



**Addis Ababa University
Graduate Studies Program
Faculty of Business & Economics**

SERVICE DELIVERY AND CUSTOMER

SATISFACTION:

***(the Case of Ethiopian Electric Power Corporation Eastern Addis Ababa
Region Customer Service Centers)***

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Addis Ababa Ethiopia

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(the Case of Ethiopian Electric Power Corporation Eastern Addis Ababa Region Customer Service Centers)

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Abstract

In the past few decades, there has been a growing emphasis on the need for public organizations to see the public (citizens) as customers. The trend in public sector management is changing that customers increasingly used to describe the users of service delivered by government bodies although traditionally associated with the private sector. These customers have rights and responsibilities towards quality service delivery. In this regard, the Ethiopian government has recognized the need for appropriate service delivery policy to encourage public service organizations improve their services to attain user satisfaction.

However, the performance of Ethiopian Electric Power Corporation in providing quality service is not in a position to meet the expectation of service users. The complaints on the quality of service and response from the users for lack of the services were indicative of poor service delivery performance in the Corporation. Therefore, the major purpose of the study is assessing service delivery and customer satisfaction of EEPCO in EAAR. It also tries to identify the major areas of problem in relation to service delivery. The analysis was conducted using a descriptive survey method by clustering the respondents into customers, employees and officials; where the main focus was taken to the customers, hence their service perception reflects the actual service provision of the Corporation. The sample is selected using convenient sampling technique. To do this, the customers are first stratified according to meter type and further stratified into domestic, commercial and industry customers based on tariff category. Then questionnaires were distributed to 186 customers by using simple random sampling technique. Both primary and secondary data was used in the study. Moreover, structured questionnaires and interviews are tools used to gather relevant information and statistical tools like percentage, tables and charts are used to analyze the data.

The research comes up with the following findings: there was poor service quality and poor performance in service process like new connection, complaint handling and recovery of service failure procedure. So the Corporation failed to meet such requirements in order to provide a reliable service to its customers.

Therefore, the Corporation should come up with an appropriate service delivery standards, proper complaint handling mechanisms, relevant training for its front line employees, developing various payment mechanisms and adequate resource management in order to give quality service to its customers.

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Acronyms

Ans - Answer

BPR - Business Processes Reengineering

CSC - Customer Service Center

EEPCO - Ethiopian Electric Power Corporation

EAAR - Eastern Addis Ababa Region

ETC - Ethiopian Telecommunication Corporation

ICS - Interconnected System

KWH M - Kilo-Watt-Hour Meter

MW - Mega Watt

NPM - New Public Management

NPA - New Public Administration

Qn - Question

SCS - Self Connected System

Dictionary of Technical Terms

Commercial Customers: are customers who consume power supply for commercial purpose and their power consumption varies according to their needs requirements

Domestic Customers: are customers who consume the power supply for domestic purpose (for house lighting only)

Industry Customers: are customers who use power for industry purpose

Prepaid meter: is a kind of new style meter which adopt micro-electronics techniques and it manage electricity fee by computer, which use smart card as media purchased electricity. In the same time the electronic watt-hour meter realize using electric power after prepaying in advanced.

Postpaid meter: is a normal devise in which EEPCO installs at customers' house in order to measure how much energy they consumed in hourly basis

Transformer: is an electrical device by means of which high voltage electrical power is converted into low voltage suitable for consumers

Chapter One

1. Introduction

1.1 Background of Study

1.1.1 General Overview of the Study

Many countries have handed over substantial and even predominant responsibility for developing and managing their economy to new kinds of public agencies. These new kinds of agencies constitute the public enterprise sector. Particularly, one of the most significant features of the post World War II is the exponential growth of public enterprises. The trend of such growth is more pronounced in developing countries where organized private sector is limited and consequently the major burden of industrialization has fallen on the shoulders of the public sector. While this is the general scenario, the share of public enterprises varies from country to country depending upon ideological preferences, historical, social and economic circumstances. However, it is clear that even in the most “Liberal” and private enterprise-oriented systems; public enterprises not only exist but also play crucial roles. (Fernandes, 1986:2)

Public enterprises have been considered as key operational instruments to achieve economic and social development and to bring technological innovation in a number of developing countries. Government intervention through public enterprises has also been intended to encourage and strengthen economic development in the private sector. More commonly, governments considered public enterprises to play crucial roles and fill the gaps when the private sector demonstrated itself to be too weak or disinterested to undertake economic activities; but seemed important to the objectives of the development programs of government. (AAPAM, 1987:5)

As Gant (1979) pointed out, the principal reason for the emergence of the public enterprise sector in a country is the government’s decision to intervene directly and actively in the economy in order to achieve the objective of its development plan. Most frequently, decision on the creation of public enterprises is based on the analysis and findings that show the institutional needs for development, which the government believes the private sector will not meet, at least by itself. In other words, the rationale for

setting up public enterprises is that they are better instruments for promoting developmental goals.

