

Addis Ababa University
School of Graduate Studies
EMBA Program

Comparative Analysis of customer's perception of
Service quality in two selected Insurance companies



By:
Dawit Begashaw

Advisor:
Doctor Venketi Ponnala

A project paper submitted to the school of graduate studies of
AAU in partial fulfillment of the requirements for the degree
of Executive Masters of Business Administration [EMBA]

May, 2015
Addis Ababa

Declaration

I, Dawit Begashaw declare that this work entitled “: Comparative Analysis of customer’s perception of Service quality in two selected insurance companies” is outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the Research Advisor.

This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of Executive Masters of Business Administration [EMBA]

By Dawit Begashaw

Signature_____

Date_____

Addis Ababa University
School of Graduate Studies
EMBA Program

**Comparative analysis of customer perception of
service quality in two selected insurance companies**

By Dawit Begashaw

Approval Board Committee

Research Advisor

Signature

Examiner

Signature

Examiner

Signature

ACKNOWLEDGEMENTS

First, I would like to express my deepest gratitude to my advisor Dr.Venketi Ponnala for his consistent and simplified form of advice from the beginning to the end by availing himself easily.

I am also very thankful to Ethiopian Economic Association for their wireless library which made my secondary sources quite abundant for free internet service.

My sincere support from my family has always special appreciation in everything of this study's effort

I also thank the companies under the study for their full cooperation of my requirements.

Bless you, all!

Abstract

This exploratory study seeks to assess customers' perception of service quality in the insurance sector in Ethiopia. The study involves two insurance companies. The SERVQUAL model was used to determine customers' perception of service quality at each of the the insurers.

The findings reveal that the customers' expectations are not met. EIC has higher average negative gap scores for all dimensions. Reliability, Responsiveness and Empathy have higher negative gap score than NIC while tangibility and Assurance has higher negative score in NIC than EIC

Both companies should take key strategic measures such as strategic human resource management ,application of latest technology and advanced management system so that positive dimensions in all attributes can be obtained.

Chapter one

Introduction

1.1 Background of the study

The Ethiopian government promulgated the Monetary proclamation No. 83/1994 to liberalize the financial sector through reforms by bestowing insurance laws that encourage the entry of private insurers into the financial system in order to stimulate competition with the public insurance monopoly, Ethiopian Insurance Corporation the resulting measure of which significantly promoted the development of the insurance sector.

Accordingly, many private insurance companies have already been established and their number is increasing from year to year. Currently, there are fifteen private insurance companies and one government owned public Insurance Corporation. Due to this fact a fierce competition among insurers has come to exist. Hence, it is vital for insurers to improve on their service quality. Provision of high quality service will result in higher customer satisfaction and enhance customer loyalty. Insurance companies that excel in quality service can have a distinct marketing edge since improved levels of service quality are related to higher revenues, increased cross-sell ratios, and higher customer retention and expanded market shares.

One of the determinants of success of a firm is how the customers perceive the resulting service quality, as the perceived service quality is the key driver of perceived value Collart,(2000). It is the perceived value, which determines customer satisfaction. Many firms including insurance industries begin to track their customers' satisfaction through measuring their level of service quality perceived by their customers. Clow, E. & Kutz L.(2003) stated that customer satisfaction or dissatisfaction is considered to be the result of a comparison between the pre-use expectations that a customer has about the product or service and the post-use perception of product or service performance. The most widely used model to measure perceived service quality known as SERVQUAL was developed by Parasuraman et al. (1985, 1988).

1.2) Brief History of Insurance in Ethiopia

The origin of Insurance in Ethiopia trace back as far back as 1805 when the Bank Of Abyssinia began to transact Fire and Marine Insurance as an agent of a foreign insurance Company.

According to a survey made in 1954, there were insurance companies that were providing insurance service in the country.

Except Imperial insurance company that was established in 1951, the rest of the insurance companies were branches or agents of foreign companies. The number of Insurance companies increased significantly and reached 33 in 1960.

At that time Insurance business like any business undertaking was classified as trade was administered by the commercial code. The minimum paid up capital required to establish an insurance company was as little as 12,520 Ethiopian dollars as in the commercial code. There was no Restriction on Foreign Insurers.

Currently there are 16 private and one government owned insurance companies. .The first remarkable event that the Ethiopian Insurance market was the Promulgation of proclamation NO, 281/1970. This proclamation was issued to provide for the control & regulation of insurance business in Ethiopia. It is peculiar that it created an insurance council and an insurance controller's office.

The controller of insurance licensed 15 domestic insurance companies, 36 agents, of Brokers, 3 actuaries and 11 assessors in accordance with the provisions of the proclamation immediately in the year after the issuance of the law.

Four years after the enactment of the proclamation, the military government that came to power in 1974 put an end to all private entrepreneurship. Then all insurance companies were nationalized and from January 1, 1975 onwards, the government took over the ownership and control of these companies and merged them into a single unit called, Ethiopian Insurance Corporation. In the years following nationalization, Ethiopian Insurance Corporation became the sole operator. Similarly , The insurance sector during the command economic system was characterized by Monopoly of the sector by the government, lack of dynamism and innovation, premium growth rates and reliance on a couple of classes of insurance business(Motor& Marine).

Following the change in the political environment in 1991, the proclamation for the licensing and supervision of insurance business heralded the beginning of the new era immediately after the enactment of the proclamation. Private insurance companies began to flourish.

More particularly proclamation no, 86/1994 heralded a new era in the history of Insurance business in which the provisions in the legislation and the bold actions taken subsequently have certainly transformed the industry. Remarkable growth of the insurance sector for the past two decades was clearly evident. Hailu (2007)

However, the sector's performance is also a lot to be desired compared to its counterparts in the other parts of Africa.

1.2 Statement of the problem

A business can only achieve success only by understanding and fulfilling the needs of customers. From a total quality perspective, all strategic decisions a company makes are customer driven. Thus the company must serve to dynamic customer and market requirements. According to the study by Collart (2000), one of the determinants of success of a firm is how the customers perceive the resulting service quality, as this is the key driver of perceived value. It is the perceived value which determines customer satisfaction. Many firms including insurance companies track their customers' satisfaction through measuring their level of service quality perceived by their customers. The most widely used model to measure perceived service quality was developed by Parasuraman et al. (1985, 1988) known as SERVQUAL. According to this model, five dimensions of service quality are: Tangibles, Reliability, Responsiveness, Assurance and Empathy.

However, the model developed in the context of one country may not be applicable in other countries as the institutional, economic and socio-cultural factors may differ from region to region or from one sector to another within the same region.

In Ethiopia customers usually complain about efficiency and lack of quality excellence in the insurance sector. Similarly, there are few published studies which show that the quality of insurance services in Ethiopia is not satisfactory.

This study aims to examine the gap between customer's expectation and perception of insurance service in Ethiopia using SERVQUAL model. The insurance companies involved in this study are Nib insurance company and Ethiopian Insurance Corporation.

The researcher is going to provide answer for the following research questions,

1. To what extent do the insurance companies provide the services that are at par with the need of customers?
2. How do customers expect and perceive the quality of insurance service in Ethiopia at their insurance companies? And what gap exists?
3. What are the service quality deficiency areas? And how to improve them?

This paper tries to examine these issues based on a survey conducted in the two major insurance companies.

1.3 objective of the study

The general objective of the study is to assess the customer's perception towards quality of service in the insurance sector and the dimensions of service in the level of their quality. More specifically the study seeks,

- 1) To measure customers expectation of each of the five dimensions of service Quality using SERVEQUAL instrument.
- 2) To measure customers perception of each of the five dimensions of service quality using the SERVEQUAL instrument.
- 3) To determine the gap in customers perception and expectations in each of the five dimensions for the two insurance companies.
- 4) Provide comparative analysis of the results of the two insurance companies.

1.4) Significance of the study

The paper aims to give some insight about customer's perception of service quality in the insurance sector of Ethiopia.

The paper can be used as one source of information to analyze the company's customer services including gaps, if any. Appropriate managerial strategic decision can be made by the respective companies in the sample and also could be one source of service quality level indicator for the industry.

1.5) Scope of the study

The scope of this study is to focus on customers' perception towards service quality at selected branches of Ethiopian Insurance Corporation and Nib insurance company. Thus the study examines insurance service quality only from the customers' perspective. The branches considered in this study are Eastern and Arada branches from EIC and Gotera, Bole and Genet branches from Nib insurance company.

1.6) Limitation of the study

The study is limited in scope and sample size because of time and financial constraints. So only two insurance companies with few branches are selected for the study. Thus the findings of this study may not give a general picture of the quality of the insurance sector in Ethiopia. But it can contribute to further study on service quality of the insurance sector in Ethiopia.

Chapter Two

2. Literature Review

2.1 Definitions of Quality management

Quality is one of the five key objectives of operations along side with cost, flexibility, material management and delivery. While quality management is cross-functional in nature and involves the entire organization, operation has a special responsibility to produce a quality product for the customer. This requires the cooperation of the entire organization, the operation manager has a special responsibility to produce a quality product or deliver a quality service for its customers. Schroeder,(2007).

The definition of quality depends on the role of the people defining it. Most consumers have a difficult time defining quality, but they know it when they see it. Since quality can be several things at the same time and may have various meanings, according to the person, the measures, applied and the context within which it is considered. The difficulty in defining quality exists regardless of product, and this is true for both manufacturing and service organizations. There is no single universal definition of quality. Some people view quality as “performance to standards.”Others view it as “meeting the customer’s needs” or “satisfying the customer.” Let’s look at some of the more common definitions of quality.

“Quality is the search for excellence”

The ‘search for excellence’ is inbred in a Darwinian philosophy for the survival of the fittest. Quality is thus an expression of this excellence, which leads one firm’s product to dominate another, and to guarantee its survival by image of quality. Over time, excellence creates an image and quality. Tapiero, (1996).

“Quality is in the eye of the beholder”

Heizer and Render(2006), demonstrated that quality is the ability of a product or service to meet customer needs, or quality may be in the eyes of the beholder, but to create a goods or a service, operation managers must define what the beholder (the customer) expects. Thus, the characteristics that connote quality must first be defined through research (*user based approach to quality*). Then the characteristics will be translated to specific attributes of a product (*product based approach of quality*). Then, the manufacturing process is organized to ensure that products

are made precisely to specification (*a manufacturing based approach to quality*). A process that ignores any one of these steps will not result in a quality product.

