken training?	166(52.9)	125(39.8)	23(7.3)
2	The training center usually conducts need assessment before training start?	97(30.8%)	111(35.5%)	106(33.7)

Source: field data, 2016/17

Table 4;shows about 69.3% of the needs assessment were not conducted and about 57.3% training center were not prepared training by planned and systematical.

Table-5;presents that most of the employees taken training on skill development (39.8%), on BSC (15.9%) and on machineries and procurement (15.3%) and the rest 12.4%, 10.8%, 3.2% and 2.6% on basic fire chemist, reforms and good governance, none and others respectively.

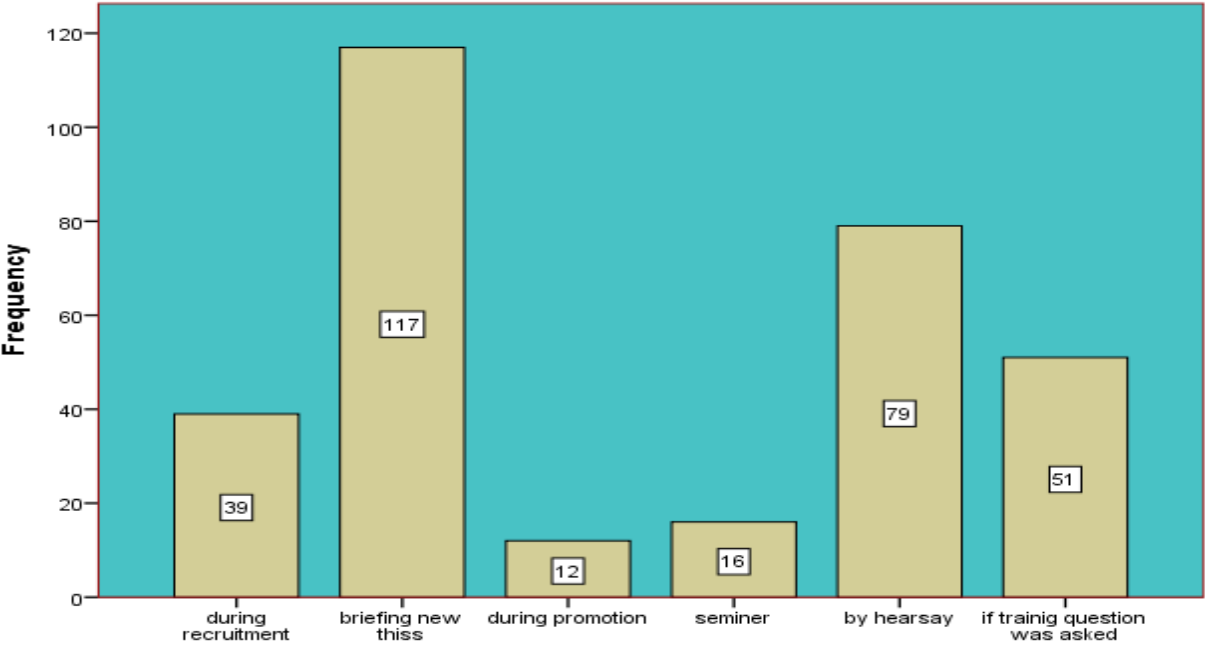
Table-5: on what title you have been taking training?

Variable	21-30	31-40	41-50	Over 50	Total
On machineries and procurement	32	9	2	5	48(15.3%)
on skill development	85	27	8	5	125(39.8%)
On BSC	39	5	6	0	50(15.9%)
on reforms and good governance	12	16	2	4	34(10.8%)
basic fire chemist	24	10	5	0	39(12.4%)
Others	6	0	0	2	8(2.6%)
None	4	6	0	0	10(3.2%)
<b>Total</b>	<b>202(64.3%)</b>	<b>73(23.3%)</b>	<b>23(7.3%)</b>	<b>16(5.1%)</b>	<b>314(100%)</b>

Source: field data, 2016/17

According to figure1;.the authority arranges training and communicates this to trainees from the total respondents,37.3%, 25.2% and 16.2 given during briefing new things, by hearsay and if training question was asked respectively.

Figure 1: in which condition the authority arranges training and communicates this to you?



Source: field data, 2016/17

To know the interest of the respondents, the researcher asked whether the participants had taken training in the training Centre and by the interest of the trainees. If they had taken training in the training Centre, they were further asked about: training Centre usually conducts needs assessment before training start, and the training Centre prepares training by planned and systematical?

As shown in Table-6: Among the total participants, about 42.7% training Centre prepares training by planned and systematical but 32.5% and 24.8% no and not sure respectively.

As presented in Table-6: the opportunity to use new technologies is statistically significantly lower for respondents, who not use about 56.7% and without training operate new technologies was 66.4%, but also the education level of the respondents 39.2% lower than the job need to perform.

Table- 6: Analysis of Training need assessment and Implementation in the AAFEPR

		Gender		Total
		Male n (%)	Female n (%)	
In the training center have you taken training?				
	Yes	132(61.7)	34(34)	166(52.9)
	No	82 (32.3)	66 (66)	148 (47.1)
The training you have been taken depends on your Interest?				
	Yes	141(65.9)	45(45)	186(59.2)
	No	73 (34.1)	55(55)	128(40.8)
The training center usually conducts need assessment before training start?				
	Yes	68(31.8)	29 (29)	97 (30.9)
	No	70 (32.7)	41(41)	111(35.4)
	Not sure	76(35.5)	30(30)	106(33.8)
The training centers prepare training by planned and systematical?				
	Yes	102(47.7)	32(32)	134 (42.7)
	No	58 (27.1)	44(44)	102(32.5)
	Not sure	54(25.2)	24(24)	78(24.9)
In the authority did you get the opportunity to use new technologies				
	Yes	104(48.6)	32 (32)	136 (44.3)
	No	92(43)	66(66)	158(50.3)
	Not sure	18(8.4)	2(2)	20(6.4)
If your answer for the above question is” yes” before operating the technology, have you taken training how to use it?				
	Yes	89(41.6)	26(26)	115 (36.6)
	No	60(28)	35(35)	95(30.3)
	Not sure	65(30.4)	39(39)	104(33.1)

Formal interviews conducted with five respondents about training were given to new employees come to authority and sufficient for our mission, suggest that training important to service delivery improvement. One of the respondents has his own ideal image of what and how training is conducted and enough. He states that, “training is learning, from the working environment and adds what one does not have about knowledge, skill and attitude”. Another respondent stated, “Training was given continuously for a few of the employee’s internal within the training institute and externally by foreigners like USA, France within 2016 twice a year especially for fire fighters. The training given still knows not addresses our employees effectively. For me, training is resolve skill gaps. I suggest all employees red to learn and adopt new things from their environments”.

“He further suggests that “Most of the problem cases by skill and knowledge gaps, lack monitoring and evaluations and lack of proper training which fill the gap. Gaps in services deliver can identified by evaluating works from monthly, quarterly and yearly reports and also from different meeting schedules. From this one can understand that training is useful to all employees if use properly for their gap resolve.