Some countries, notably socialist countries, visualize a new role of the state as an agent for change, for social transformation and economic development. Hence, they believed that the economic functions of production and distribution should substantially be managed in the public sector. In contrast, other countries prefer to remain away from engaging, or are reluctant to engage, in any direct economic activity unless they are compelled to do so by some temporary weaknesses or shortcomings envisaged in the private sector (Mathur, 1999:8). The justifications for state intervention in industrial and commercial activities and the use of public enterprises as a model of planned development strategy could be summarized as follows:

- I. The inability or unwillingness of the private enterprise to be involved in the production of certain goods and services that are not rewarding in view of financial profitability, but which are considered socially desirable in view of the state.
- II. Strong need of the government to intervene in those sectors that have decisive influence on the structure of the economy and are considered to be basic and strategic to national development. In view of the fact that there is a need to guide economic development in the light of national priorities, the private sector alone should not be allowed to venture in sectors that are found to be crucial to overall development.
- III. The pressure of international competition in the home or external market that would inevitably yield negative consequences like closure of infant private industries, monopolistic trends by big companies and the resultant prices escalation upon consumers.

Generally speaking, therefore, public enterprises exist primarily to represent the government's interventionist objectives in the economy because of the aforementioned

reasons. They exist as distinctive institutions with the management capacity to conduct business activities effectively and efficiently.

The survival of any business organization depends on the satisfaction of its stakeholders. Customers being the major and critical ones among those stakeholders, they are the sources of profits for a profit making organizations and the primary reason for being in operation for any non- profit making organizations. Thus, customers are considered as the backbone of any organization. (Robert-Phelps, 2003)

However, often organizations fail to know the importance of their customer. As a policy some organizations give high value to their customers as valuable assets while doing their jobs. There is no doubt, thus, organizations should have an optimal marketing strategy which helps them to serve and maintain existing and new customers.

In any organization, especially in service rendering firms, the key component of their function is providing quality services to their customers. Today's top level service providers are people oriented by using their employees and customers. Customer satisfaction happens when a company focuses on quality services. Customer satisfaction produces real rewards for the company in the form of customer loyalty and corporate image, while lack of customer satisfaction produces real liabilities that business can ill afford to ignore. Customers go back to business again and again because they know its quality; they are also aware that they depend on the people there, and they will get consistent service, which indicates they are satisfied with the activities of the organization. (Denton, 1998, p.8 and p.14-15)

The issue of service delivery is becoming a global concern that demands continuous reform to fit the turbulent environment and changing customer needs. Public sector in most in our country lack appropriate customer service policies, the institutional capacity and resources to cope with customer service challenges.

Customers, subsequently judge service quality as the extent to which perceived service quality matches with the initial expectation. There are three levels of expectations that

can be defined as service quality. The first one is the desired level of service, which reflects what the customer wants. The second one is adequate service level, that is, the standard customers are willing to accept. The third one is the predicted service level, which means the expectation that customers believe to actually occur most likely (Palmer, 1995 p. 155).

Furthermore, the quality level that is needed by customers to be satisfied has to do with every aspect of services providers starting from the time customers arrive at the gets of the organizations. One of the required qualities is, knowing the conditions under which customers are. Once they are in:

- the customers may be in line
- they may be in certain office waiting for concerned official
- still others may be annoyed for one or the other reasons.

These efforts could identify customers' problems and give solutions to them. Customers' satisfaction depends on the extent to which customer's expectations about the product or services are fulfilled. Customers' expectations are not static, but keep changing. Therefore, organizations need to monitor customers' expectations on a continuous basis and to be innovative in order to respond meaningfully to changes about the customers' expectation (kotler, 1989:203)

In the past few decades, there has been a growing emphasis on the need for public organizations to see the public (citizens) as customers and the trend in public sector management is changing that customers increasingly used to describe the users of service delivered by government bodies although it is traditionally associated with the private sector (World Bank, 1989). These customers have rights and responsibility towards effective service delivery.

In this regard, the Ethiopian government has recognized the need for appropriate service delivery policy to encourage public service organizations improve their services by applying various civil service reform programs to attain user satisfaction. However, regardless of the service delivery reform being introduced in the country, poor customer service delivery remains the feature of most public enterprises. As far as Ethiopian

Electric Power Corporation (EEPCO) is concerned, the prevalence and impact of poor service delivery practice is explained by the organization management of EEPCO (hand book, 2007; 44).

1.1.2 Background of the Study organization

1.1.2.1 National overviews

Ethiopia is a country located in the horn of Africa. It has a land area of about 1.1 million square kilometers and an estimated population of 74 million. Over 83 percent of the country's population has still been classified as rural [census, 2007]. The economy of the country has been predominantly agricultural. This sector accounts for approximately 44 percent of the total GDP, while the service and the industrial sector accounts for 45 and 11 percent respectively.

Currently, the country is following an agricultural lead industrialization strategy, and is achieving encouraging results. The economy has been growing at a rate of more than 10 percent for the last six years consecutively and a large number of development projects are underway.

The National energy policy of the country emphasizes the need for equitable development of the energy sector in parallel with other social and economic developments. Specific policy lines include the attainment of self-sufficiency through the development of indigenous resources with minimum environmental impact and equitable distribution of electricity in all regions. The policy envisages the development of hydro, geothermal, natural gas, coal, wind and solar energy resources based on their techno-economic viability, social and environmental acceptability.

The country is well endowed with hydro power potential. According to the current estimates, this potential goes beyond 45,000 MW. The power sector by and large is operated by the Ethiopian Electric Power Corporation (EEPCO). It is responsible for the generation, transmission, distribution and sales of electricity nationwide.

1.1.2.2 Establishment

Electric power was introduced to Ethiopia in the late 19th century, during the regime of Minilik. He got constructed the first hydro power plant on Akaki river in the year 1912 in order to supply power to the small factories that had been established in Addis Ababa. Consequently, the power supply that had been limited to small factories and the place was extended to public places and major roads in the vicinity of the place.