“Value for price paid”

Quality is defined in terms of product or service usefulness for the price paid is a definition of quality that consumers often use for product or service usefulness. This is the only definition that combines economics with consumer criteria; it assumes that the definition of quality is price sensitive. Chase et al, (2002). Moreover, G. Schroeder, (2006) point out a more comprehensive definition of Quality can be formulated by defining quality from four dimensions: Quality of Design, Quality of Conformance, the “Abilities” and Field service.

Thus, whether the product is a service or good, quality can be defined by, *Quality of Design* (determining specification before the product is produced), *Quality of conformance* (means producing a product to meet the specifications), *Ability*: availability, reliability, and maintainability are another dimensions of quality, and *Field service*, the last dimension, represents warranty and repair or replacement of the product after it has been sold.”Schroeder, (2007)

Total Quality Management

Total quality management (TQM) is different from the old concept of quality because its focus is on serving customers, identifying the causes of quality problems, and building quality into the production process. According to Heizer and Render(2006) TQM stress a commitment by management to have a continuing companywide drive toward excellence in all aspects of products and service that are important to the customer. Heizer and Render(2006) have also developed seven concepts for effective Quality Improvement (QI) program by modifying the 14 points developed by Deming as follow: (1) Continuous Improvement, (2) Six Sigma, (3) Employee empowerment, (4) Benchmarking, (5) Just-in-Time, (6) Taguchi concept, and (7) Knowledge of TQM.

2.2 Does quality pay? Quality and financial performance theoretical premises

A growing body of accounting literature advocates that non financial indicators of performance including investments in such area as quality, customer satisfaction and innovation should supplement financial measures in international accounting systems Bolton and Drew (1991)

A consensus exists in the marketing literature that service quality and customer satisfaction lead to an improvement of financial performance by increasing customer loyalty (Anderson and Sullivan, 1993; Bolton and Drew, 1991), improving word of mouth advertising thus reducing marketing costs, reducing price elasticity, reducing transaction costs, and improving firm reputation . Although there has been considerable research work on the relationship between some of the above constructs, the direct link between quality and profitability is still under the focus of many researchers. Anderson, (1996)

According to the concluding remarks of the research study paper, a positive relationship between quality and financial performance is empirically supported in financial services industry. Based on the event study conducted, the positive relationship between quality and financial performance is closely linked. Stavros.A., Andreas C.,(2011)

2.3) QUALITY MANAGEMENT IN SERVICE FIRMS

The Origins of Service Quality Theory: The Disconfirmation Paradigm

The foundation of service quality theory lies in the product quality and customer satisfaction literature. Early conceptualizations (e.g., Parasuraman, Zeithaml, and 1985) are based on the disconfirmation paradigm employed in the physical goods literature. This suggests that quality results from comparisons of perceived with expected performance as is reflected. As cited by Brady and Cronin (2001), In addition to adapting the disconfirmation paradigm to the measurement of service quality, Brady and Cronin (2001) identify two service quality dimensions i.e., Functional quality and Technical quality. *Functional quality* represents how the service is delivered; that is, it defines customers' perceptions of the interactions that take place during service delivery. *Technical quality* reflects the outcome of the service act, or what the customer receives in the service encounter. Brady and Cronin (2001)

The disconfirmation paradigm also is the basis for Parasuraman et al (1985) SERVQUAL model, which views service quality as the gap between the expected level of service and customer perceptions of the level received. Parasuraman et al (1985) propose five dimensions of service quality: the reliability, Responsiveness, Assurances, Empathy, and tangibility characteristics of the service experience.

2.4) Underlying Principles of Service Quality

According to Clow and Kurtz(2003), Receiving a high level of service is important to consumers but understanding how to evaluate the service quality received is more difficult. Two consumers receiving what appears to be the exact same service from a company may evaluate the quality of the service differently. One consumer may feel the service was good while the other may feel the service was performed poorly. When discussing service quality the three underlying principles that should be kept in mind are:-

1. Service quality is more difficult for the consumer to evaluate that quality of a good.
2. Service quality is based on consumers' perception of the outcome of the service and their evaluation of the process by which the service was performed.
3. Service quality perceptions result from a comparison of what the consumer expected prior to the service and the perceived level of service received.

The process used by consumers in evaluating service differs from the process used for goods. Services tend to be high in experience and credence qualities while goods tend to be high in search qualities. Search qualities are attributes that contributes that consumers can evaluate only during or after the consumption process. Credence qualities are attributes that consumers have difficulty evaluating even after consumption is completed. Experience qualities are qualities of a good or service that will be evaluated only after the service has been consumed or during the process of consumption. Clow and Kurtz (2003)

2.5) Internal Customer Satisfaction and Service Quality

It has been established that internal customer satisfaction exerts an important influence on external customer satisfaction, as satisfied employees tend to be more Productive, provide better services to customers, and hence, can significantly enhance business profitability. Gazzoli, Hancer and Park, (2010) in a similar vein, the service-profit chain establishes a relationship between profitability and growth, due to customer loyalty and satisfaction which is, in turn, due to services provided by satisfied employees.

Vilares and Coelho (2003) proposed a reformulation of the ECSI model, establishing that perceived internal customer satisfaction, loyalty, and commitment exert an important impact on perceived product and service quality Gil *et al.*, (2008) Because most of the processes in the organization are relatively related with the service for external customers, quality in the process,

timing, interruption in co-operation will affect all the goods and service being offered to external customers.

Internal customer satisfaction has been recognized as a component of organizational commitment. It is suggested that internal customer satisfaction is a state of pleasure gained from applying one's values to a job such as job satisfaction Caceres and Paparoidamis,(2007). Indeed, Spector (1997) believes that job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. Employees in a service organization and particularly, those who have frequent contacts with the customer usually serve as representatives of both the organization and their products or services to the customer at contact point. The quality of the service and the satisfaction the customer may derive will be an assessment of the entire service experience. Employees who are empowered in an organization can either portray a positive or negative picture to the customers. A nature of the intangibility of service, customers look for tangible things to give them a clue of what the service they are buying is worth. However majority of the clues they are searching for, they evaluate through their interactions with the service supplier (the contact employee). Therefore, a huge part of their judgments will hinge on the attitudes and qualities expressed by those employees.

Grönroos (2001) further suggest that the service quality and the human resource experience that employees have within the organization are reflected in those customers that experience the service. The bottom line of their argument is that customer perceptions of service quality is impacted by customer-oriented behavior of employees and that all the five dimensions of service quality can be influenced directly by the service employees.

As Grönroos et al (2001:187) recalls that, before the 1970's employees were treated as costs, but after the advent of human capital theory in the 80's, it was seen that human resource management could, and should be tied into a company's business strategy. Since committed personnel were shown to make a substantial difference in an era of increasingly stiff global competition. Considering the role of internal customer in service organizations, they need to be equipped to carry out their functions successfully.

Technically and otherwise, they need to be reinforced and motivated to be able to span boundaries. According to Grönroos (2001:179), the simultaneity of services leads to an inherent link between employee's behavior, their motivation, competencies, satisfaction, and commitment. As Grönroos et al(2001:190), in citing Yap k. et al(2001), revealed that two thirds

of employee satisfaction levels were caused by (a) latitude given to employees by their management to meet customer needs (b) authority given to them serve customers(c) and possession of knowledge and skills needed to serve customers.

As a result the human resource practices play a crucial role in the management of service operations. It also asserts that a complex combination of strategies is needed to ensure that service employees are willing and able to deliver quality services and that they stay motivated to perform in customer-oriented, service-minded ways.

2.6) Meaning and types of service expectations

To say that expectations are reference points against which service delivery is compared is only a beginning. The level of expectation can vary widely depending on the reference point the customer holds. Although most everyone has an intuitive sense of what expectation are, service marketers need a far more through and clear definition of expectations in order to comprehend, measure, and manage them. Because the idea of customer expectations is so critical to evaluation of service quality, we start our discussion by talking about the levels of expectations.

Expected service: levels of expectations

Customers hold different types of expectation about service. The highest can be termed desired service: the level the customer hopes to receive- the “*wished for*” level of performance.

Desired service: - is a blend of what the customer believes “can be” and “should be.” The expectation reflects the hopes and wishes of these consumers;. For example, you will engage the services of your college’s placement office when you are ready to graduate. Without these hopes and wishes and the belief that they may be fulfilled they would probably not go to this service. What are your expectations of the service? In all likelihood you want the office to find you a job the right job-in the right place for the right salary because that is what you hope and wish for. However,, you probably also see that the economy may constrain the availability of ideal job openings in companies. And not all companies you may be interested in have a relationship with your placement office. In this situation and in general, customers hope to achieve their service desires but recognize that this is not always possible. We call the threshold level of acceptable service.

Adequate service-the level of service the customer will accept'. In the economic Slowdown, many college graduates trained for high-skilled jobs may accept entry-level positions at any office or internships for no pay. Their hopes and desires were still high, but they recognized that they could not attain those desires in the market that existed at the time. Their standard of adequate service was lower than their desired service. Adequate service level represents the "*minimum tolerable expectation*" the bottom level of performance acceptable to the customer. Zeithamal and Bitner (2006)

2.7) Factors that influence customer's perception and expectation

Because expectations play such a critical role in customer evaluation of services, marketers needs to have a control over these factors as well, but many of the forces that influence customer expectation are uncontrollable.

When consumers are interested in purchasing service, they are likely to seek or take in information from several different sources. For example, they may call a store, ask a friend, or deliberately track newspaper advertisements to find the needed service at the lowest price. They may also receive service information by watching television or hearing an unsolicited comment from a colleague about a service that was performed well. In addition to these active and passive types of external search for information, consumers may conduct an internal search by reviewing the information held in memory about the service. Those factors that determine customers' perception and expectation of quality service are:

- A. Explicit service promises
- B. Implicit service promises,
- C. Word-of-mouth communications, and
- D. Past experience.

Explicit service promises: - is personal and non-personal statement about the service made by the organization to customers. The statements are personal when they are communicated by salespeople or service or repair personnel; they are non personal when they come from advertising, brochures, and other written publications. Explicit service promises are one of the few influences on expectations that are completely the control of the service provider.

Promising exactly they will ultimately be delivered would seem a logical and appropriate way to manage customer expectations and ensure that reality first the promises. All types of explicit service promises have a direct effect on desired service expectation if the sales visit portrays a

banking service that is available 24 hours a day, customer's desires for that service (as well as the service of competitors) will be shaped by this promise. Explicit service promises influence the level of both desired service and prediction service. Zeithamal and Bitner (2006)

B. Implicit service promises: - are service-related cues other than explicit promises the lead to inferences about what the service should and will be like. These quality cues are dominated by price and the Tangibles associated with the service. In general, the higher the price and the more impressive the Tangibles, the more customers will expect from the service.