#### **4.3.2. The working environment**

As shown in the Table-7: most of the respondents 142 (45.2%) communicate strongly with their manger and 112(35.6%) communicate well, but also 28 (8.9%), 13(4.1%) and 19(6%) disagree, strongly disagree and uncertain respectively. From this finding one can understand that about 70% employee communications with their managers openly and honestly and 30% of them were a miscommunication employee with the manager. As when managers/leaders communicate openly, honestly and be transparent with their employees has an affective on motivation of managers to employees.

Table- 7	Measurements					
Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Employees have good communication with the manager.	142(45.2%)	112(35.6%)	28(8.9%)	13(4.1%)	19(6%)	314(100%)
There was a well-established accountability and responsibility system in the authority.	74(23.5%)	69(21.9%)	103(32.8%)	39(12.4%)	29(9.2%)	314(100%)
In the authority there was a performance management system and performance appraisal is periodically evaluated	66(21%)	116(36.9%)	69(21.9%)	43(13.6%)	13(4.1%)	314(100%)
Guidance and counseling services are provided for poor performances	57(18.1%)	57(18.1%)	87(27.7%)	53(16.8%)	38(12.1%)	314(100%)
There is a system that can handle your complains and solving mechanism in Authority	63(20%)	84(26.7%)	80(25.4%)	55(17.5%)	32(10.1%)	314(100%)

Source: field data, 2016/17

As presented in table 7; 143(45.5%) respondents agree within the authority there was accountability and responsibility system. Where as a large number of the respondents 142(45.2%) there was no structured accountability and responsibility system in the authority and the rest 29(9.2%) uncertain.

As presented in Table- 7; the total respondents about 57.6% a performance management system and performance appraisal is periodically evaluated and 42.4% of the employee there was not a performance management system and performance appraisal is periodically evaluated. These indicate there was a lack of reward and motivation.

This finding is consistent with the explanations of (Adrienne Curry, 1999) on performance management system and performance appraisal. It suggests that Performance means both

behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action.

The Performance appraisal is the process of measuring what employees contribute to the organization. It is the specific and formal evaluation of an employee to determine the degree to which the employee is performing his or her job effectively. Some organizations use the term performance appraisal for this process, while others prefer to use different terms such as performance evaluation, performance review, annual review, employee appraisal, or employee evaluation. The outcome of this evaluation is some type of score or rating on a scale. These evaluations are typically conducted once or twice a year (Adrienne Curry, 1999). Human resource management practices either facilitated or hindered the quality of service delivered. Training, recognition, rewards and incentives all had a positive effect on service quality

From this explanation, one can understand that after performance appraisal is periodically evaluated reward should be undertaken to motivate and for quality service delivery.

As the data shows from Table- 7-the result was 43.9% only guidance and counseling services are provided for poor performances, but most of the respondents 140 (44.5%) there was no guidance and counseling system where us 38 (12.1%) uncertain.

As Table- 7 shows that a significant number of employees, 46.8% of the respondents, there was complain handling system with the authority where us about 54.2% the employee there was no mechanism to handle complaints.

The complaint is as an expression of dissatisfaction made to or about an organization, related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required. Therefore dissatisfaction with public services, whether justified or not, and complaints should draw out a sympathetic response from the service provider. Complaint handling in an effective manner makes a statement about how important customer care and satisfaction are in the organization. A learning organization is one that: listens to its customers; learns from mistakes; and continuously strives to improve service delivery and achieve service delivery excellence.

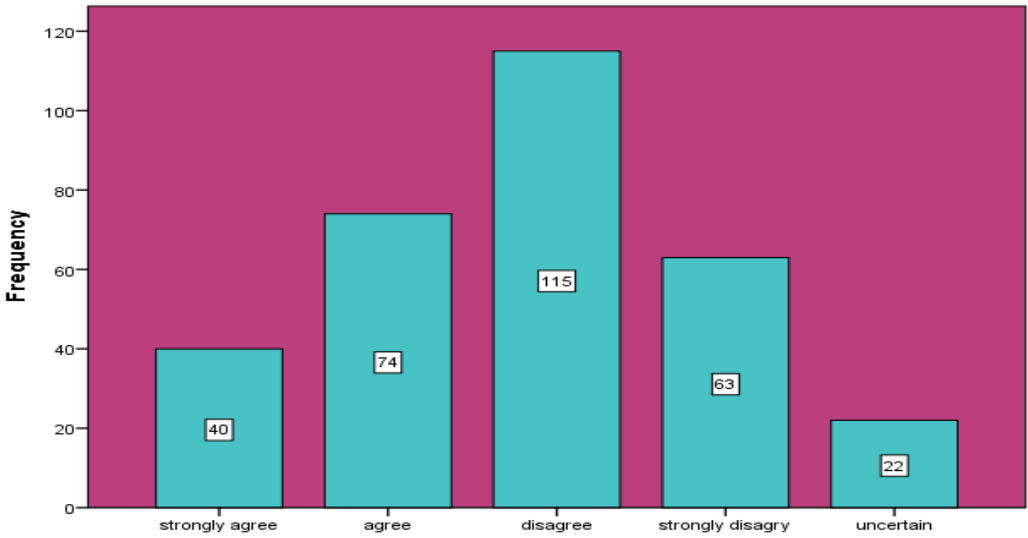
From this explanation, one can understand that Complaint handling in an effective manner employee satisfaction achieved and service delivery improved.

Formal interview within different levels of managers explained that about working environment “most of the managers communicate with employee’s freely but also there was a manager. Especially managers academic poor manage as a boss rather than leaders, “he further said, “there was a lack of professional managers regarding the fields they have, most of the managers are diploma and below the diploma.”

Another formal interview with female managers suggests that “I am surprised with what managers do relating to leading quality; and some managers low skills than employees”. And He states that Shortage and inefficient service delivery of cubeb, support materials, sport fields, toilet, shower room, shortage of employee sleeping room and the existing sleeping room also not separated from females and men’s one of the impacts on service delivery. This means to change the working environment and to have leadership quality, they have to develop themselves through short term training and long term development

**4.3.3 Employee related to materials**

Figure 2; the authority provides you with the necessary working equipment’s and materials