In the year 1948, an organization that had been vested with the power to administer the enemy property was evolved to an organization called Shewa Electric Power. The new organization Shewa although with limited capacity, managed to increase the power supply not only in Shewa, but also other administrative regions. In lights of its functions, its name was changed to “Ethiopian Electric Light and Power” in the year 1955. Soon after, its establishment, the supervision and management of the organization was vested in the Board of Director appointed by government.

After eight months of it’s’ establishment, the Ethiopian Electric Light and Power was transformed to the “Ethiopian Electric Light and Power Authority” (charter of the Ethiopian Electric Light and Power). The newly established authority was conferred with the powers and duties of the previous one.

In light of the socio economic development of the country, the authority continued to increase the scope of its operation in order to accommodate new changes. After being in operation for about 50 years in this manner, major changes in the objectives and structural setup of the organization took place relative to the changes in the socio economic conditions of the country. In this regard, one of the major changes in the economic sector was transformation of the centralized command economy to the free market driven economy in the year 1987. In order to accommodate the new changes in the environment, the Ethiopian Electric Light and Power Authority was transformed to the Ethiopian Electric Power Corporation by recognizing its functions on the basis of the principles of commercialization and decentralization.

Accordingly, the Ethiopian Electric power Corporation as public enterprise was established for indefinite duration by regulation No 18/1997, under the Public Enterprise Act of 1992. (50th Golden jubilee, pp33-34)

1.1.2.3. EEPCO'S Vision, Mission and Goal

Vision

To be a first class utility in providing quality service with universal electrification of the country and regionally connected as a competitive export industry.

Mission

To provide adequate and quality electricity generation, transmission, distribution and sales service, through continuous improvement of utility management practices responsive to the socio-economic development and environmental protection need of the public.

Goals

The Corporation has put six strategic corporate goals; each goal is accompanied by specific objective.

Goal 1: To bring institutional change by implementing the capacity building program.

Goal 2: To increase the generation capacity to ensure adequate and reliable power supply by implementing the generation program.

Goal 3: To have reliable transmission network to transmit the power produced from power plants to consumer by implementing the power transmission program.

Goal 4: To ensure quality and reliable power distribution to consumers by implementing the power distribution program.

Goal 5: To increase the electricity supply coverage and access by implementing the customer service program and the Universal Electricity Access Program.

Goal 6: To enhance the financial capacity of the corporation by executing all scheduled projects within specified budget and time.

EEPCO has defined its long term strategies so as to support the endeavors of the Federal Government of Ethiopia in promoting social and economic progress in all parts of the country. These strategies are generally focused on:

- fast development of the country's hydropower resources

- increasing the current low level electricity access within short period of time
- expanding EEPCO's market to neighboring countries and beyond that through active participation in regional and bilateral power trade initiatives.
- intensifying electric usage within already electrified towns
- improving EEPCO's service delivery capabilities through implementing reforms.

EEPCO currently operates two power supply systems, namely the main Inter-Connected System (ICS) and the Self-Contained System (SCS). The main ICS, which serves the major towns and industrial centers, has a total installed capacity of 1559.3 MW. This installed capacity is contributed by hydropower installations having a total installed capacity of 1390.6 MW and thermal stations of about 168.7 MW. The thermal stations are stand-by Diesel stations at different places in the country (22.2 MW), in Kaliti (11.2 MW), in Awash Town (28 MW), in Dire Dawa (40 MW), in Adama (30 MW) and (30 MW) in Bishefetu, which are required to mitigate the power shortage during dry periods when the generations from hydro plants is at its minimum. The Aluto-Langano geothermal station has an installed capacity of 7.3 MW, which is, at present, non-operational due to low pressure of the thermal fuels.

The SCS supplies isolated load centers, which are far from the ICS, mostly using Diesel as a source of generation. Currently, this system has an aggregate installed capacity of about 20.01 MW, of which 13.86 MW are being generated from Diesel stations. The rest 6.15 MW are being generated from small hydro power plants located at Sor, Yadot and Dembi.

EEPCO currently provides electricity to a total of about 1,830,052 customers in approximately 3367 towns and villages in Ethiopia, which is only a small proportion of the country from the total of about 75.8 million inhabitants. According to current figures only about 32 percent of the population is estimated to have access to electricity and the per capita energy consumption is 43.53 kWh, which is one of the lowest in the world. Out of the total number of customers 95 percent are within the ICS, while the remaining 5 percent are within the SCS. On the other hand around 10224 male and 2068 female employees are working in the Corporation [EEPCO, 2009]

After having undergone structural changes, the centralized Addis Ababa Region which has formerly responsible for power distribution for the capital is now divided into four regions namely: East, West, South and North Addis Ababa regions. The Eastern Addis Ababa Region has the greatest number of customers than other regions. Presently, this region is expanding widely and rapidly, adding more and more customers. The Eastern Addis Ababa has eight customer service centers within its tertiary. Each service center distributes power, collects bill from electricity sales, maintains power breakdowns, relocates activities, improves power capacity of meter and connects new customers within its territory.

From the above mentioned customer service centers, service center number 5 (Gurd Sholla) has the highest number of customers and rapidly expanding area within the region than the others. In addition to this, service center 5 was selected for Business Process Reengineering (BPR) pilot test project in August 1999 E.C which indicates that employees who are selected from different areas and well trained personnel were more aware about customer handling procedure than others who implement BPR since April 2001 E.C. For the above stated reasons this customer service center is selected for the study.