C. Word-of-mouth communication: - The importance of word-of-mouth communication in shaping expectations of service is well documented. These personal and sometimes non personal statements made by parties other than the organization convey to customers what the service will be like and influence both predicted and desired service. Word of mouth tends to be very important in services that are difficult to evaluate before purchase and direct experience of them. Experts (including consumer reports, friends, and family) are also word-of-mouth sources that can affect the levels of desired and predicted service.

D. Past experience: - Past experience, the customer's previous exposure to service that is relevant to the focal service, is another force in shaping predictions and desires. The service relevant for prediction can be previous exposure to the focal firm's service. For example, you probably compare each stay in a particular hotel with all previous stay in that hotel. Zeithamal and Bitner(2006)

2.8) Measurement and dimensions of service Quality

Manufacturing quality measurement can largely be objective and standardized while many service measurements are perceptual or subjective. Parasuraman et al. (1985) argued that the customer's perception of service quality offering is a function of five dimensions categorized as reliability, Assurance, Tangibles, Empathy, and Responsiveness and suggested SERVQUAL (a service quality measurement tool).

Parasuraman's SERVQUAL model is widely used to measure perceived service quality. Parasuraman et al. (1985) also found that the customer's perception of service quality depends upon the size and direction of the gap between the service the customer expects to receive and what he or she perceive to have been received. Thus, service quality is defined as the gap between customers' expectation of service and their perception of the service experience.

The **gap theory** is the method for calculating the service quality that involves subtracting a customer's perceived level of service received from what was expected. (Clow and Kurtz, 2003). This gap model is one of the best-received and most heuristically valuable contributions to the service literature according to Brown and Bond (1995).

The five dimensions of service quality are: tangibility, reliability, Responsiveness, Assurance and Empathy.

Definitions of the *SERVQUAL* Dimensions

1. Tangibles: the appearance of the company's physical facilities, equipment, and personnel.

If a restaurant, for example, is dirty, not presentable and the employees are disheveled Looking, the tangible quality will be low.

2. Reliability: The ability of the company to perform the promised service dependably and accurately without errors. For example, if a restaurant takes a reservation for 7:00pm and you are not seated promptly or they bring the wrong meal, the Reliability will be low. Note that Reliability for service (which is more accurately called conformance) is defined differently than Reliability for manufacturing.

3. Responsiveness: the willingness of the company to provide service the prompt and helpful to the customer. In the restaurant, for example, the meal should be provided in a timely fashion and with help when needed to understand the menu.

4. Assurance: The knowledge and courtesy of the company's employees and their ability to convey trust and confidence.

5. Empathy: The caring, individualized attention the company provides to its customers.

As discussed above, these dimensions of service are very different from manufacturing and reflect the close interaction that the employees have with the customer in service delivery.

Some researchers have used SERVQUAL entirely to investigate insurance service while others have chosen to use a smaller number of attributes to represent each of the five dimensions. According to Brown and Bond (1995), their GAP model is one of the best received and most heuristically valuable contributions to the service literature.

The pioneer study of Parasuraman et al. (1985) has been a major driving force in developing an increased understanding of and knowledge about service quality

They defined service quality as the gap between customers' expectation of service and their perception of the service experience. The various gaps visualized in gap model are:

- (1) **Gap 1:** Difference between consumers' expectation and management's perceptions of those expectations, i.e. not knowing what consumers expect.
- (2) **Gap 2:** Difference between management's perceptions of consumers' expectations and service quality specifications, i.e. improper service-quality standards.
- (3) **Gap 3:** Difference between service quality specifications and service actually delivered i.e. the service performance gap.
- (4) **Gap 4:** Difference between service delivery and the communications to consumers about service delivery, i.e. whether promises match delivery.
- (5) **Gap 5:** Difference between consumers' expectation and perceived service. This gap depends on size and direction of the four gaps associated with the delivery of service quality on the marketer's side. (Kumar and Charles, 2009).

2.9 Empirical review of the literature

Research has shown that the quality of services and the achievement of customer satisfaction and loyalty are fundamental for the survival of insurers. Ravi k.sharma,M.R Bansal (2011).Based on this study of comparison on the insurance service quality aspects of Chinese and Indian customers using service quality model, a high significance of correlation is found in both countries. These major correlations are the personal support they receive from employees, rather than the technical innovations they apply matter very critically. These supports include first rate service, personal recognition and friendly interactions and a sense of confidence and trust. Although the study focuses on life insurance product of business, the review emphasizes the results can be used in other industries of other countries as well.

The result of this study support the claims of Ravi k.sharma,M.R Bansal (2011)that perceptions of service quality vary by nationality due to differences in economic, social and cultural environments. Researchers are thus encouraged to replicate this study in different countries.

Therefore, these measurements should be incorporated by modifying necessary changes in service quality aspects in accordance with the socioeconomic environment of that nation. Hence the need to adapt necessary changes of service quality studies in the Ethiopian context.

Another empirical evidence on service quality reflects that since SERVQUAL was developed in western country, it has been suggested that researchers should be sensitive to cultural differences in examining the dimensionality of service quality in other countries Ravin K.Sharma,M.R.Basal (2011) .In examining of cross cultural differences between North

American and Latin American consumers ,(Collart,2000) found that the relative importance of service quality dimensions was different between the two groups.

Collart, 2000 claims that customers from different cultures perceive service quality differently. Gil et al, (2004) partly support this claim; they found that UK and USA customers have different reactions to poor service.

Further empirical review of literature reveals that a specific application of the SERVEQUAL model is tailored to the business norm and model of a given country.

A typical study by EvangelosT.S mawa,Graham K.(2004) is the comparative analysis of the insurance service qualities of Greece and Kenya. More specifically GIQUAL is used as an instrument in order to measure the service quality of the Greek insurance industry. This shows that the items must be customized to gauge to the business environment. For example four additional items were added to evaluate the effect of price, product quality ,ambiguity of insurance contracts in insurance claims settlement were taken as perceptions of the items in Greek insurance industry which is more prominent features of the industry.

Another assessment of the outcome of the test in the industry shows that tangibility has no significant impact. This is because their business is heavily dependent on the Agency system, where customers contact the companies through sales agents or brokers.

In comparison, the Kenyan insurance industry has some roots of influence of culture in the early years of the British colony. A remarkable analysis of the research design in the study reveals that the SERVEQUAL metric in investigating service quality in the respective industries were distinctively different in terms of design and operationalization. EvangelosT.S mawa,Graham K.(2004;16)

The SERVQUAL metric requires substantial modification (customization) prior to its application. Considering that only 55% of items within the two scales used had 19 universal application within the two industries is reason enough to be wary when applying SERVQUAL. Researchers ought to be cautious when applying the diagnostic; SERVQUAL is not a ready to use tool-kit: although robust, the metric calls for customization. EvangelosT.S mawa,Graham K.(2004;18)

In Greece, four items were added to the srvequal's 22 item scale to make a 26 item scale which was then pretested and used to gather data. In Kenya, the SERVEQUAL's 22 item scale was filtered through a pretest to yield 19 items. Evangelos T.S mawa, Graham K. (2004;18)

In sum there were noticeable differences in both; manner of construction of metrics and number of items in the metrics. The researchers therefore, aimed at customizing the SERVEQUAL metrics to meet the diverse cultural, economic and technological differences between the two countries of Greece and Kenya. Evangelos T., Graham K. (2004; 20)

Another empirical assessment by Dotchin and Oakland (1994) states that dimensionality of SERVQUAL depends on the context in which it is applied and cannot be generalized in all and any service industry. Similarly, Brown *et al.* (1993) suggested that SERVQUAL has to be modified and adapt-based on the industry, the business and the location. Ozer (1999) recommends the development of industry-specific quality measurements for a better fit to the nature of the industry. As a result, numerous studies in different service sectors have sought to develop industry-specific service-quality scales. For example, several scales have been replicated, adapted and developed to measure services by taking SERVQUAL as a base, viz., SERVPERF (Cronin andnTaylor,1994) for hotels, clubs and travel agencies; DINESERV (Stevens *et al.*, 1995) for food and beverage establishments; LODGSERV (Knutson *et al.*, 1990) for hotels; SERVPERVAL(Petrick, 2002) for airlines; for Internet shopping; E-S-QUAL (Parasuraman *et al.*, 2005) for electronic services; SELEB (Toncar *et al.*, 2006) for educational services; HISTOQUAL (Frochot and Hughes, 2000) for historic houses; LibQUAL (Cook *et al.*, 2002) for library ; and ECOSERV (Khan, 2003) for ecotourism.

Thus it stresses the need for being industry specific and location specific of the model application.

Similar study on Attitudes of Nigerians towards Insurance services, by Tajudeen, Ayantunj & Dallah(2004) stressed that overall, the peculiar feature of most financial transactions in the developing world has been weak contract certainty which in turn, erodes the trust of the insuring public. This therefore calls for strict supervision of the regulatory Authorities. This further boost the public confidence and trust in the insurance industry. In the case of Nigeria specifically, the present government's cardinal programme of strict adherence to the rule of law should be extended to the insurance industry where impunity seems to be holding sway at the moment. The public confidence and positive attitude to the industry can thus be greatly enhanced. The public

attitude towards insurance in the case of Nigeria matters most so their perception is highly negatively eroded.

Yet other empirical finding revealed in the years 2008 and 2009 by Hossein Vazifehdust¹ and Sahel Farokhian (2013), conclude the most important success factor for customer satisfaction in Iranian insurance companies is trust. It means that insurance companies should adhere to their obligations. Insurers believe the factors such as behavior and dealing effectively with the insured, ability of insurance agents to transmit accurate information, establish long term relationships with customers are the important factors in the success of the insurance industry. Other factors such as quality, appearance and packaging, and internet activity is of minimal importance. The noteworthy point is that calling up is one of the most important factors in customer satisfaction and insurers success and this is a specific study tailored to reflect the Iranian insurance industry. The Iranian insurance industry shows some similarity with the Nigerian insurance industry.