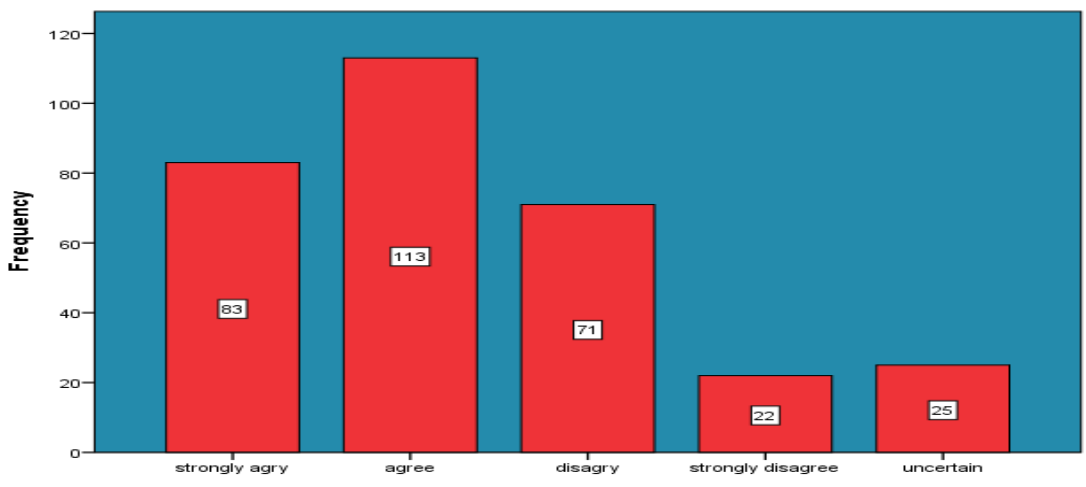


Source: field data, 2016/17

As shown in figure 2; same of the respondents’ 40 (12.7%) and 74 (23.5%) strongly agree and agree respectively in authority working materials and equipment’s are provided, but large number of the respondents’ 115 (30%), 63 (20%) and 22 (7%) of them disagree, strongly disagree and uncertain respectively. This implies 57% of the employee’s all necessary equipment and

materials are not provided to bring efficient services. When you consider its distribution (60%) of them equipment and materials are not fairly distributed within the employees and branches (see figure 2).

Figure 3; Authorities' cars are frequently damaged.

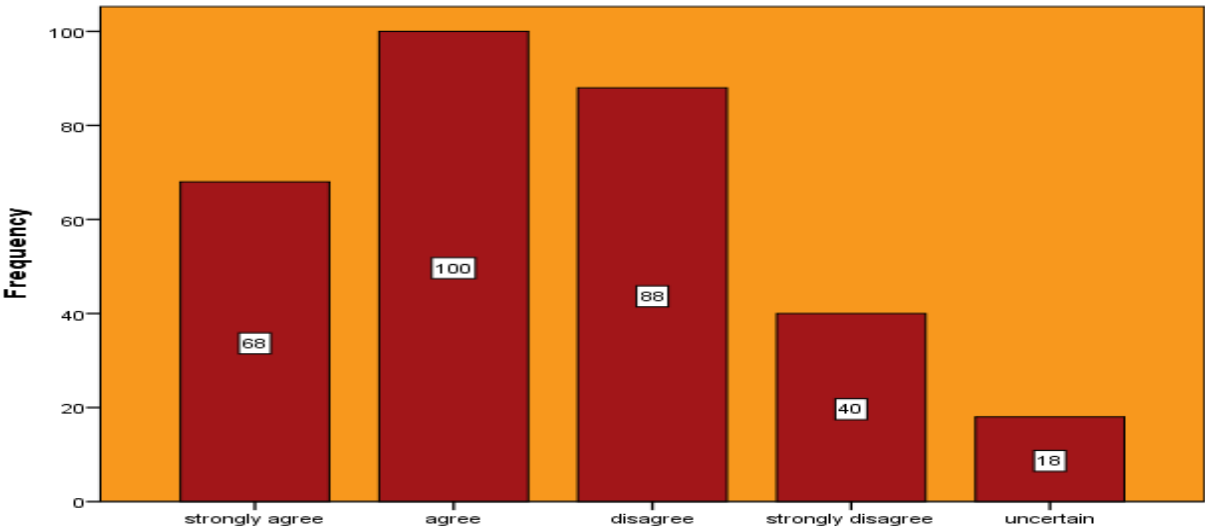


From the report of general services of the authority almost all of the cars and mechanics matinees with in the year 4-6 times .this is because of high speed and lack of skill.

As can be seen from Figure 3; cars handling from damage was highly poor from the respondents enquire indicates that the 113 (35.9%) is agreeing, 83 (26.4%) strongly agree, 71 (22.6%) disagree, 22 (7%) strongly disagree, and only 25 (7.9%) neither agree nor disagree. From this we can see that the cars are frequently damaged. This finding contradicts with the theory of efficiency and effectiveness stated by (Sunil Kumar Rachita Gulati, 2009) Efficiency to “doing things right” and effectiveness to “doing the right things.”Efficiency assesses the ability of an organization to attain the outputs with the minimum level of inputs.

As Robertson, R., & Ball, R. O. B. (2002). Technical efficiency measures the degree of producing the maximum amount of outputs from a given amount of inputs or, conversely, using the minimum amount of inputs to produce a given output Measurement of efficiency is especially relevant in settings constrained by scarce resources and given the recent economic downturn and rising organizational costs. It allows a system to produce more and better at zero cost.

Figure 4; in the authority working materials are organized in modern way?



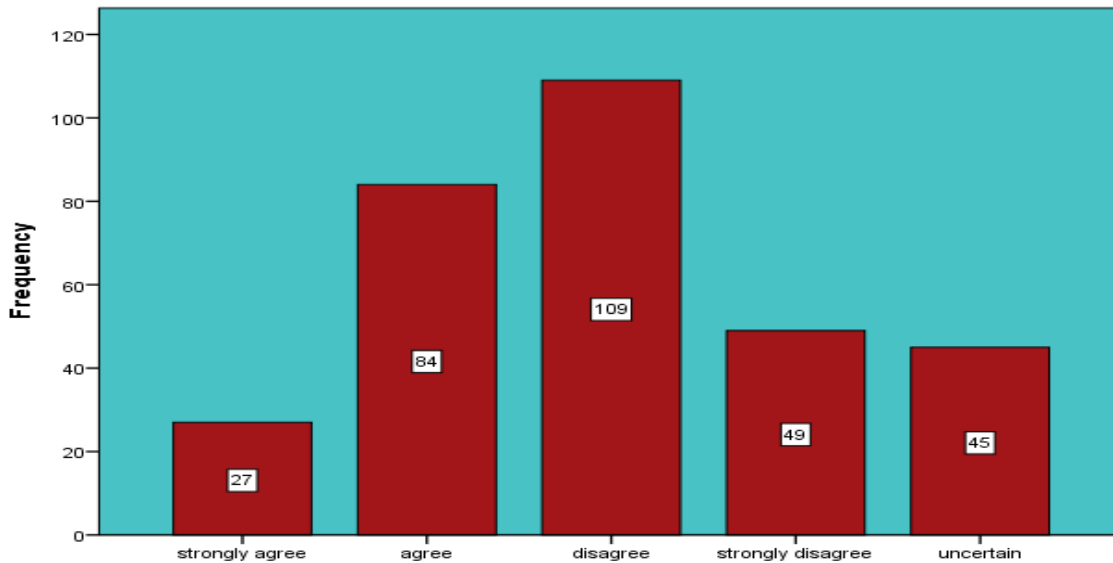
Source: field data, 2016/17

Figure 4. Above indicates that the intended objectives of the working materials are organized in modern way achieved according to the respondent responses of 68 (21.6%) strongly agree, 100 (31.8%) agree, 68 (28%) disagree, 40 (12.7%) and only 18 (5.7%) neither agree nor disagree. As the result of this finding is indicate modern technology usage covers 59.8% to upgrade human knowledge through training can increase the gap.