1.2. Statement of the problem

Many authors agree that service quality leads to customer satisfaction. Although; high quality doesn't always results in high customer satisfaction, quality judgment is just one of the many aspects of determining customer satisfaction about services. Chase and Bowen cited by Tjosvold, D. (1993) identified some major determinants of service quality which are mentioned in the following paragraph.

preparing to serve customers, coordination between back and front offices, reliability and consistency of service, effective use of technology, appropriate degree of standardization in serving customers, appeal and functionality of facilities, logic and consistency of business hours, handling of non routine demands and emergencies, provision of customer privacy, rationality and fairness of customer queuing, availability of materials, orientation of new customers,

collection and use of customer feedback, and selection and training employees. Using these service dimensions, any organization can use to rate themselves.

Roberts-Phelps.G (2003) identifies two customer service satisfaction models. The first model shows that the only time that customers contact an organization is when they have a problem with something they have purchased. The second element of any customer service satisfaction model is that each and every single customer has to feel in some way “special”. Here the user (customer) determines quality service with his perception of satisfaction.

New Public Management (NPM) is characterized by the provision of high quality services that citizens value demanding, measuring and rewarding improved organizational and individual performance advocating managerial autonomy, particularly by reducing central agency control recognizing the importance of providing the human and technological resources managers need to meet their performance target and maintaining receptive to competition and open mindedness about which public purposes should be performed by public servants as opposed to the private sectors or non governmental organization.(Borins,1995:5-11 as cited by Mohammed,2008:p7)

Nowadays, public sectors play a major role as service rendering firms. One of the major factors that play vital role in the day to day activity of the people is electric power service. Unless this sector is organized and managed in proper way in order to give quality service effectively, it has its own negative impact on future success of the corporation, living condition of the people, as well as the development of the nation.

Service quality has to be looked from organization’s decentralization philosophy. Sometimes customers are dissatisfied, if the service person dealing with customer lacks discretion to facilitate the service delivery.

Locations of service centers are also important in providing efficient service to customers. The further the service centers from customers, the more is customer dissatisfaction that arise from inconvenient time and place. EEPCO has outlined a

strategic plan to correct weaknesses and incompetence faced in its system in delivering reliable abundant and quality power supply. Among various areas of its strategic plans that are to be attempted with in short, medium and long term customer service reform has been a priority. EEPCO strategic plan leads to operational plan of the customer service center. Implementation of this plan requires performance measurements to enable decision makers evaluate whether those actions are predetermined objectives or not. Thus, performance management is a strategic and integrated approach to focus on how each employee can contribute to the overall success by the corporation.

From management perspective, how the service is delivered efficiently and effectively, and whether the organization systematically improves its quality system with a view to determining the objectives (the desired quality level) that can be achieved and will be assessed.

EEPCO as a service provider faces various problems especially with rendering quality service by a well designed delivery system for its customers that favor customer's satisfaction. Hence, the researcher tries to study issues related to the following research questions:

1. Is there well designed service delivery procedure in the Corporation?
2. Does the current service delivery system improve customer satisfaction?
3. Is there any standard (benchmark) of service quality in the Corporation that guides the service delivery process effectively?
4. What are the main challenges facing to EEPCO?
5. What suggestions can be made to improve the current situation?

1.3. Objective of study

The main purpose of this study is to assess service delivery practice and customer satisfaction of EEPCO. In addition to the main objective, the study tries to meet the following specific objectives:

- To asses management' performance to increase service quality on continuous basis,

- To assess whether the service provided by the Corporation satisfies customers or not.
- To assess the overall quality of service rendered by EEPCO
- To express the main challenges facing EEPCO.
- To propose possible solutions that may help the Corporation in improving its quality service delivery that will enable to achieve customer satisfaction.

1.4. Significance of the Study

Nowadays public enterprises change their traditional attitude and see customers as a key component for their survival. Customer satisfaction plays significant role in the achievement of organizational objectives. Preliminary analysis of customers' needs help the organization in designing strategic planning. The study having analyzed the theoretical perspectives, and after processing the feedbacks from the various categories, will devise ways to improve service quality and increases customer satisfaction in the region. Moreover, the study is believed to have the following importance:

- It will enables EEPCO officials know customers view of their service delivery quality
- EEPCO will get feed back about its customers' satisfaction level and help to take the necessary actions
- It will help those interested in this area to have an insight on theoretical understanding of the issue under discussion.

1.5. Research Design

1.5.1. Method of Data Collection

The research methods that were used in this study are both quantitative and qualitative. Both primary and secondary data were used to collect the required information. Purposive sampling technique was used to select the specific service centers for the study; convenience sampling to set sample size and stratified sampling were used to distribute questionnaires. Beside, structured questioners and interviews were used to obtain the required data from employees and officials respectively.

1.5.1.1 Approach of Data collection

The research method involves primarily qualitative approach and the specific method here adopted is descriptive type of research. It describes the issue conducted through structured questionnaires. Since the intention of the study is to describe the present situation of customers service delivery and the satisfaction on it, each descriptive factors represent the situation under each respondent categories that are clustered into customers, employees and respective officials.

1.5.1.2 Data Collection Techniques

Questionnaires, interviews and archives documents are used to gather the primary data concerning service delivery and customer satisfaction on EAAR. More specifically, structured questionnaires were distributed randomly to the customers selected by stratified sampling technique. Structured questionnaires and interviews are also used for gathering information from employees and officials' respectively.