A specific study made by Indian researchers on service quality in Ethiopia by¹Rajasekhara M, ²V.S. Mangnale (2011) shows that from Overall satisfaction level about 49% respondents conveyed their disappointment on the overall performance of the service sector activities of Ethiopia. This means it should be healthier to identify the areas which led to this kind of dissatisfaction and introduce complete overhaul to recover the situation. The researchers identified some areas of dissatisfaction particularly service quality, tariff structure, service encounter, service delivery process, bill payment areas, complaint handling procedure, after sales service etc. through qualitative research. The Ethiopian service sector is already working on the above area which has led to great customer dissatisfaction with the support of overhauling of most of the existing plans, procedures, programs, strategies, policies and even budgets also.

In conclusion, each and every employee in the organization from the board member to the technical core are required to assign due weight to the areas of dissatisfaction and introduce fundamental changes in their existing practices for meeting the telecom, banking and insurance, tourism and health needs of the country. Just like world service giants in different sectors, Ethiopian Service Sector also better to make every effort for Total Customer Satisfaction (TCS) by expecting the clear attitudinal changes among the existing customers for retaining them. For this they have to once again rededicate themselves and review their existing plans, policies,

procedures, programs, strategies, and even budgets for offering confident and market expected services to win the hearts of the 80 plus million Ethiopians. These findings reveals how the service sector quality is unsatisfactory in Ethiopia and calls for further studies and effective remedies in the respective industries such as insurance.

Banking service quality study done by Mesay Sata Shanka (2012) aimed at assesising the service quality of private banks and its impact on customer satisfaction. The study also tried to test the relationship that exists between customer satisfaction and their loyalty. The mean score values for service quality dimensions was between 2.6 and 3.4. This indicates that improvements of service quality should be conducted on all the five service quality dimensions, especially the dimensions of responsiveness and empathy. This study also found a positive relationship between all service quality dimensions and customer satisfaction .Accordingly, the results of this research paper confirmed the theory of literatures regarding the relationship between service quality dimensions and customer satisfaction. Although this research provides some significant insights into service quality in Ethiopian banking industry, there is still a chance to extend the findings to gain a more comprehensive understanding of the nature of banking services. The future research may highlight the service quality in banking in total, comparative analysis on SERVPERF scores in different types of banks and comparative analysis on SERVQUAL and SERVPERF scores in banking industry. So it left for comparative analysis using other methods without having the analysis by the study. Moreover the study focused on the customer loyalty aspect of the banking industry.

Insurance service quality study by Djalalie (2011) analyses comparatively the service quality of Nile ,Nyala and Awash insurance companies using more than the usual five items and these companies do not comprise more than 30% of the market share of the industry and thus could not lead to drew the conclusion to the industry.Morover, the study made a conclusion based on those companies and recommended quality improvement solutions only to those specific companies.

International standard and best practice for service quality of Insurance companies¹

International standard of quality for insurance companies mainly stresses on service excellence. Some of the key quality requirements which has been initially used for the manufacturing sector is now also adapted to being used for service quality of a service sector are,

- A set of procedures that cover all key processes in the business
- keeping records
- Monitoring processes to ensure that they are producing quality products/services/.
- Regularly reviewing individual processes and the quality systems itself for effectiveness and
- facilitating continual improvement.

Some key performance indicators specific to the insurance sector,

- a) Multiplying number of policy holders
- b) Expense ratio- firm wide expenses to total amount of premium earned.
- c) New business processing cycle time –the time it takes to underwrite new business
- d) Wastage rate –percentage of insurance applications received that were not approved and did not pay the first premium.
- e) Claims closure rate- the total time it takes to notify and complete the claims process.

Emirates insurance company can be taken as a benchmark for being ISO 9000 certified in ensuring quality insurance services. Some of the key quality objectives of the company are,

- providing corporate culture that revolves around satisfying customers' needs.
- maintaining a respectable growth rate for both production and profitability
- To achieve company goals using state of the art technology.
- Enhancing employee proficiency in insurance products by providing adequate training in accordance to current needs.
- Ensuring employee's goals and objectives are aligned with that of the company.
- To build trust to all regional and international business partners.

¹ The discussion is taken from www.ISO.com , OPSdog.com and Emirates Insurance.com

Chapter Three

Research design and Methodology

Quantitative research design is employed in this study. This research steps applied were in accordance with scientific research design. According to Creswell, W. John (2003) under this design, data collected was based upon a predetermined instrument and the objectives developed prior research. The purpose of this research project is to determine the importance of five service quality dimensions from the customer viewpoints. Service dimensions (tangibles, reliability, responsiveness, assurance and empathy) as independent variables and service quality as dependent variable. This research is to identify the gap between perceptions and expectations of external customer on service dimensions. The research is a field study because it will examine perception and expectation of customers in their natural transaction. The variables under study are neither controlled nor manipulated, and no artificial setting is crafted for this study. The unit of analysis for this study is customers as respondents.

In order to develop a reliable and valid service quality measurement scale, an empirical study will be undertaken based on methodology. The survey instrument was SERVQUAL – a 22 item scale (Parasuraman et al. (1988). In evaluation of customer perceived service quality, the twenty-two items measuring "Expectations" of customers and twenty-two similarly worded items measuring "Perceptions or experiences" of customers are used with regard to their service encounter with the insurance industry.

3.1 Research Design

Both descriptive and quantitative methods were used to analyze the data collected from customers. The reason behind using descriptive study design was because the researcher was interested in describing the existing situation under study. This study used descriptive analysis that describes the service quality dimensions that lead to customer satisfaction.

The study is cross-sectional in the sense that relevant data was collected at one point in time at insurance offices where customers were given the service and rarely by distributing the questionnaires to customers' offices.

3.2) Research Methodology

A methodology of SERVQUAL is used to analyze the different analysis of the customer's perceptions with the five dimensions of tangibility, Reliability, Responsiveness Assurance and Empathy. Questionnaires will be developed and responded by the customers as a primary source of Data.

There are several procedures that were used in this study which were presented under the following subheading: research design, sample size and sampling technique, data source and collection method, questionnaire, method of data analysis.

3.3 Selection of the Insurance Companies

Nib insurance company is one of the youngest insurers and commands the second highest market share from private companies. Ethiopian Insurance Corporation is a pioneer in the industry and market leader. Based on these reasons the companies are selected for the study.

In consideration of the past three years, a remarkable sales growth of EIC is noticeable with over 20% while its market share average stands at 41.2%.

Similarly, NIC commands an average of 9.1% where sales growth for the past three years is over 15%.

Average market share of EIC is 41.4% while NIC commands 9.1% .

3.4 Sample size and Sampling technique

Out of 17 insurance companies, (2 insurance companies) were selected as a sample. The two insurance companies were selected on the assumption that they could represent the 17 insurance companies because EIC has 41.17% of the market share in the insurance industry; NIC is in the second rank in market share. After the samples of insurance companies have been determined, the researcher used a non probabilistic convenience sampling methods to select the sample from the available population. The researcher decided to employ convenience sampling method because it is actually impossible to carry on a probability sampling because there is no point in time during which all customers are available due to different reasons and it is not possible to contact everyone who may be sampled. From 211 usable questionnaires 115 and 96 questionnaires were collected from EIC and NIC respectively.

3.5) Data collection Method

This study largely depends on primary data which is collected through survey method using SERVQUAL instrument. The respondents will be asked to rate each statement using likert scales of 1-5(1 Not important,5 strongly Important) Secondary data collected from journals, Annual Reports, internet, government agencies and National Bank of Ethiopia are used for comparative analysis of the two companies and also support the primary data analysis.

In the process of collecting data, a questionnaire was developed to ensure that all the information required for analysis could be obtained. Data was collected from two insurance companies' office, districts and branches in Addis Ababa and the respondents were selected on non convenient random sampling basis. More than 85% of their market is in Addis Ababa therefore it is representative sampling.

The questionnaires were divided into three sections: Section A: Personal Information, Section B: Customers' Expectations and Perceptions and in Section C: Customers were asked the overall judgment of service quality and satisfaction based on a five- scale interval.

Section A of the questionnaire was used for statistical purpose only. The first section consisted of questions to find out the demographic features of the respondents such as gender, career, premium amount and the number of types of insurance products purchased. Section B is used to evaluate service quality in insurance service counter by defining the gap between sections. The SERVQUAL instrument is selected to measure service quality. SERVQUAL developed by Parasuraman et al. (1998) focuses on the service attributes.

3.6) Data Analysis Method

The average dimension SERVQUAL scores (for all five dimensions) are divided by five to obtain the unweighted score of service quality. The necessary analysis and interpretation is made based on the average unweighted gap score of each insurance as well as the average gap scores for attributes and dimensions. The mean and standard deviation of each SERVQUAL statement will be calculated for perception as well as expectation and the average Gap Score for each dimension is obtained. This is done by deducting the mean score expectation for each attributes from the mean score of perception i.e. (E-P).this can show the level of significance.

Finally the five dimensions are ranked by the respondents on the level of importance for determining the quality of insurance service. In this study an improvised system of SERVQUAL instrument is used to calculate the average unweighted gap scores and ranking the five dimensions in the level of their importance. SPSS software is employed to analyze and present the data through findings of the arithmetic mean and standard deviation.

Comparative analysis is made on the two insurance companies based on the result and conclusion and recommendation is drawn accordingly.

Chapter Four

Data Presentation, Analysis and Interpretation

Comparing Ethiopian Insurance Corporation with Nib insurance company, distinguishable differences are noticeable. Ethiopian Insurance Corporation is a partially protected market that solely insures public enterprises and government owned ministries. This is because of its government owned ownership and corporate governance which is run by the government. The corporation underwrites all class of business and its core operation is highly decentralized.

Nib insurance company is a private holding company where the Board is directed by individuals entrusted by shareholders. From its core operation, claim service is centralized. The company underwrites all class of businesses to individuals and private companies.

4.1.1 Demographic Information of the Respondents

One hundred forty questionnaires were distributed to EIC branches and one hundred fifteen were responded with a response rate of 82.14%. Among these one hundred of them are male and only fifteen are females.

Similarly, one hundred twenty were distributed to the branches of NIC and ninety six were responded with a response rate of 80%. Among these eighty seven are male and only nine are females. A computer generated total arithmetic mean and summation is used using SPSS with a simpler method. The majority of respondents in both companies are salaried which some responded on behalf of the services given to the company they work for and the effect is not factored in the outcome. Similarly self employed people are second highest in both companies.