Formal interviews conducted respondents on the gaps and strengths in handling resources and materials. As one manager explained, “the employee, particularly males, in handling material and controlling was poor, this is done you to lack of controlling and monitoring system in the authority. Especially Cars, Fuel, other accessories and office materials are damaged. From this one can understand that employee as if they use materials, few of car drivers also damage cars, for the sack off to take a rest”.

### 4.3.4 Organizational rule and regulation

Figure 5:- The Rules and regulations suitable to works



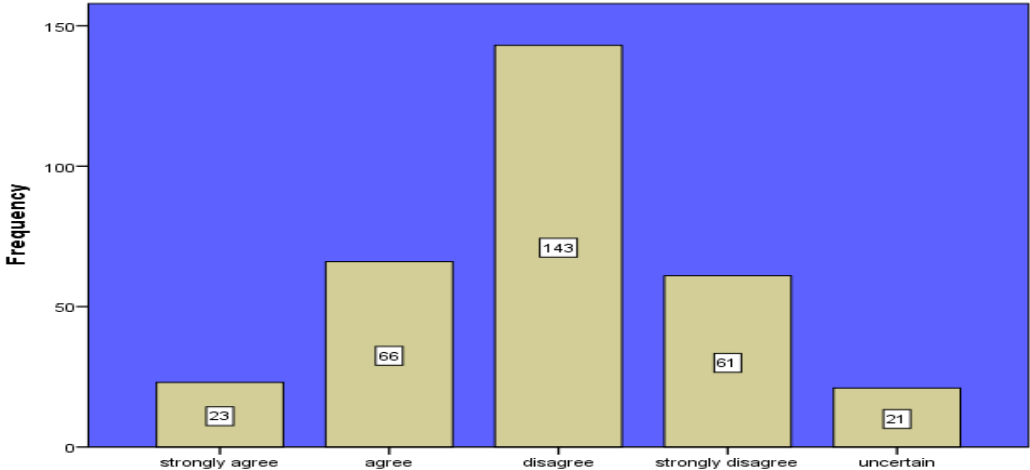
Source: field data, 2016/17

From the illustration above Figure 5; the facts that the Rules and regulations suitable to works, the sample Indicates that the 109 (34.7%) disagree, 49 (15.6%) strongly disagree 45 (14.3%) neither agree nor disagree, 84 (26.7%) agree, and only 27 (8.5%) strongly agree, this indicates that there was a gap on Rules and regulations.

The Rules and regulations implemented in the authority partially between the paramilitary and civil servant, do with this to take into action meet a problem. For example a paramilitary is used for firing, and easy to punish. Some of them further suggest the rule and regulations of the authority, does not recognize (approved) by the city councils". From this we can understand that the rule and regulations does not change into action and further needs approvals.

### 4.3.5 Employee incentive and benefits

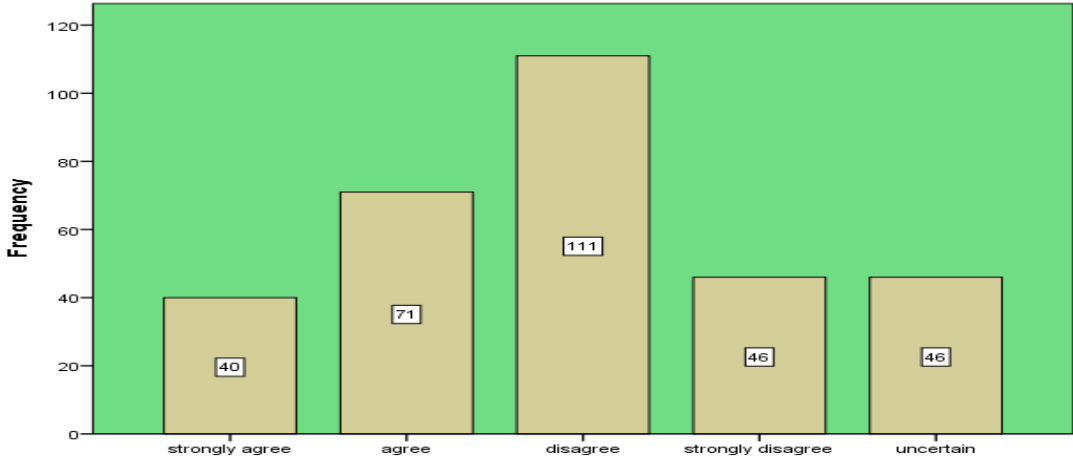
Figure 6:- health insurance coverage enough for you?



Source: field data, 2016/17

For the study conducted as illustrated above, in figure 6; most of the respondent's says there was the inefficient health insurance coverage given to the employee of the authority. As indicated above 45.5%, 19.4% and 21 (6.7) of the respondents disagree, strongly disagree and neither agree nor disagree respectively.

Figure 7:-I have the knowledge that the authority gives insurance for injured on work?

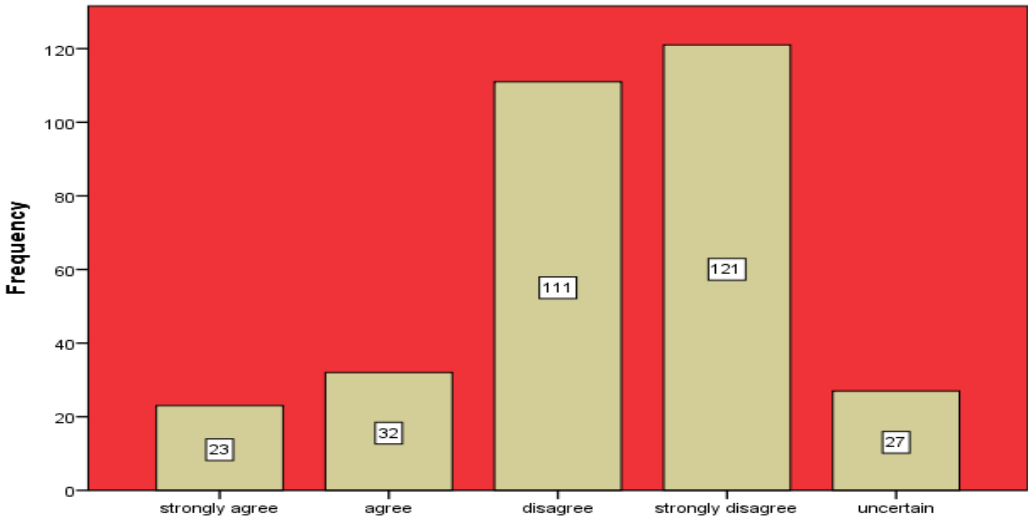


Source: field data, 2016/17

Here one can see that, Health insurance coverage for injured at a workplace of the respondents 111 (35.5%), 46 (14.6%) and 46 (14.6%) of the respondents disagree, strongly disagree and neither agree nor disagree respectively. This shows there was a lack of information on the authority give coverage for injured employees at work place.