1.5.1.3 Sampling Techniques and Sample size

A). Study Area

The population of this study consists of all customers of EEPCO in Eastern Addis Ababa Region. The selection of this region is based on convenience and other factors including:

- Widely expanding area in many directions
- Larger number of customers

Further, EAAR has around 120,000 numbers of customers within its territory. It is difficult to select a sample from all customers in the region. There is the need to narrow down the focus of data collection and one of the region's eight customer service centers, customer service center number 5, (Gurd Sholla) which has the highest number of customers consisting around was selected. Presently EEPCO has eight service centers in EAAR and each service centers provide similar services to its customers. Data collected from the center basically include both prepaid and postpaid meter users (customers) and further clustered into domestic, commercial and industrial based on tariff group.

B). Target Population

Target population consists of all customers within the selected service center and the key informants such as EAAR Marketing and Sales Chief Officer, Marketing and Sales Monitoring Officers, Service Center Manager and front line employees.

C). Sampling Procedure

Currently, EEAAR service center 5 has around 23,000 customers which include both prepaid and postpaid meter services users. Post-paid meter users pay bill in monthly scheduled manner, while pre-paid meter users buy electricity when they want to buy without any schedule. In addition, in line of carrying out a sampling program on a large scale in terms of practicability and economic feasibility, it is better to set up a modest program in which a special sampling is selected and defined (Sewagegne, 2007 as cited by MohammedHussen, 2008 p.11) .In line with this explanation, the researcher tries to set up samples that represent most of the customers of selected service center which can be contacted.

Therefore, weekly average customers visiting the CSC were the study population for this research. Based on the information from customer service center on average around 1390 and 470 postpaid meter users and prepaid meter users visit CSC's for different purposes within the week period of time respectively. Customers also clustered into domestic, commercial and industry customers based on tariff structure. 10 percent of the study population was taken as the sample of this study. As a result, 10 percent of (1390 and 470) are 139 and 47 respectively. Therefore, the total number of samples for customers is 186. These figure further clustered into domestic, commercial and industry customers, which were illustrated in the following Table 1.1. Hence, the researcher used the proportional stratified random sampling technique for the study.

In addition, structured questionnaires were randomly distributed to 19 frontline employees. This is 50 percent of 38 employees who have direct contact with customers in the service center. And interviews were conducted with two officials of the EAAR

namely marketing and sales chief officer and marketing and sales monitoring officer. Based on these, total numbers of twenty one key respondents from the Corporation were selected in order to get relevant information. These different sources of the data were triangulated to cross check its reliability.

Table 1.1 Summaries of samples

Customers in tariff category	Postpaid meter users		Prepaid meter users	
	Weekly average customers	Sample (10%)	Weekly average customers	Sample (10%)
Domestic	1030	103	360	36
Commercial	340	34	110	11
Industry	20	2	-	-
Total	1390	139	470	47

1.5.1.4 Data Presentation and Analysis

The method of data analysis is mainly descriptive type and the analysis has been handled in a way that each issue included in the study is addressed. Both qualitative and quantitative descriptions were applied. Data entry and analysis of the sample was made by the researcher with the help of statistical tools such as simple frequency tables and charts.

1.6. Scope of Study

The population of this study is Ethiopian Electric Power Corporation Eastern Addis Ababa Region Service Centers, while the unit of analysis focuses on customer satisfaction of EAAR Customer Service Center 5 (Gurd Sholla) related to the service delivery and customer satisfaction.

1.7. Limitations of the Study

Customers' service delivery covers all aspects of an organization performance. However, due to budget and time constraints this study is limited its scope to the assessment of customer service delivery and customer satisfaction particularly by taking the Ethiopian Electric Power Corporation (EEPCO) Eastern Addis Ababa Region customer service center five. Furthermore, since the sample is only Addis Ababa particularly Eastern Region customer service center is not large enough to represent the entire organization nation wide. Therefore, the finding of this study should be considered as showing the circumstance of customer service delivery practice in EEPCO. Another study with a large sample size may be required in the further to arrive at reliable conclusion about Ethiopian Electric Power Corporation customer service delivery system.

1.8. Organization of the Paper

The research thesis has four chapters. The first chapter deals with research preliminaries including background, statement of the problem, objectives, scope of study, methodology used and outline of the paper. In the second chapter, conceptual frame work of the study and review of related literature is presented in a detailed manner. In the third chapter, facts and figures obtained from both primary and secondary sources are presented, discussed and analyzed. Based on the third chapter, conclusions and possible recommendations will be made in the fourth chapter. The thesis also consists of other formal sections like Bibliography, Appendices, etc

Chapter Two

2. Review of Related Literatures

The review of literature of this thesis is organized under the following major headings: over view of public sector management reform and new public management, definition of service, characteristics of service, quality and customer service, measuring service quality, service quality management, appropriate customer handling system for quality service, customer satisfaction and review of related work.