Table 4.1.1 Respondents gender and Occupation at EIC and NIC

Gender	EIC			NIB		
	Male	Female	Total	Male	Female	Total
	100	15	115	87	9	96
Occupations						
Salaried	82	17	97(84.34%)	68	7	75(78%)
Self-employed	10	4	14(12.17%)	9	6	15(15.62%)
Retired	2	4	3(2.6%)	3	2	5(5.2%)
Other	-	1	1(0.86%)	-	1	1(1%)

4.1.2 Service Quality gap at EIC

The overall SERVQUAL score is the result of average perception score minus the average expectation score derived from the SERVQUAL instruments. Table (4.1.2) shows the service quality gap on each individual item under respective dimensions for EIC. When we take a closer look at the individual items, it is found that the individual statements under each dimension have a negative service quality gap implying that the overall expectation of the insurer's service quality at EIC falls short of expectations.

Accordingly the average unweighted score of EIC is -0.78 (Table 4.1.2). All the five dimensions recorded a negative service quality gap. This indicates the insurers' service cannot meet customers' expectation.

Tangible has a gap score of -0.46 (Table 4.1.2). Among all the attributes the convenience of the location of branches has comparatively high gap score of -0.61 (Table 4.1.2). However, the insurer has a relatively low gap in relation to "visually appealing physical facilities" and "Materials associated with the service are visually appealing" with a score of -0.32 each showing the appearance of the insurer's physical facilities and equipment, although not good, are perceived to be better than the other dimensions.

The dimension, Reliability has a score of -0.94 (Table 4.1.2) which indicates that the branches fail to meet customers' expectation on this dimension. Insurance, ideally, should provide its service as promised. But the gap score for this attribute is -1.4 (Table 4.1.2) indicating that the costumers do not have confidence in the service promised by the insurer. But the attribute "staff performing service right at the first time" has a very low score gap of -0.97 (Table 4.1.2) which shows a positive side of the insurer's staff to approach customers only the first time. This can be associated with the BPR implementation of the insurer.

Responsiveness has a gap score of -1.29 (Table 4.1.2). With regard to this dimension, prompt customer service" has a gap score of -1.62 demonstrating the insurer's staff are not able to provide prompt service to customers and are too busy to respond to customers request especially at busy hours.

Assurance is another service quality dimension with an average gap score of -0.23 (Table 4.1.2). The “knowledgeable staff to answer questions” attribute has score of -0.29 (Table 4.1.2). Customers expect insurer’s staff to be polite and friendly but that is not the case at EIC at smaller extent. Attributes like: “Behaviors of staff install confidence in customers” and “Customers feel safe in their transactions” have a score of -0.15 and -0.26 respectively (Table 4.1.2). Customers at EIC are inconvenient in technical advice and insurance handling and this attribute relatively has higher negative score.

The last dimension Empathy has average gap score of -0.96 (Table 4.1.2) indicating the insurer’s deficiency at this dimension. Specifically, ‘staff giving personal attention’ attribute has a gap score of -1.91, and also the attribute ‘understanding specific needs of customers’ has a gap score of -1.11. This shows that the insurer doesn’t consider the specific need of customers and individual attention.

Table 4.1.2 SERQUAL attributes score of perception, expectation and the Gap at EIC and NIC

Dimension	Q	Attributes	Ethiopian insurance Co			Nib insurance co		
			Perception	Expectation	gap	Perception	Expecta	gap
Tangibility	1	Modern looking equipment	4.3	4.89	-0.59	4.27	4.89	-0.62
	2	Visually appealing physical facilities	4.67	4.99	-0.32	3.9	4.44	-0.54
	3	Location convenience of branches	4.39	5.00	-0.61	4.15	4.85	-0.7
	4	Materials associated with the service are visually appealing	3.95	4.27	-0.32	3.37	4.07	-0.7
		Average	4.32	4.78	-0.46	3.92	4.56	-0.64
Reliability	5	Staff keeping promise	2.88	4.36	-1.48	4.9	4.98	-0.08
	6	Commitment in solving customer's problems	3.08	4.48	-1.4	3.55	4.6	-1.05
	7	Staff performing service right at the first time	2.26	1.29	-0.97	3.27	4.75	-1.48
	8	Providing service at the scheduled time	3.25	4.96	-1.71	3.81	4.93	-1.12
	9	Insist on error free records	3.57	4.66	-1.09	3.94	4.69	-0.75
		Average	2.64	4.04	-0.94	3.89	4.79	-0.9
Responsiveness	10	Staff informing customers exact time of service performance	2.64	4.04	-1.4	4.54	4.91	-0.37
	11	Prompt customer service	2.39	4.01	-1.62	3.87	4.73	-0.86
	12	Staff willingness for help	2.89	3.90	-1.01	4.39	4.81	-0.42
	13	staff are never busy to respond to customers	3.82	4.93	-1.11	3.3	4.90	-1.6
		Average	2.93	4.22	-1.29	4.02	4.83	-0.81
Assurance	14	Behaviors of staff instill confidence in customers	3.94	4.09	-0.15	3.81	4.45	-0.64
	15	Customers feel safe in their transactions	4.35	4.61	-0.26	4.81	4.9	-0.09
	16	Friendliness and courtesy of staff	4.48	4.71	-0.23	4.27	4.54	-0.27
	17	Knowledgeable staff to answer questions	4.68	4.97	-0.29	4.15	4.54	-0.39
		Average	4.36	4.59	-0.23	4.26	4.6	-0.34
Empathy	18	Individual attention given by staff	3.61	4.49	-0.88	3.63	4.09	-0.46
	19	Convenient operating hours	3.68	3.84	-0.16	4.63	4.77	-0.14
	20	Staff giving personal attention	2.38	4.29	-1.91	3.27	4.89	-1.62
	21	Staff giving customers best interest	3.45	4.14	-0.69	3.27	4.38	-1.11
	22	Understanding specific needs of customers	3.59	4.7	-1.2	3.45	4.72	-1.27
		Average	3.3	4.29	-0.96	3.65	4.57	-0.92
		Unweighted Average score dimension	-0.78			-0.72		

4.1.3. Service Quality gap at Nib Insurance Company

The gap analysis for NIC is conducted based on the same procedure used for the above insurer by using a SERVQUAL instrument. (Table 4.1.2) shows that all the values are negative indicating that the insurer fails to meet customers overall expectations. While discussing each dimensions separately Tangibles has an average gap score of (-0.64) (Table 4.1.2). Attribute “Materials associated with the service are visually appealing” and ‘location convenience of branches’ has the largest negative gap (-0.7) each (Table 4.1.2) showing some location inconvenience and the materials are not visually appealing.

Reliability dimension has an average gap score of (-0.9) (Table 4.1.2). This illustrates customers do not perceive the insurer’s service to be consistent. More specifically the attribute “staff performing service right the first time” has a gap score of (-1.48) demonstrating the insurer fails to meet its service with first approach especially on claims service. Also “commitment in solving customers problems ” and “provide service at the scheduled time’ have a negative score of (-1.05) and (-1.12) respectively which shows that according to this study the insurers Reliability in general is in doubt.

Responsiveness has an average gap score of (-0.81)(Table 4.1.2). All the attributes in this dimension have a relatively low gap score except the attribute ‘Never too busy to respond to customers’ requests’ which has a score of (-1.6) showing a deficiency at this attribute.

The average gap score of Assurance dimension is -0.34(Table 4.1.2). Attributes under this dimension have relatively low gap scores supporting that the insurer has a better prospect of meeting or exceeding customer expectation in this dimension compared to other dimensions.

Empathy at NIC has an average score of (-0.92) (Table 4.1.2). The insurer appear to be particularly weak in the attributes ‘Understand the specific needs of customers” and “Staff giving customers personal attention’ since they have a higher gap score of (-1.27) and (-1.11) respectively (Table 4.1.2). All the scores indicate the insurer is unsatisfactory on this dimension.

Overall, the largest quality gap is found in the Empathy and Reliability dimensions with a negative value of (-0.92) and (-0.9) respectively. While the other dimensions show lower perception expectation gap indicating the customers' expectations are not met. It should be underscored that all of the attributes show negative gaps indicating that NIC has lots of work to do in its service and to meet or exceed customer expectation.

4.3 Comparative analysis of the two insurers' service qualities

The basic objective of this study is to assess customers' perception of quality service in the insurance sector by using the SERVQUAL model at the two selected insurers in Addis Ababa. This part of the paper presents a comparative analysis of perception-expectation gap among the two insurers based on customers' survey. (Table 4.1.2) depicts the overall perception-expectation. A negative value of unweighted scores value indicates a gap in service quality. However, the weighted gap score of EIC of - 0.78 is higher than NIC which is (-0.72). As it can be observed from table (4.1.2). NIC has the highest gap for the dimension Tangibles (-0.64), indicating the customers didn't get what they expect in this dimension. Reliability dimension has the highest gap at EIC (-0.94) illustrating EIC is less reliable as compared to NIC customers.

On the other hand, Responsiveness has high gap score at EIC (-1.29), which shows NIC is more responsive for customer request with a gap score of (-0.09). EIC has better ability to convey trust and confidence with its employee's knowledge and courtesy with a low gap score in Assurance dimension (-0.23).

The two insurers have a higher negative score gap for Empathy dimension. With this fact in mind EIC has the highest negative gap in this dimension (-0.96) than NIC (-0.92) from these values of empathy; one can infer that the two insurers are inefficient in caring for their customers.

Also Table 4.1.3 reports the standard deviation of each dimension. Standard deviations are significant since all the coefficients of the standard deviations are greater than 5%. This indicates that the negative score for each dimension could potentially be even higher than the mean score shown.

Table 4.1.3. Quality service gap at EIC, and NIC with standard deviation of the dimensions

Dimensions	EIC Unweighted score 0.78		NIC Unweighted score 0.72	
	Gap (P-E)	Stand Devi	Gap(P-E)	Stand Devi
Tangibility	-0.46	0.184	-0.64	0.046
Reliability	-0.94	0.080	-0.9	0.090
Responsiveness	-1.29	0.294	-0.81	0.173
Assurance	-0.23	0.103	-0.34	0.219
Empathy	-0.96	0.090	-0.92	0.101

Chapter Five

Summary, Conclusion and Recommendations

The study revealed the customers' perception towards service quality of the two insurers. This is an exploratory study that is limited in scope and sample size, but it can contribute to further study on quality of the insurance sector in Ethiopia. Therefore, based on the analysis and interpretations made at the previous chapter, the following summaries, conclusions and recommendation are made.

5.1. Summary of major findings

The following findings are derived from the analysis and interpretations made in the previous chapter.