This finding is inconsistent with the explanations Rusliza Yahaya, Fawzy Ebrahim, (2016) communication as motivating factors. It suggests that good communication style and motivation aspect is communicating daily with every employee, hold one to one meetings and make sure that they aware about the changes to the work are an effective way of motivation. As when managers/leaders communicate openly, honestly and be transparent with their employees has an affective on motivation of managers to employees

Figure 8; the authority gives incentives and benefits on whole days and after work time to the work done.



Source: field data, 2016/17

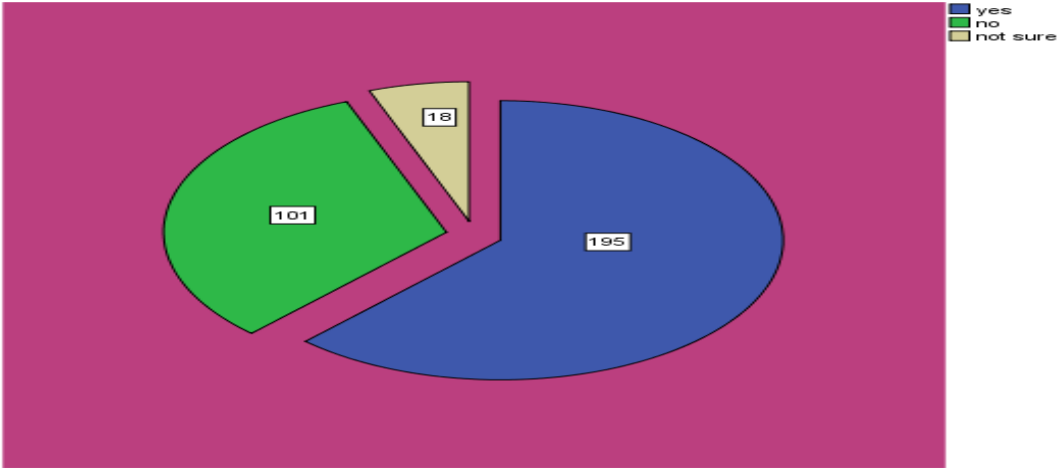
from Figure 8:- when we consider the incentives and benefits given on holidays and after work time to the work done, out of 314 respondents, 55 (17.5%) said agree while 259 (82.5%) not agree with this statement. This implies that over 82% the authority does not motivate the employees for the work done on holidays and after work time, this have a negative impact on efficient and effective service delivery.

This finding is inconsistent with the study conducted by Adrienne Curry (1999) which suggests that incentives as positive effect on service quality. Human resource management practices either facilitated or hindered the quality of service delivered. Training, recognition, rewards and incentives all had a positive effect on service quality. Factors that had a negative effect on service quality were: rosters (emotionally exhausted employees), inflexible shift times and lack of perceived job security. Incentive system which can at least fulfill the minimum needs of the staff based on their performance is very important to motivate the staff.

Formal and Informal interview conducted to assess the needs of its Employee satisfaction as they suggest that “there was no standardized system to evaluate, rather they were identified through meeting and evaluations. For example, an incentive given to work on holidays, rest days allowance and bonus was not arranged except nurses.”

4.3.6 Job satisfaction.

Figure 9;- in the work do you face a problem?



Source: field data, 2016/17

As shown in Figure 9; problem face at work Place the majority of the respondents 195 (62.1%) say yes and 101 (32.2%) says no, but 15 (8.3%) not sure.

Problem face at work Place which is similar to the findings of this study (P. Ramseook-Munhurrun,S.D.Lukea-Bhiwajee,P. Naidoo, 2010).Customers are dissatisfied if the Performance falls below expectations and they are satisfied if performance matches or Exceeds From this one can understand that customer satisfaction is the function of achieving performance expectations

as well as the level of the service. More satisfied and committed employees will be more willing and capable, engaging in behaviors' that are vital to organizational success.

Table 8;. If your answer on the above question is “yes “what are the causes of the problem?

	Frequency	Percent	total
✓ Problems related to skill and knowledge gaps.	46(21.5)	19(19)	65(20.7)
✓ Problems related to managers	87(40.7)	38 (38)	125(39.8)
✓ Problems related to colleagues.	23 (10.7)	12(12)	35 (11.5)
✓ Problems related to jobs	58(27.1)	31 (31)	89(28.3)

Source: field data, 2016/17

From the Table 8. The respondents says the cause of the problem was problems related to managers, 125 (39.8%), Problems related to jobs 89 (28.3%) and Problems related to skill and knowledge gaps 65 (20.7%).

This finding is almost supported by the study conducted by Rusliza Yahaya,Fawzy Ebrahim, (2016),Leadership styles should be challenging, inspiring, enabling, modeling and encouraging. Today's organizations consist of complex matrices of social relationships in which leadership has considerable consequences for success or failure.

Table 9:- Is the problem solved?

Questions	Measurements		
	yes	no	Not sure
Is the problem solved?	114(36.3%)	165(52.5%)	35(11.1%)

As can be seen from Table 9 whether the problem solved the majority of the respondents 114 (36.3%) said Yes, 165 (52.5%) said No, and 35 (11.1%) said No Opinion. This shows there was a lack of knowledge, skill, commitment and negligence to solve the problem.

Formal interview with the year conducted a 2016 /17 managers suggest that “the skill and knowledge gaps still not resolve the problem, because of the gap most problems still in ways”.

### 4.3.7 Employees transport services

Table 10 Questions	Measurements		
	yes	No	Not sure
According to the behavior of authorities' do you get transport services?	155(49.3%)	147(46.8%)	35(3.8%)
Transport service delivery time is suitable to you?	92(29.2%)	198(63%)	24(7.6%)

As indicated above the Table 10 nearly the respondents' 155 (49.3%) said no and 147 (46.8%) said yes where us the rest 12 (3.8%) not sure.

Table 10 above indicates that 92 (29.3%) of the respondent say "Yes" of the fact that the transport service time was suitable. While 198 (63%) and 24 (9.2%) of the respondents are no and not sure respectively. This outcome implies therefore, that most of the transport services provided time was not appropriate in providing the required services that are expected of them. This finding is almost similar to the Gap Theory of Service Quality between expected service and the customer's perception of actual service delivery. This Theory identifies the different sources of gaps between the expected service and the customers' perception of the actual service delivery. A deficit in service quality (where the perceived service is less than the expected service quality) may result in customer dissatisfaction and drive away customers. If the perceived service exceeds the expected service, the customer would be happy.