2.1 Good Governance and Public Sector Management Reforms

From the late 1980s, the debate on good governance and its requirements has provided an impetus for new approaches to public sector management reforms. Some of the changes that have taken place have been aimed at tackling some of the worst forms of governance abuses and failures in Africa: the personalized nature of rule in which key political actors exercise unlimited power; misuse of State resources and institutionalized corruption; opaque government; the breakdown of the public realm; the lack of delegation of power and the withdrawal of the masses from governance (ECA, 2003)

Good public management and administration, with emphasis on accountability and responsiveness to customer needs, has been seen as an aspect of good governance by donor agencies supporting reforms in developing countries. To the World Bank, good governance consists of a public service that is efficient, a judicial system that is reliable, and an administration that is accountable to the public. The World Bank elaborates on four elements of good governance (World Bank, 1989, 1992 as cited by ECA, 2003):

- Public sector management emphasizing the need for effective financial and human resource management through improved budgeting, accounting and reporting, and rooting out inefficiency particularly in public enterprises;
- Accountability in public services, including effective accounting, auditing and decentralization, and generally making public officials responsible for their actions and responsive to consumers;

- A predictable legal framework with rules known in advance; a reliable and independent judiciary and law enforcement mechanisms; and
- Availability of information and transparency in order to enhance policy analysis, promote public debate and reduce the risk of corruption

It is apparent from the above conception of “good governance” that there is some emphasis on improving public-sector management systems. Thus, in the good governance prescriptions, one finds public management reforms as a key component pointing towards market and private sector approaches to public sector management, under the appearance of New Public Management (NPM).

2.1.1 Concepts of New Public Management

New Public Management (NPM) is a label used to describe a management culture that emphasizes the centrality of the citizen or customer, as well as accountability for results. It is a set of broadly similar administrative doctrines, which dominated the public administration reform agenda of most Organization for Economic Co-operation and Development (OECD) countries from the late 1970s (Hood, 1991; Pollitt, 1993; Ridley, 1996 as cited on ECA). It captures most of the structural, organizational and managerial changes taking place in the public services of these countries, and a bundle of management approaches and techniques borrowed from the private-for-profit sector.

NPM shifts the emphasis from traditional public administration to public management, pushing the state towards managerial side. The traditional model of organization and delivery of public services, based on the principles of bureaucratic hierarchy, planning and centralization, direct control and self-sufficiency, is apparently being replaced by a market-based public service management or enterprise culture. NPM has provided for a future of smaller, faster-moving service delivery organizations that would be kept lean by the pressures of competition, and that would need to be user-responsive and outcome-oriented in order to survive. These organizations would be expected to develop flatter internal structures (i.e. fewer layers) and devolve operational authority to front-line managers. With a downsized number of staff, many services would be ‘contracted out’ instead of assuming that in-house provision is best.

The key components of NPM may be put into two broad strands – those that emphasize managerial improvement and organizational restructuring, and those that emphasize markets and competition. The basic foundation of the NPM movement is the drive for efficiency and the use of the economic market as a model for political and administrative relationships. Improved efficiency is now the overriding aim of public sector reforms in most African countries. It is thought that the State’s capability; its ability to promote and undertake collective action efficiently is overextended. Therefore, reductions and a refocusing of the State’s activities are needed to improve macroeconomic stability, as well as the implementation of stronger incentives for performance. Furthermore, increased competition in service provision, both with the private sector and in the public sector itself, is required in order to raise efficiency. Consequently, governments should concentrate their efforts less on direct intervention and more on enabling others to be productive (World Bank, 1989:5) by providing “core” functions such as safeguarding law and order; protecting property rights; managing the macro economy to promote and regulate the market; providing basic social services and infrastructure; and protecting the vulnerable and destitute.

Decentralization

One of the central elements in the changing role of the public sector and the construct of the New Public Administration (NPA) is the concept of decentralization (Hope, 2002). Decentralization can be defined as the transfer of authority or responsibility for decision making, planning, management, or resource allocation from the central government to its field units, district administrative units, local government, regional or functional authorities, semiautonomous public authorities, parastatal organizations, private entities and non-governmental private voluntary organizations (Rondinelli, Nellis, and Cheema, 1983).

According to Hope 2002, within the context of the NPA, decentralization is seen as the means for:

- Governments to provide high-quality services that citizens value;

- Increasing managerial autonomy, particularly by reducing central administrative controls;
- Demanding, measuring, and rewarding both organizational and individual performance;
- Enabling managers to acquire human and technological resources to meet performance targets;
- Creating a receptiveness to competition and an open-mindedness about which public purposes should be performed by public servants as opposed to the private sector;
- Empowering citizens through their enhanced participation in decision making and development planning and management;
- Improving economic and managerial efficiency or effectiveness; and
- Enhancing better governance.

Contracting Out

“Contracting out” refers to the out-sourcing or buying in of goods and services from external sources instead of providing such services in-house (Walsh, 1995). It is a method of privatization that is increasing in popularity due to the emphasis on efficiency and service delivery. Contracting may be between a public organization and a private-sector firm or between one public organization and another. The responsibility of the public organization is to specify what is wanted and let the private or voluntary sector provide it. Contracting out leads to cost savings from inefficient public bureaucracies that are more intent on satisfying the wishes of producer groups than of consumers. Moreover, private contractors can be penalized for poor quality, delays and lack of reliability.

ICTs in Public Service Delivery

Information technology (IT) has been included as one of the key strategies for public service reforms. It is now seen as an essential facilitator of service improvement particularly when governments worldwide are facing an increasing trend towards knowledge-based production and the communications revolution. Expenditures by

governments on computers and management information systems have risen rapidly in many countries and now represent major items in their budgets.

Information and Communications Technology (ICT) is pivotal to modern government and fundamental to the strategies for public service reform. The creation of new information and communication systems are seen as an essential component in the creation of accountability. When a decision is taken, information about that decision and its outcomes must flow to all those to whom the decision maker is accountable (Heeks, 1998). Without such an information flow, and without the information system to carry that flow, there can be no accountability because there can be no knowledge of the decision.