- For EIC the unweighted average score is (-0.78). The dimension Tangibles has a gap score of -0.46; location convenience of branches has the highest negative score (-0.61). The study also reveals that EIC has relatively worrisome Reliability score as judged by the respondents' average score of (-0.94). The attribute "provide service at the scheduled time" has a gap score of (-1.71) which is the highest negative score.
- Responsiveness has a gap score of (-1.29) which is the highest negative score of all the dimensions. Among the attributes 'prompt customer service' has a higher gap score of (-1.62).
- The Assurance dimension at EIC has a score of (-0.23) and the attribute 'knowledgeable staff to answer questions' has a high gap score of (-0.29) and the last dimension empathy has a gap score of -0.96 and the highest service quality gap is found for Responsiveness (-1.29) followed by Empathy(-0.96), Reliability (-0.94) Tangibility and assurance follow respectively.
- The analysis at NIC reveals an unweighted average SERVQUAL score of (-0.72) Tangible has a gap score of (-0.64).
- Reliability has a gap score of (-0.9) the attribute 'staff performing service right the first time' has the largest gap score (-1.48). On the other hand, responsiveness has a gap score of (-0.81). Specifically "prompt service to customers" has a score of (-0.86). Assurance dimension has a score of (-0.34) and the attribute Behaviors of staff instill confidence in customers has the highest negative score of (-0.64).

- Among all the five dimensions, empathy has the highest negative score with the specific attribute “staff giving personal attention” (-1.62) and “understanding specific need of customers” (-1.27) to the dimensions. Claims services of NIC which is highly centralized in handling the service and the location may have contributed a lot to this dismal performance.
- While comparing the dimension at EIC, the largest negative gap score is obtained by Empathy (-0.64). Next to Tangibles and Assurance has a gap score of (-0.34) which are greater than the EIC’s dimensions.
- The unweighted SERVQUAL score NIC is (-0.72). Tangible as one dimensions of service quality has a gap score of (-0.64) the attribute “materials associated with the service are visually appealing” and location convenience of branches have equal gap scores of (-0.7) while other scores are lesser.
- According to the analysis, while comparing the five dimensions at NIC, the highest negative gap of customers’ perception expectations is scored by Empathy (-0.92) followed by Reliability (-0.9) and Responsiveness (-0.81), Tangible (-0.64) and Assurance (-0.325) have lower scores respectively.
- EIC has the highest unweighted gap score of (-0.78) when compared with NIC. Moreover, NIC has also larger average SERVQUAL unweighted score of (-0.72). Standard deviations are significant since all the coefficients of the standard deviations are greater than 5%.

At EIC the unweighted SERVQUAL average score is (-0.78) indicating that the customers’ expectations are not met. The Responsiveness dimension is the highest of all the attributes with (-1.29) score “prompt customer service” has the highest negative score (-1.62).

- Empathy (-0.96) which indicates that staff attending and understanding customers is not well practiced is also worrisome
- The reliability dimension is also worrisome with a gap score of (-0.94) indicating that the insurer is not able to provide consistent service.
- The unweighted average SERVQUAL score at NIC (-0.72) showing the insurer is not providing a “quality insurance service to the customers. Empathy has the highest negative gap score of (-0.92) demonstrating that NIC has some deficiencies in this dimension. The reliability dimension also has a gap score of (-0.9) showing that the customers do not perceive the insurance service to be consistent. Compared to the other dimensions, the

Assurance dimension at NIC is considered to be relatively better even though it has a negative score.

- The study demonstrates that the unweighted SERVQUAL scores of the two insurers are negative and the high standard deviation for each dimension / attributes indicates that the negative scores for each dimension / attributes could potentially be even higher. All these indicate that the insurers are not able to meet customers' expectation or the customers are not satisfied with the insurers' service.
- While comparing the unweighted scores of the two EIC has the highest gap scores of (-0.78) showing relatively poorer performance. NIC also follows with a lower negative score (-0.72), indicating that the customers' expectations are not met.
- It is interesting to note that customers rated Assurance dimension as the least important in both companies indicating the trust of the insuring public in utmost good faith

5.2. Conclusion

Based on the findings of the negative gap score of the SERVEQUAL model in the two insurance companies, the following conclusion is made which is a critical factor to be cautious to assure the long run competitiveness of the companies in the market.

The SERVEQUAL model as reviewed in the literature and with the findings is strictly limited on the environment and adaptability of the given business situation. Thus findings in the given study cannot be directly benchmarked for comparison in other similar industries nor can it be replicated without major modifications.

Rather these negative gap scores obtained from the companies could show the gaps these companies have to fulfill in light of the key objectives and performance indicators of the international standard of best practice indicators like the ISO 9000 certified of Emirates insurance company.

5.3. Recommendation

With the recent establishment of several new insurance companies in Ethiopia; the industry in the country is undergoing intense competition. It is, therefore, important for the insurers to continuously monitor their level of service delivery, changing customer profiles and the drivers of satisfaction in order to retain their current customers and also to attract new ones.

Moreover, inefficiency as a result of inadequate customer service may deteriorate the outcome of the international best performance indicators which further deters the companies' competitiveness. This calls for more focused and organized strategy to the concerned owners of the companies especially in light of the competition ahead which the Ethiopian government is considering to liberalize the sector to international competitors.

Based on this fact and the findings of this study the following recommendations are proposed to help improve service quality of EIC and NIC.

A. Recommendation for EIC

- Based on the survey result, EIC should work to improve the Reliability dimension. A special emphasis should be given to providing service at scheduled time which is the most deficient score in the items.
- Furthermore, in order to close the gap on the reliability dimension the insurance corporation must clearly state what customers will actually receive and when. It must also be ascertained that the promised services delivered.
- EIC made core insurance application software which is widely applied for customer service but it is not yet fully integrated with all support units and hence, should work to accomplish that.
- The willingness to help customers and to provide prompt service should be improved by giving continuous training to staff with relation to responsiveness dimensions. The insurance company should minimize the gap in this area by improving responsiveness to customer requests, questions, complaints and problems and by recruiting qualified staff.

Recommendations for NIC

- NIC should improve the Tangible dimension of its service by improving its physical appearance, acquiring modern equipments like computers communication materials, good waiting facility inside the insurance.
- NIC should work hard at Empathy dimension. This can be done by improving the skill of staff related to; understanding the specific needs of customers by giving trainings in this area. Also NIC should improve convenient operating hours to customers by considering weekend hours especially for claims service.

- NIC should strongly work to decentralize its claim service in both service handling and location which currently is given by the Head office only. The location is inconvenient for customers to come to the Head Office for claims and the work load of the staff that arose as a result of centralization has worsen the effectiveness of the claims service and hence it calls for the decentralization of the service to all branches to give focused and quality service to customers.
- NIC should strongly work hard in automating and integrating its core insurance operation with the latest technology including internet service.

References

- Anderson, E.W and Sullivan, M (1993), *Antecedents and consequences of customer satisfaction for firms*, Marketing Science, 12(3)
- Annual Reports of EIC, NIC, 2013/14
- Bamford, D. and Tatina Xystouri, (2009), "A case study of service failure and recovery within an international airline", Journal of managing service quality vol. 15, No.3, pp.306-322
- Barrie, G., L. Copper & A. Wilinon (2001), "Managing Quality & Human Resources- Continuous Improvement." 1st ed. Efficient Offset Printers, Delhi
- Berry, LL., A. Parasuraman, Valarie A. Zeithaml, Dennis Adsit, John Hater, Eric J. Vanetti, David J. Veale (1994) "Improving Service Quality in America: Lessons Learned [and Executive Commentary]", The Academy of Management Executive Vol. 8, No. 2, pp. 32- 52
- Bolton, R.N and Drew, J.H (1991), A multistage model of customers assessments of service quality and value, journal of consumer research, 17(3)
- Brady, M.K, & J. Cronin, (2001), "Some New Thoughts on Conceptualizing Perceived Service Quality: A Hierarchical Approach", The Journal of Marketing, Vol. 65 No.3, Pp.34-49.
- Brown, S.W and Bond, E.U. (1995), "The internal market/external market framework and service quality: toward theory in service marketing", Journal of Marketing Management, vol. 23, pp. 25-39.
- Caceres, R.C., Papparoidamis, N.G. (2007), *Service quality, relationship satisfaction, trust commitment and business-to-business loyalty*", European Journal of Marketing, Vol. 41 No.7/8, pp.836-67
- Chase, B., J. Aquilino & R. Jacob. (2002) "Production and Operation Management: Manufacturing and Service" 8th ed. Tata McGraw-Hill Publishing Company Limited, NEW DELHI.
- Clow, E. & Kutz L. (2003) "Service Marketing, Operation Management and Strategy", 2nd ed. Biztantra press, New Delhi.
- Collart, D. (2000), *Customers Relationship management*, price water house cooper, New York, USA
 - Cook, C., Heath, F., & Thompson, B. (2002). Score norms for improving library service quality: a LibQUAL+ study. *Portal: Libraries and the Academy*

- Creswell, W. John (2003), *Research Design: Qualitative, Quantitative and Mixed Methods approach* 2nd ed. Sage publication, Inc., New Delhi, India
- Cronin, J.J., & Taylor, S.A. (1994). *SERVPERF versus SERVQUAL, reconciling performance-based and perceptions-minus-expectations measurement of service quality* Journal of Marketing, 58 (January), pp.125-13
- Definition of quality retrieved at May 1, 2014
<http://www.businessdictionary.com/defination/quality-policy>
- Denton, D. Keith,(1998), *How to Give Quality service to your customers* ___ ed. Universal book stall, Newdehli India
- Djalalie Itana,(2011), *Perception of Service Quality and Loyalty among customers of Insurance Companies ;Comparative analysis of Nile ,Nyala and Awash Insurance Companies*, Masters Project paper,Addis Ababa University
- Dotchin, J.A., & Oakland, J.S. (1994). *Total quality management in services Part 1: understanding and classifying services*. International Journal of Quality & Reliability Management, 11(3), pp. 9-26
- Evangelos T.Simmy Marwa,Graham k.(2004)"*Diagonisics and improvement of Service quality in the insurance industries of Greece and Kenya*"Lancaster university of management school working paper 2004/046 p15-20
- Emirates Insurance Company ,key objectives retrieved from www.Emiratesinsurance.com retrived on june,29,2015
- Frochot, I.V., & Hughes, H. (2000). *HISTOQUAL: an adaptation of SERVQUAL to historic houses*, Tourism Management, 21 (2), pp. 157-167
- Gazzoli, G., Hancer, M., Park, Y. (2010), *The role and effect of job satisfaction and empowerment on customers' perception of service quality: a study in the restaurant industry*, Journal of Hospitality & Tourism Research, Vol. 34 No.1, pp.56-77
- Gil, I., Berenguer, G., Cervera, A. (2008), "*The roles of service encounters, service value, and job satisfaction in achieving customer satisfaction in business relationships*", *Industrial Marketing Management*, Vol. 37 No.8, pp.921-39
- Gronroos C.,(2001),The perceived service quality concept, "*Managing Service quality*"vol.11 no.3pp150-190
- Gupta, A. & I. Chen, (1995) "*Service quality: implications for management development*", International Journal of Quality & Reliability Management, Vol. 12 No. 7, p.28-35,