From the formal interviews managers suggest that our employees working in three shifts, because of this; a public transport service is not suitable from our working hours.

### 4.3.8 Service delivery system.

When we examine Table 11; the perception of the respondents "the authority gives immediate services to employees" in the authority, 153 (48.7%) strongly disagree/disagree, 42 (13.3%) neither agree nor disagree, and 119 (37.8%) strongly agree/agree. This shows that there is gap in providing immediate services to employees in the authority

Table 11:- The authority gives immediate services to employees.

Questions	Measurements					
	Strongly Agree	Agree	Neutral	Disagree	Strongly	Total
The authority gives immediate services to employees.	41(13.1%)	78(24.8%)	84(26.8%)	69(22%)	42 (13.4%)	314 (100%)
The authority takes and responds employee's comments.	26(8.3%)	65(20.7%)	123(39.2%)	62(19.7%)	38(12.1%)	314 (100%)
Services delivery was improved than before.	49(15.6%)	125(39.8%)	64(20.4%)	48(15.3%)	26(8.3%)	314 (100%)
All Services delivered at the head office, downsize to branch offices	117(37.3%)	86(27.4%)	67(21.3%)	17(5.4%)	27(8.6%)	314 (100%)

Source: field data, 2016/17

From the Table 11:- we can observe that there is poor responds employee's comments in the authority 185 (58.9%) strongly disagree/disagree, 38 (12.1%) neither agree nor disagree, and 91 (28.9%) strongly agree/agree. This shows that there is a gap in responding employee's comment in the authority.

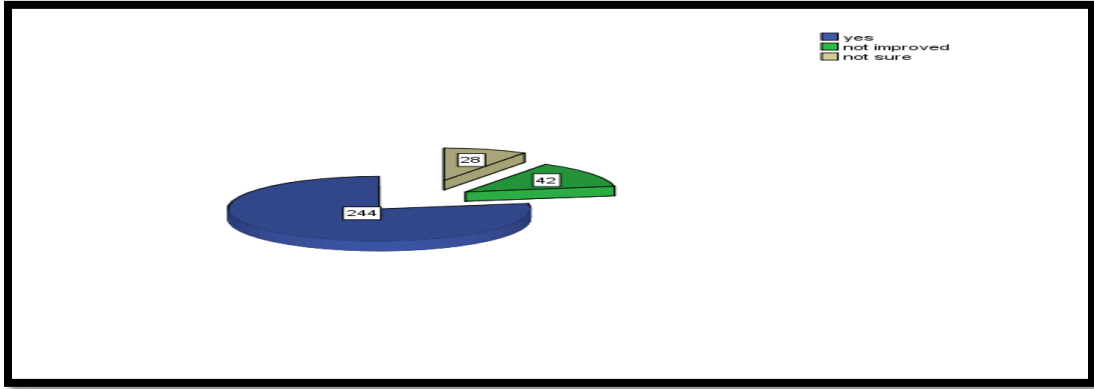
From the above, Table 11 we can clearly see that the Services, delivery was improved is in the authority as the majority 176 (56%) strongly agree/ agree on its existing services delivered. The remaining 26 (8.2%) neither agree nor disagree, 112 (35.6%) strongly disagree/disagree.

From this finding, one can understand that the services delivered with the authority from day to day improved. This finding is consistent with the explanations of Wiley. It suggests that Service is the extent to which a service meets the customer's needs and expectations. Excellent service is what the customer perceives it to be, and service organizations must understand the needs, expectations and basic psychology of their customers (Wiley, J., & Sons.Ltd. 2007).These needs are normally defined by the decision makers as well as the users of the receiving organization.

As can be seen from Table 11 the majority of the respondents 203 (64.6%) strongly agree/agree downsized the best mechanisms to improve service delivery. The remaining 27 (8.5%) neither agree nor disagree, 84 (27.7%) strongly disagree/disagree.

This finding is almost similar with the NPM reforms shift the emphasis from the traditional public administration are the determinants for the rise of the new public management. There are two broad categories of NPM that derive from ‘managerialism’ i.e. emphasizing management in government. These include management decentralization, desegregation and downsizing of government, creating a leaner and flexible organizational structures and systems, and giving managers more freedom to manage (Teresa,M,Prior, B. D., & Tortosa-Ausina, E. 2010).

Figure 10; technology brings quality service.



Source: field data 2016/110

As the above Figure 10; indicates that, the majority of the respondents 244 (77.7% say yes, this indicates that technology brings quality service in the authority. The remaining 42 (13.3%) not improved, 28 (8.9 %) Not sure. This outcome implies that, technology brings the quality service delivery system.

Formal interviews among managers, what are the obstacles faced inefficient service delivery also suggests that, though employees have multiple reasons to inefficient service delivery as indicated in figure 10 and table 11 of this research paper, no immediately services to employees, responding comments and all Services delivered at the head office (Centre), this bring work overload, so at least downsize to branch’s was better’.

## **CHAPTER FIVE**

### **5. SUMMERY, CONCLUSION AND RECOMMENDATIONS**

In the previous chapter discussions about the practical (empirical) findings of this research were discussed. In this chapter, the overall research process of this thesis is summarized and general conclusions based on the findings are made. Furthermore, the strengths and limitations of this thesis are considered and suggestions for further research are presented. Finally, this chapter concludes with brief recommendations in line with the findings.

#### **5.1 SUMMERY OF FINDING**

As stated in chapter one, the main objective of this research was to improve public service delivery in Addis Ababa Fire and Emergence Prevention Rescue Authority. Specifically, the study was to: identify factors that affect service delivery in Addis Ababa Fire and Emergency Prevention and Rescue Authority: to measure internal customer satisfaction in the study area: to list ways of improving service delivery effectiveness, efficiency and responsiveness in the study area: to provide evidence based recommendation on improving efficiency, effectiveness and responsiveness in the study area. All the specific objectives were derived in line with basic research question.

In chapter two different literature concerning the public service delivery systems and ways of improving efficiency, effectiveness and responsiveness were discussed. Most of the empirical research (literature review) to improve public service delivery efficiency; effectiveness and responsiveness were primarily focused on internal customer. However, it is very important that the available research be expanded to public services organizations in order to implement more effective delivery services programs that will encourage, improved service delivery effectiveness, efficiency and responsiveness in public services organization.

In chapter three methods of this research were discussed. Descriptive study designs were employed in this study. Quantitative approaches were used dominantly to collect much information from the respondents. Qualitative approaches (interview and observation) were for exhaustive investigation of the study. The study populations were employees of FEPRRA who work within the authority for the 2016/17.

Sample sizes were estimated by using Levin's formula, the planned number of samples (subjects) selected to fill the questionnaire were 343 respondents. Even though the sample sizes were 343, the total number of respondents who completed the questionnaire correctly and consistently was 314 (91.5%). The rest (29) respondents were rejected due to incomplete and absence of the respondents during data collection. Therefore, the results were analyzed based on a total of 314 employees and 5 key informants were participating in the study. Frequency, percentage statistics, bar chart, pie chart and by using descriptive frequency, explanatory and argumentative analyses were used to analyses the results.