Citizens Charter

A key feature of the NPM is the concept of perceiving the citizen as a “customer” of public services. In the context of public sector reform, efforts to make public service agencies more accountable to the public have included the adoption of Citizens Charters. Citizens should be consulted about the level and quality of public services and, whenever possible, be given the choice of services. Citizens should also be informed about the level and quality of services they will receive, and they should have equal access to the services to which they are entitled. Moreover, they should be informed about how national departments and provincial administration are run, how much they cost and who is in charge (ECA, 2004).

It involves a written commitment by a government agency to deliver goods and services to its customers according to predetermined quality standards. It is now mandatory for all government agencies to formulate their Client's Charter. The introduction of this innovation reflects the commitment of the Government to ensure that agencies are customer-focused. Based on the Client's Charter at the agency level, individual officers are required to write their own Client's Charter which explicitly states the quality of service or output that will be provided to their customers. This makes the process more transparent to the customers. Departments that have formulated their Client's Charter report a significant drop in complaints.

2.1.2. Public Sector Reforms Program in Africa

Since the introduction of World Bank-supported economic reforms in the early 1980s, Africa has become a venue for experimenting with various versions of public sector reform policies. World Bank public sector reform policies can be broadly classified into two: the “quantitative” first generation, and the “qualitative” second-generation reform programs. The first-generation reforms were implemented between the 1980s and early 1990s. It was undertaken as a part of the economic reforms policies that were implemented across the continent; therefore it focused exclusively on trimming the size of the government. Policies implemented to reduce the size of the public sector included retrenchment, cost recovery and privatization (Lienert and Modi, 1997 as cited by Owusu 2007). Although it succeeded in reducing the government wage bills, it did not improve the performance of the public sector. One reason for the ineffectiveness of the policy was that it was too narrow (Numberg, 1999).

The second generation reforms began in the 1990s. This time, the policies focused on improving the *quality* of public-sector employment and to make it more attractive (World Bank, 2001). Specifically, remuneration and promotion policies were used to reward performance; measures were put in place to improve management and accountability; and employees were provided with incentives, skills and motivation. The second generation reform policies also did not produce the desired results. In sum, despite these efforts, most public-sector organizations in Africa have continued to be inefficient (Owusu 2007).

The underlying assumption of both the first and second generation reforms is that all public organizations are ineffective. This assumption has important implications for the design and implementation of the programs. For instance, it leads to one-size-fits-all solutions that fail to take into consideration the country-specific conditions under which organizations operate. In addition, by failing to consider any possible differences in the performance of organizations within countries or even acknowledge the possibility of the existence of good and poor performers within countries; the policies ignored any

potentially valuable lessons that could have been learned from the well-performing public organizations in the same social, political and economic environment. Moreover, because the policies are not based on experiences of organizations in the country, they are often seen by management as outside impositions (Tsikata, 2003 cited by Owsus 2007) and the performance standards as utopian expectations that could never be achieved in their specific organizations given the constraints they face. As a result, public-sector reform policies generally have been implemented by officials with a lukewarm attitude. Indeed, policies based on the experiences of organizations within a country are more likely to be seen as realistic and have a greater chance of adoption than those derived from organizations in different countries.

2.2 Service Concept

2.2.1 Definition of Service

According to Murdick (1990; 4), “service can be defined as economic activities that produce time, place, form, or psychological utilities”. Many service firms have become successful by identifying a previously unrecognized or unsatisfied customer wants. Stanton stated (1994;537) “ services are identifiable, intangible activities that are the main object of a transaction designed to provide want satisfaction to customers”. Stanton also stated (1994;33) that the travel, hospitals, finance, entertainment, health car communications, utilities and professional services fields are prime examples. Recognizing the importance of marketing, many of these industries and organizations within them are now adding marketing-related personnel. According to Kotler (1996; 659) “services are growing ever faster in the world economy, marketing up a quarter of the value of all international trade”. A service is an act or performance that one partly can offer to another that is essentially intangible and doesn’t result in the ownership of any thing. Its production may or may not be tied to a physical product. (Kotler, 1998; 428) Ac

2.2.2 The Service Process

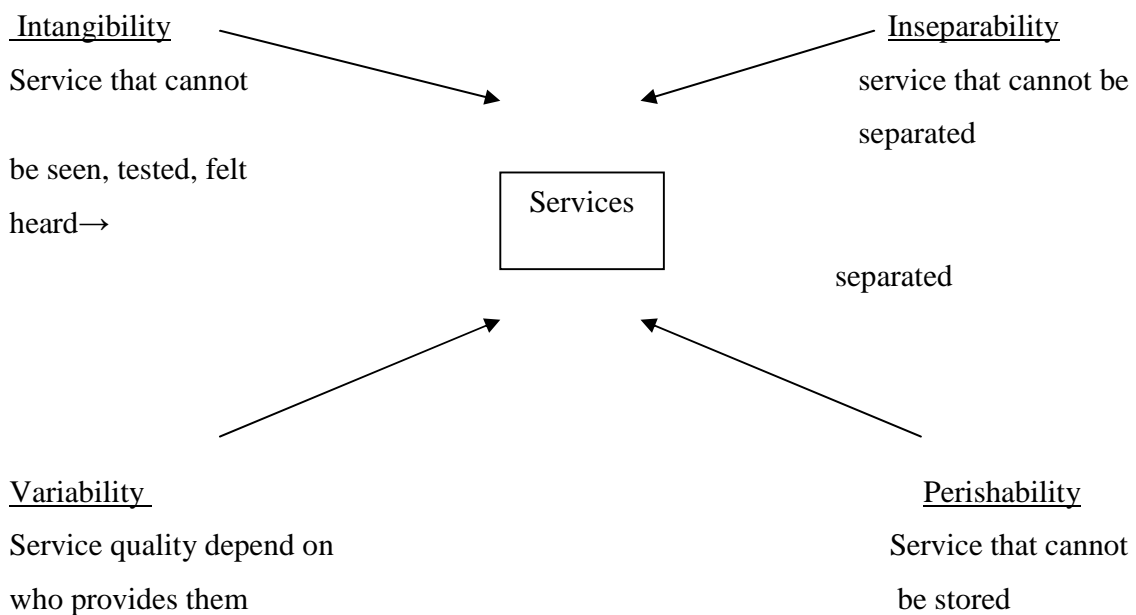
Some processes will be highly visible to the customers, such as check in while others may be at least in part invisible to the customer such as computerized booking and