- Hailu zeleke, (2007) Historical development, present status and future challenges of Insurance in Ethiopia first edition, Addis Ababa page 308
- Hansen, L.& M Ghare.(1987). *Quality Control and Application*. ed Prentice-Hall of India
- Heizer, J. & Render B.(2006). *Principle of Operation Management* 6th ed. USA: PrenticeHall.
- Holloway, B., Sijun Wang & Sharon E. Beatty, (2009), “*Betrayal, Relationship quality implication in service recovery*”, Journal of service Marketing Vol.23, No.6, pp385-396
- Hossein Vazifehdustı and Sahel Farokhian (2013), *Factors influencing customer satisfaction with the success factors identified in the insurance industry* African journal of business management ,Vol. 7(21), pp. 2026-2032, 7
- Insurance performance indicators, www.opsdog.com.retrived in June, 29, 2015.
- International Standard of Quality criteria ,WWW.ISO.com retrieved in june,29,2015
- Khan, M. (2003). ECOSERV: *Ecotourists quality expectations*. Annals of Tourism Research, 30 (1), pp. 109-124
- Knutson, B., Stevens, P., Wullaert, C., & Yokoyoma, F. (1990). LODGSERV, *A service quality index for the lodging industry*. Hospitality Research Journal, 14 (2), pp. 227-284
- Kumar, M.,Kee T.& Charles V.(2010) “*Comparative Evaluation of Critical Factors in delivering Service quality of banks.*” International Journal of Quality & Reliability Management Vol. 27 No. 3, pp. 351-377
- Kumar, M.,T.Kee & T. Manshor, (2009), ” *Determining the relative importance of critical factors in delivering service quality of banks*” application of dominance analysis in SERVQUAL model., journal of Managing Service Quality ,Vol.19 No.2.,pp 211-228
- Mesay Sata Shanka (2012), *Bank Service Quality, Customer Satisfaction and Loyalty in Ethiopian Banking Sector*, Journal of Business Administration and Management Sciences Research Vol. 1(1), pp. 001-009
- Ozer, L.S. (1999). *Musteri tatmini ve tatmin teorilerine yonelik literaturedeki kuramsal tartismalar*. Working paper,Ankara: Hacetepe University
- Parasuraman, A., Zeithaml V., & Malhotra A. (2005). *E-S-QUAL: a multiple-item scale for assessing electronic service quality*. Journal of Service Research, 7 (3), pp. 213-233
- Parasuraman, Valarie A. Zeithaml, Leonard L. Berry(1994), “*Reassessment of Expectations as a Comparison Standard in Measuring Service Quality*”: The Journal of Marketing, Vol. 58, No. 1 pp. 111-124.
- Parasurman A, A.,Zeithmal, V.A. and Berry, L. L(1993)”*More on Improving Service*

Quality Measurement”, Journal of Retailing, Vol.69, No.1, pp.140-147.

- Parasurman A, A.,Zeithmal, V.A. and Berry, L.L (1985), “A *conceptual Model of Service Quality and Its Implication for Future Research*”, Journal of Marketing, pp 41-50
- Petrick, J.F. (2002). Development of a multi-dimensional scale for measuring the perceived value of a service. *Journal of Leisure Research*, 34 (2), pp. 119-134
- Rajasekhara Mouly Potluri and V.S. Mangnale,(2011) *Critical Factors of Customer Satisfaction in Ethiopian Service Sector*, Asian Journal of Business Management 3(1): 1-7, 2011,India
- Ravin K.Sharma,M.R.Basal (2011) “*Service quality assessment in the insurance sector; A comparative study between Indian and Chinese customers*”*Research journal of Finance and Accounting* vol.2 No.5
- Schroeder, Roger G. (2007), “*Operation Management, Contemporary Concepts and Case*” (3rd ed.) McGraw-Hill/Irwin
- Spector, P.E. (1997), "Measurement of human service staff satisfaction: development of the job satisfaction survey", *American Journal of Community Psychology*, Vol. 13 No.6, pp.693-713
- Stavros A., Andreas C. (2000)” *Searching for the value of Quality in Financial Services*”pp3-7
- Stevens, P., Knutson, B., & Patton, M. (1995). *DINESERV: a tool for measuring service quality in restaurants*.*Cornell Hotel and Restaurant Administration Quarterly*, 36 (2), pp. 56-60
- Tajudeen Olalekan Yusuf, Ayantunji Gbadamosi, & Dallah Hamadu (2009)*Attitudes of Nigerians towards Insurance Services; An Empirical study*, *African Journal of Accounting, Economics, Finance and Banking Research* Vol. 4. No. 4
- The history of Banking and other financial institutions in Ethiopia, (2010).www.nbe.gov.et retrieved in November,2014
- Trapiero,c.(1996).*The management of quality and its control*,first ed.st.edwards bury press
- Toncar, M.F., Reid, J.S., Burns, D.J., Anderson, C.E., & Nguyen, H.P. (2006). *Uniform assessment of the benefits of service learning, the development, evaluation, and implementation of the SELEB scale*. *Journal of Marketing Theory and Practice*, 14 (3), pp. 223-238
- Vilares,M.J.,Coelho,P.S.,(2003),”*The employee –customer satisfaction chain in ECSI model*”,*European Journal of Marketing*Vol.37No.11/12,pp 1703-22
- Zeithmal A.and Bitner M.(2006),”*Service Marketing integrating customer Focus across the Firm*”pp45-57 third edition ,New Delhi

Questionnaire

Questionnaire to be Filled by Customer of ----- Insurance

The purpose of this questionnaire is to collect primary data for conducting a study on the topic, "Service Quality and its Impact on Customer Satisfaction in selected insurance companies in Addis Ababa " for the partial fulfillment of the Masters of Executive (MBA) Program at Addis Ababa University. I kindly request you to provide me reliable information. The data collected is confidential and will only be used for analysis of the study and not for other purpose.

Thank you in advance for your cooperation

N.B

- No need to write your name
- Put (\checkmark) inside the box or table for an alternative you think is right.

Personal Information

1. Gender: Male Female
2. Occupation: Salaried Self-employment Retired Other _____
3. Premium Amount (in Birr): less than Birr 100 Birr 1000-40000
 More than Birr 50,000.00
4. Number of type of insurance product one more than one
Purchased More than 10

Part 1 Expectations

This section asks your opinion of the delivery of services to the customer in all process of insurance service. The services are including since purchasing process until the claim process. Please indicate the extent to which you think that your insurance company should possess the feature described. There is no right or wrong answers. I am only interested in the number that best represents your expectations about the level of service(s) that your insurance company should provide. Please kindly circle one of the five numbers to the right of each statement as indicated in the following:-

1= Not important 2= Less important 3= Neutral 4= Important 5= Very important

		Not important	Less important	Neutral	Important	Very important
		1	2	3	4	5
1	Modern looking equipment	1	2	3	4	5
2	Visually appealing physical facilities	1	2	3	4	5
3	Location convenience of branches	1	2	3	4	5
4	Materials associated with the service are visually appealing	1	2	3	4	5
5	Staff keeping promise	1	2	3	4	5
6	Commitment in solving customer's problems	1	2	3	4	5
7	Staff performing service right at the first time	1	2	3	4	5
8	Providing service at the scheduled time	1	2	3	4	5
9	Insist on error free records	1	2	3	4	5
10	Staff informing customers exact time of service performance	1	2	3	4	5
11	Prompt customer service	1	2	3	4	5
12	Staff willingness for help	1	2	3	4	5
13	staff are never busy to respond to customers	1	2	3	4	5
14	Behaviors of staff instill confidence in customers	1	2	3	4	5
15	Customers feel safe in their transactions	1	2	3	4	5
16	Friendliness and courtesy of staff	1	2	3	4	5
17	Knowledgeable staff to answer questions	1	2	3	4	5
18	Individual attention given by staff	1	2	3	4	5
19	Convenient operating hours	1	2	3	4	5
20	Staff giving personal attention	1	2	3	4	5
21	Staff giving customers best interest	1	2	3	4	5
22	Understanding specific needs of customers	1	2	3	4	5

Part 2 Experiences

The following section asks your opinion related to your experiences in your insurance company since the purchasing process until claim process.

1= Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5= Very satisfied

		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
		1	2	3	4	5
1	Modern looking equipment	1	2	3	4	5
2	Visually appealing physical facilities	1	2	3	4	5
3	Location convenience of branches	1	2	3	4	5
4	Materials associated with the service are visually appealing	1	2	3	4	5
5	Staff keeping promise	1	2	3	4	5
6	Commitment in solving customer's problems	1	2	3	4	5
7	Staff performing service right at the first time	1	2	3	4	5
8	Providing service at the scheduled time	1	2	3	4	5
9	Insist on error free records	1	2	3	4	5
10	Staff informing customers exact time of service performance	1	2	3	4	5
11	Prompt customer service	1	2	3	4	5
12	Staff willingness for help	1	2	3	4	5
13	staff are never busy to respond to customers	1	2	3	4	5
14	Behaviors of staff instill confidence in customers	1	2	3	4	5
15	Customers feel safe in their transactions	1	2	3	4	5
16	Friendliness and courtesy of staff	1	2	3	4	5
17	Knowledgeable staff to answer questions	1	2	3	4	5
18	Individual attention given by staff	1	2	3	4	5
19	Convenient operating hours	1	2	3	4	5
20	Staff giving personal attention	1	2	3	4	5
21	Staff giving customers best interest	1	2	3	4	5
22	Understanding specific needs of customers	1	2	3	4	5

መጠይቅ

በ ----- ኢንሹራንስ ደንብኛ የሚሞላ መጠየቅ

ይህ መጠይቅ የተዘጋጀው በአዲስ አበባ ዩኒቨርሲቲ የኤክስክዩቲቭ ኤምቢኤ የድህረ ምረቃ ተማሪ ሲሆን አላማውም #የኢትዮጵያ ኢንሹራንስ ድርጅቶች አገልግሎት አሰጣጥ እና በደንበኞች እርካታ ላይ ያለው ተጽእኖ \$በሚል ርዕስ ለሚደረግ ጥናት መጀመሪያ ደረጃ መረጃ ለመሰብሰብ ነው። የሚሰጡት መልስ የሚውለው ለዚህ ጥናት አላማ ብቻ ነው። ስለሆነም ከዚህ በታች ለቀረቡት ጥያቄዎች ትክክል ነው ሚሉትን መልስ ይሰጡ ዘንድ በትህትና እጠይቃለሁ።

ስለትብብሮ በቅድሚያ አመሰግናለሁ

መመሪያ

- ስምዎን መጥቀስ አያስፈልግም
- ትክክል ነው የሚሉትን መልስ በተዘጋጀው ሳጥን ውስጥ (✓) ምልክት ያስቀምጡ

ክፍል አንድ

1. ጾታ : ወንድ ሴት
2. ስራ ተቀጣሪ የግል ስራ
 ጡረተኛ ሌላ
3. አመታዊ የኢንሹራንስ አረቦን(ብር) : ከ100 ብር በታች ከ100-5,000 ብር
5,000-10,000 ብር ከ10,000 ብር በላይ

ክፍል ሁለት : የደንበኞች አገልግሎት ጥራት መጠይቅ

እንደ አንድ ኢንሹራንስ አገልግሎት ተጠቃሚ የኢንሹራንስ አገልግሎት በከፍተኛ ጥራት ደረጃ ይሰጣል ብለው የሚገምቱትን ኢንሹራንስ ያሰቡ። እንደዚህ ያለ ኢንሹራንስ ከውል መሸጥ እስከ ካሳ መስተንግዶ ሊኖረው ይገባል ብለው እርሶ ከሚያስቡት መለያዎች ከዚህ በታች የተጠቀሱትን ጉዳዮች ያስፈላጊነታቸውን ደረጃ ከ 1-5 የቀረቡትን ቁጥሮች በመክበብ እባኩትን ያመልክቱ

- 1= በጭራሽ አልስማማም 2=አልስማማም 3=ሃሳብ የለኝም 4=እስማማለሁ
5=በጣም እስማማለሁ

		በጭራሽ አልስማማም	አልስማማም	ሃሳብ የለኝም	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	የጥሩ ኢንሹራንስ መገልገያ ዕቃዎች ለአይን ሳቢ ናቸው	1	2	3	4	5
2	ጥሩ ኢንሹራንስ የሚገኝበት ቦታ ለስራ አመቺ ነው	1	2	3	4	5
3	ጥሩ ኢንሹራንስ ዘመናዊ መሳሪያዎችን እና አዳዲስ ቴክኖሎጂ ይጠቀማል	1	2	3	4	5
4	የጥሩ ኢንሹራንስ ሰራተኞች ገዳ ናቸው	1	2	3	4	5
5	ጥሩ ኢንሹራንስ ያለውጣውረድ ካሳ ይከፍላል	1	2	3	4	5
6	የጥሩ ኢንሹራንስ የፋይናንስ አገልግሎት አስተማማኝ ነው	1	2	3	4	5
7	የጥሩ ኢንሹራንስ ሰራተኞች ደንበኞች ችግር በሚገጥማቸው ጊዜ ችግራቸውን ለመፍታት ያላቸውን ፍላጎት በቅንነት ያሳያሉ	1	2	3	4	5
8	የጥሩ ኢንሹራንስ አገልግሎት እና ፖሊሲዎች ጥራታቸውን የጠበቁ ናቸው	1	2	3	4	5

9	የጥሩ ኢንሹራንስ ሰራተኞች አንድ ነገር በተወሰነ ጊዜ ውስጥ ለማድረግ ቃል ከገቡ የገቡትን ቃል ይፈጽማሉ	1	2	3	4	5
10	የጥሩ ኢንሹራንስ ሰራተኞች ደንቦችን ለማገልገል ደስተኛና ፍቃደኞች ናቸው	1	2	3	4	5
11	የጥሩ ኢንሹራንስ ሰራተኞች በምን ሰዓት አገልግሎት እንደሚሰጡት ይገልጹሎታል	1	2	3	4	5
12	የጥሩ ኢንሹራንስ ሰራተኞች ሁልጊዜ እርሶን ለመርዳት ፈቃደኞች ናቸው	1	2	3	4	5
13	የጥሩ ኢንሹራንስ ኃላፊዎች የደንቦችን ጥያቄ ለመመለስ ሁሌም ዝግጁ ናቸው	1	2	3	4	5
14	የጥሩ ኢንሹራንስ ሰራተኞች አገልግሎቱን ለመስጠት የሚያስችል ክህሎት አላቸው	1	2	3	4	5
15	የጥሩ ኢንሹራንስ ሰራተኞች ስለአገልግሎታቸው በቂ የሆነ መረጃ አላቸው	1	2	3	4	5
16	የጥሩ ኢንሹራንስ ሰራተኞች ሁሌም ለደንቦች ትሁት ናቸው	1	2	3	4	5
17	የጥሩ ኢንሹራንስ ሰራተኞች በሚሰጡት አገልግሎት ላይ የመተማመን ስሜት እንዲኖሮት ያደርጋሉ	1	2	3	4	5
18	ጥሩ ኢንሹራን የደንቦችን የልብ መሻት ያውቃል	1	2	3	4	5
19	ጥሩ ኢንሹራንስ አገልግሎቱን ለማዳረስ	1	2	3	4	5

	ብቃት ያላቸው ብሮክሮችና የሽያጭ ወኪሎችን ይጠቀማል					
20	የጥሩ ኢንሹራንስ ሰራተኞች ለደንበኞቻቸው ልዩ ትኩረት ይሰጣሉ	1	2	3	4	5
21	የጥሩ ኢንሹራንስ ሰራተኞች ደንበኞቻቸውን በታማኝነት እና በቅንነት ያገለግላሉ	1	2	3	4	5
22	የጥሩ ኢንሹራንስ ሰራተኞች የሙያ ስነምግባርን ያከብራሉ	1	2	3	4	5

ክፍል ሦስት

የሚቀጥሉት አረፍተነገሮች ስለ ኢንሹራንስ ድርጅቶች ያለዎትን አመለካከት የሚመለከቱ ናቸው። በእያንዳንዱ አረፍተነገር የተጠቀሱት ነገሮች ከኢንሹራንስ ድርጅት ውል መግዛት እስከ ካሳ መስተንግዶ በምን ያህል መጠን አለው ብለው ያምናሉ፤ ኢንሹራንስ በአረፍተነገሮቹ ለተጠቀሱት ነገሮች በምን ደረጃ እንደሚገለጹ ከ 1-5 የቀረቡትን ቁጥሮች በመክበብ እባኩን ያመልክቱ።

		በጣም አልረከሁም	አልረከሁም	ሃሳብ የለኝም	ረክቻለሁ	በጣም ረክቻለሁ
		1	2	3	4	5
1	የኢንሹራንስ መገልገያ ዕቃዎች ለአይን ሳቢ ናቸው	1	2	3	4	5
2	ኢንሹራንስ የሚገኝበት ቦታ ለስራ አመቺ ነው	1	2	3	4	5
3	ኢንሹራንስ ዘመናዊ መሳሪያዎችን እና አዳዲስ ቴክኖሎጂ ይጠቀማል	1	2	3	4	5
4	የኢንሹራንስ ሰራተኞች ሰዓት ናቸው	1	2	3	4	5
5	ኢንሹራንስ ያለ ውጣውረድ ካሳ ይከፍላል	1	2	3	4	5
6	የኢንሹራንስ ፋይናንስ አገልግሎት አስተማማኝ ነው	1	2	3	4	5
7	ሰራተኞች ደንበኞች ችግር በሚገጥማቸው ጊዜ ችግራቸውን ለመፍታት ያላቸውን ፍላጎት በቅንነት ያሳያሉ	1	2	3	4	5
8	የኢንሹራንስ አገልግሎት እና ፖሊሲዎች ጥራታቸውን የጠበቁ ናቸው	1	2	3	4	5
9	ሰራተኞቹ አንድ ነገር በተወሰነ ጊዜ ውስጥ ለማድረግ ቃል ከገቡ የገቡትን ቃል ይፈጽማሉ	1	2	3	4	5
10	የኢንሹራንስ ሰራተኞች ደንበኞችን ለማገልገል ደስተኛና ፍቃደኞች	1	2	3	4	5

	ናቸው					
11	ሰራተኞቹ በምን ሰዓት አገልግሎት እንደሚሰጡት ይገልጹሎታል	1	2	3	4	5
12	የኢንሹራንስ ሰራተኞች ሁልጊዜ እርሶን ለመርዳት ፈቃደኞች ናቸው	1	2	3	4	5
13	የኢንሹራንስ ኃላፊዎች የደንበኞችን ጥያቄ ለመመለስ ሁሌም ዝግጁ ናቸው	1	2	3	4	5
14	ሰራተኞቹ አገልግሎቱን ለመስጠት የሚያስችል ክህሎት አላቸው	1	2	3	4	5
15	ሰራተኞቹ ስለአገልግሎታቸው በቂ የሆነ መረጃ አላቸው	1	2	3	4	5
16	ሰራተኞቹ ሁሌም ለደንበኞች ትሁት ናቸው	1	2	3	4	5
17	የኢንሹራንስ ሰራተኞች በሚሰጡት አገልግሎት ላይ መተማመን ስሜት እንዲኖሮት ያደርጋሉ	1	2	3	4	5
18	ኢንሹራንስ የደንበኞችን የልብ መሻት ያውቃል	1	2	3	4	5
19	ኢንሹራንስ አገልግሎቱን ለማዳረስ ብቃት ያላቸው ብሮክሮችና የሽያጭ ወኪሎችን ይጠቀማል	1	2	3	4	5
20	ሰራተኞቹ ለደንበኞቻቸው ልዩ ትኩረት ይሰጣሉ	1	2	3	4	5
21	ሰራተኞቹ ደንበኞቻቸውን በታማኝነት እና በቅንነት ያገለግላሉ	1	2	3	4	5
22	ሰራተኞቹ የሙያ ስነምግባርን ያከብራሉ	1	2	3	4	5