Chapter four analyses of the result and Chapter five present's details of discussion. The results show that factors that affect service delivery and ways of improving service delivery in Addis Ababa Fire and Emergency Prevention and Rescue Authority. The majority of respondent's diploma and below diploma was about 72.3%. This shows shortage of skill and knowledge to adopt with new technology and machineries in-depth. About 16.4% employees say training does not bring changes because of the training needs assessment does not conduct and the gap does not identify exactly. About 35.5% need assessment was not conducted and 33.8% say not sure. 47.1% of the training made out of the training centre and 40.8% of the training were not prepared with the interest of the trainees. But also 32.5% and 24.8% the training Centre were not preparing training by planned and systematical. Another factor was employees related to jobs, 62.1% of the respondents face problem at work place. This problem faced in relation to managers and risk jobs, 39.8% and 28.3%, respectively, but also 52.5% of the problem was not solved.

Regarding communication about 19.1% communication gaps between employee and manager. About 26.1% of the respondent managers were not given clear instructions about your work and 54.4% respondents were not accountable and responsible to the system the authority. About 42.4% of the employee says there were no periodical performance management system and performance appraisal is periodically evaluated. 43.9% only guidance and counseling services are provided for poor performances but the rest 56.1% was not given. 54.4% of the respondents disagree with the fact that the authority clearly puts for each service type and quality measurements.

A number of employees, 46.8% of them there was complain handling system in the authority, whereas about 54.2% the employee there was no mechanism to handle complaints.

Most of the respondents (60%) distribution equipment and materials are not fairly distributing within the employees and branches. A gap of rules and regulations accounts' 158 (50%), about 64.9% lack of health insurance coverage, 50.1% have no information about the coverage and 82.5% no incentives and benefits on holydays and after work time. From the working environment about 195 (62.1%) problem faces at work place, about 198 (63%) transport service time was not suitable. 153 (48.7%) This shows a gap in providing immediate services to employees. A poor responds employee's comments in the authority 185 (58.9%) strongly disagree/disagree, and the majority of the respondents 203 (64.6%) downsize the best mechanisms to improve service delivery, but also the service delivery was improved than before and stile 31.5% poor service delivery.

## 5.2 CONCLUSION

Based on the basic research question and objective of this research the following conclusions were made.

The overall factors hinder services deliver where the educational status of the majority of the respondents (45.9 %) were diploma and (26.4%) below the diploma. The majority of the respondents is low educated and assumed to have lack of knowledge with regard to new technology and machinery operations'.

The factors hinder services deliver were related to training. From the total participants, about 75.2% take training one up to 6 times, the rest 79 (24.8%) of the employees never participated in any training program. In addition to the mission of the authority, training given on basic fire chemist, reforms and good governance only 14%,but also from the given training about 31.7% was not bringing change on jobs and 25.2% of the training programmers 'was arranged by hearsay. About 69.3% of the needs assessments were not conducted and about 57.3% training Centre were not prepared training by planned and systematic. This indicates that when training prepared does not start from the gap by conducting a needs assessment. From this the researcher can understand that the system of training, type of training and needs assessment the most common factors that affects effective and efficient service delivery.

When examined from the point of view of the factors that affects services deliver are: 19.1% there was a communication gaps between employee and manager, 62.1% problem face at work

and 39.8% were Problems related to managers ,about 28.3% were Problems related to jobs, 20.7% was Problems related to skill and knowledge gaps and 11.5% was Problems related to colleagues). All most this problem 63.6% was not solved. In addition to this there was lack of orientation on how to use the new technology. And about 42.4% poor performance management and performance appraisal system, and also for poor performance, guidance and counseling services are not provided. Even though, there were complains handle system and solving mechanism, material handling and usage in the authority, but still know there was a big gap. This implies that cars are frequently damaged and the cost of maintenance increased yearly.

The authority has a service quality gap with every dimension of the service quality, like public transport service time, rules and regulations, lack of knowledge and skill, poor responds employee's comments and lack of Services downsize to branch offices. The service given by the authority has improved from the previous times. In spite of that there is still dissatisfaction from the internal customers on its services delivered. In overall terms, the authority has a service quality gap with every dimension of the service quality. However, the tangible asset (building, machinery and budget) dimension is relatively better than others.

### 5.3 RECOMMENDATION

This study shows that services delivery and efficiencies are low in Addis Ababa Fire and Emergency Prevention and Rescue Authority in the internal employees. To improve services delivery and efficiency the searchers recommend the following win strategies. This includes:

- ✓ Education is a backbone for one counters development and to operate in one globe, as the technology fastest growing in the world, the authority needs similar states like; knowledge, attitudes, and skills to operate this technology without any problems. Therefore the authority should provide continuous training on the job and off the job to its managers and employees regarding how to lead and operate new technology in an appropriate way and to improve service without any delay.
- ✓ Before conducting any training needs assessment must undertake by differentiating the real gap and to fill this gap training methodology through planned and systematical could be conducted in the training Centre.
- ✓ To increase the satisfaction level of its employees, the authority has to introduce or develop different incentives mechanism, allowance and bonus for the work done out of the regular time (holidays and rest days).
- ✓ Within the suitable environment, employees are working in a sustainable manner with small turn over and internal and external service delivery also improved. Correct handling of problems face at work place like safety work area, complain handle system and solving mechanism, material handling and usage should also be solved to bring effective and efficient service will receive.
- ✓ The authority has a service quality gap with every dimension of the service quality, like public transport services could be adjusted according to the authorities working hours and employee's comments periodical revised and get feedback.
- ✓ Most services delivered from the Centre, rather it is better to decentralized (downsized) to branch offices to improve service delivery.
- ✓ The authority has to create effective communication mechanism between employee and manager, through effective feedback on performance in order to minimize the performance gaps in service delivery.

- ✓ Well-designed and well-implemented Rules and regulations need for authorities and employees in shaping and improving service delivery. The rule and regulations of the authority could be approved by the city councils and take into action.
  
- ✓ Performance management system and performance appraisal are techniques of management system where us Promotion and reward tools of management to improve service delivery and employee satisfaction. Therefore the authority should give for best performers' at least two times within the year to encourage employees for their work, and guidance and counseling services should be provided for poor performance.

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Addis Ababa University School of graduate studies, Faculty of Business and Economics Department of public administration and development management  
MPMP: Program

### Questionnaires for employee

#### **Dear Respondent,**

This questionnaire's is prepared in Addis Ababa University School of Business and economics Department of Public Management and policy (Specialization in Development Management) and in my final year of study. The purpose of this questionnaire is to gather data from all branches and head office regarding to improve Service delivery and efficiency in fire and emergency prevention rescue authority in Addis Ababa city government.

The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question wisely and gratify.

#### **General Instruction**

- No need of writing your name
- Please put a mark \ ✓/ or write your opinion on the space provided
- It is possible to provide more than one answer if necessary.
- Your responses are confidential and used for research purposes only.

#### **Contact Address**

If you have any problem, please do not hesitate to contact the researcher who is available at (Mobile: 09-11-88-66-66 or [deribebekele@gmail.com](mailto:deribebekele@gmail.com))

Thank you in advance!

Date \_\_\_\_\_

## I. Background of Respondents

1. Sex: A. male B. female
2. Age category: A. 21 –30 B. 31 -40 C. 41 -50 D. Over 50
3. Marital status: A. single B. divorce C. married D. widow
4. Educational status: A. 1-8 B.9-10 C. 11-12 TVAT D. Diploma E. first degree  
F. Second degree and over
5. How long have you served in this authority? A) Below 1 year B) 1-5 years  
C) 5-10 years D) 10-15 years E) 15-20 years F)  
above 20 years
6. Salary states: A. Below 1000 birr B.1001-2000 C. 2001-3000  
D. 3001-4000 E. 4001\_5000 F. Above 5000

## II. Questions related to Training

7. After employed in the authority have you taken training? A. Yes B. No C. not Sure!
8. If your answer for question number 7 is” yes “how many training programs did you get?  
A. 1-2 training programs B. 2-4 times C. 4-5 times D. 5-6 times E. above 6 times
9. If your answer for question number 7 is” yes “on what title have you been taken?  
A. On machineries and procurement B. on skill development C. On BSC  
D. on reforms and good governance E. basic fire chemist  
F. others G. none
10. The training brings change on your jobs? A. Yes B. No C. not Sure!
11. On which condition the authority arrange training and communicate this to you?  
A. During recruitment B. Briefing new things C. During promotion  
D. Seminar E. By hearsay. F. if training question  
was asked  
G. others-----
12. In the training center have you taken training? A. Yes B. No C. not Sure!
13. The training you have been taken depends on your Interest?  
A. Yes B. No C. not Sure!
14. The training center usually conducts need assessment before training start? A. Yes B.  
No C. not Sure!
15. The training centers prepare training by planned and systematical? A. Yes B. No C.  
not Sure!
16. In the authority did you get the opportunity to use new technologies? A. Yes B. No  
C. not Sure!
17. If your answer for question number 16 is” yes” before operating the technology, have you  
taken training how to use it? A. Yes B. No C. not Sure!
18. Do you think that the education level you have enough to perform you’re Jobs?  
A. Yes B. Not enough C. not Sure!

**III. Questions related to jobs**

19. At the work Place do you face problem? A. Yes B. No C. not Sure!
20. If your answer on question number 19 is “yes “what are the causes of the problem?
- A. Problems related to skill and knowledge gaps.
  - B. Problems related to managers
  - C. Problems related to colleagues.
  - D. Problems related to jobs.
21. In what level try to solve the problem face you?
- A. no
  - B. unsatisfactory
  - C. moderately
  - D. very good
  - E. excellent
22. Is the problem solved? A. Yes B. Not solved C. not sure!
23. If your answer on question number 22 is “yes “in what way the problem is solved? A.
- by evaluation
  - B. by training
  - C. by monitoring and evaluation
  - D. by desiccation
  - E. the problem still not solved.
24. List down, if there was problem caused by knowledge, and skill gaps?

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The following lists are assumed to describe service delivery in AAFEPR. Which one do you: - strongly agree, agree, disagree, strongly disagree, or difficult to decide. Put a mark /√/ in the column in front of the space provided.

#### IV. Questions related to working environment

No	Variables	Strongly agree	agree	Disagree	Strongly disagree	uncertain
25.	I have good communication with manager					
26.	Your manager communicates well and gives clear instructions about your work					
27.	You work in team spirit with other colleagues					
28.	You are able to participate in decisions making regarding your work					
29.	There was a well established accountability and responsibility system in the authority.					
30.	In the authority there was a performance management system and performance appraisal is periodically evaluated					
31.	The performance appraisal is done based on indicators which are agreed upon with your manager					
32.	You have been promoted based on the results of your performance appraisal					
33.	guidance and counseling services are provided for poor performances					
34.	There is a system that can handle yours complains and solving mechanism in the authority					
35.	The authority provides you with the necessary working equipments and materials					
36.	The distribution of equipment and materials are done based on the requirement of the work					
37.	You are generally satisfied with your work in the authority.					
38.	The authority has office arrangements suitable to your work					

39.	You are able to utilize your knowledge and skills in your work					
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40. List the main problems on service delivery?

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41. According to your opinion what are the improvements of services delivery?

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**V. Questions related to materials**

No	Variables	Strongly agree	agree	Disagree	Strongly disagree	uncertain
42.	In the authority material handling and usage is good					
43.	Authorities' cars are frequently damaged.					
44.	In the authority working materials are organized in modern way.					

45. What are the main problems related to using materials?

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46. What are the main problems on resources utilization?

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**VI. Questions related to employee rule and regulation**

No	Variables	Strongly agree	agree	Disagree	Strongly disagree	uncertain
46	I have knowledge about employees Rules and regulations.					
47	The Rules and regulations suitable to works					
48	The Rules and regulations are functional.					
49	I was accountable to rules and regulations.					

50. List down gaps on rules and regulations.

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51. If you have comments to improve employees rules and regulations, list down.

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**IX. Questions related to services delivery**

Variables	Strongly agree	agree	Disagree	Strongly disagree	uncertain
The authority clearly put for each services type and quality measurements					
I have knowledge to the delivered services.					
The authority gives immediately services to employees.					
The authority takes and responds employee's comments.					
Employees have the opportunity to dicetion making on services					
Services delivery was improved than before					
All Services delivered at the head office downsize to branch offices					

65. Do you think quality service is given for employees? A. yes B. no C. Not sure

66. if your answer on question number 65 is "no" what are the gaps?

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67. Do you think technology brings quality service delivery system? A. yes B. no C. Not sure

Thank you!

*Addis Ababa University*

*School of graduate studies, Faculty of Business and Economics*

*Department of public administration and development management*

*MPMP: Program*

*Interview questions for managers*

**Introduction:** - This interview is intended for the purpose of assessing quality service for Improving service delivery and employees satisfaction in AAFEPR

**Part: II**

1. What major trainings are given and are sufficient for our mission?
2. How do you identify the gap? And training program arranged?
3. Do you think there are suitable working environment created? Yes or No? If yes what are changes come?
4. Do you think there are sufficient professional managers' in solving problems? Yes or No? If No what measures taken?
5. What are the gaps and strengths in handling resources and materials?
6. What are problems asked by employees regarding rules and regulation of the authority?
7. How does your authority assess needs of its Employee satisfaction?
8. To what extent the motivation and commitment of the employees in delivering services?
9. What are the obstacles faced in efficient services delivery?
10. Do you think improving the salaries, bones, brings services efficiencies?

Thank you very much