reservations, cooking and cleaning at the hotel. Some processes were process customers such as the transfer coaches; some processes information such as reservations systems and some processes will process materials such as catering services.

A service process links together activities that are required to deliver a service (product) which together in an appropriate sequence create the service. Some tasks and activities may be located in the back office away from customers while other tasks or activities takes place in the presence of the customer, either in the organization’s front office or in customer’s home for example. Together these processes created the service experience and result is the service outcomes.

2.2.3 Characteristics of services

According to Kottler (1996: p 660-663) service have four major characteristics.



A. Intangibility

The literature highlights intangibility as one of the key characteristics of services. Regan (1963) introduced the idea of services being activities, benefits or satisfactions which are

offered for sale, or are provided in connection with the sale of goods. Services are intangible unlike physical products, they cannot be seen, tasted, felt heard or smelled before they are bought.

B. Inseparability

Services are typically produced and consumed simultaneously. This is not true of physical goods that are manufactured, put into inventory, distributed through multiple resellers and consumed still later. For instance, the cashier in the bank is an inseparable part of the service offering. The client also participates to some extent in the service, and affects the out come of the service. Both the producer and the client affect the service out come.

C. Variability

Services are highly variable, since they depend on who provides them and when and where they are provided. Service buyers are aware of this high variability and frequently talk to other before selecting a service provider. Service firms can take the following several steps to help manage service variability.

- ✓ The first step is providing employee incentives that emphasize quality.
- ✓ The second step is standardizing the services performance process through out the organization. This is helped by preparing a service blue print which depicts the services events and process in a flow chart, with the objective of recognizing potential service fail points.
- ✓ The third step is monitoring customer satisfaction through suggestion and complaint systems, customer surveys and comparison shopping so that poor service can be deducted and corrected.

D. Perishability

The fourth characteristic of services highlighted in the literature is perishability. In general, services cannot be stored and carried forward to a future time period. Services are item -dependent and item- important which make them very perishable. **Hartman and Lindgren** claim that the issue of perishability is primarily the concern of the service

producer and that the consumer only becomes aware of the issue when there is insufficient supply and they have to wait for the service.

2.2.4 Classification of service

According to Palmer (1995:p42-51) service can be classified into the following ten points.

1. Marketable Vs Unmarketable Service

The first classification distinguishes between services that are freely traded and those considered by the social and economic environment of the time to be more appropriately distributed by non market based machines. For the latter groups, many government services are provided for the public benefit but no attempt is made to change users of the service.

2. Producers Vs Consumers Service

Consumer services are provided for individuals who use up the service for their own enjoyment or benefit. On the other hand, producer services are those provided to a business in order that the business can produce something else of economic benefit.

3. Status of the Service in the product offering

Service can be classified according to the role of the services in that total quality offering. Three principal roles can be identified:

- A pure service exists when there is little, if any, evidence of tangible goods
- A second group of services exist in order to add value to a tangible product
- A third group of services may add value to a product more fundamentally by making it available in the first phase.

4. Tangible Vs Intangible Services

The level of tangibility present in a service offer derives from four principal sources.

- Tangible goods that are included in the service offer and consumed by the customers

- The physical environment in which the service production/ consumption process takes place
- Equipment used in the service production process
- Tangible evidence of service performance

5. Extent of Customer Involvement

Some service can be provided only with the complete involvement of customers whereas others require them to do little more than initiate the service process.

6. Degree of Variability

Two dimensions of variability can be used to classify service:

- The extent to which production standards vary from a norm, in terms both of outcomes and of production process
- The extent to which a service can be deliberately varied to meet the specific needs of individual customer

7. Pattern of Service Delivery

Whether the service is supplied on continuous basis or supplied casually or within an ongoing relation between buyer and seller.

8. Pattern of Demand

Service can be classified according to the temporal pattern of demand they face very few services face a constant pattern through time.

9. People Based Vs Equipment Based Services

Some services involve labor-incentive production methods. At the other extreme there are services which involve equipments.

10. Significance of the Service to the Purchaser

Some services are purchased frequently, are of low value, are consumed very rapidly by the recipient and are likely to be purchased on impulse with very little pre- purchased activity.

2.2.5 Service Encounter

Encounters between customers and employees are critical components of service quality. This is especially true for services characterized by a high degree of person-to-person interaction and by the absence of an exchange of tangible goods. The client comes away from service interaction with feelings of satisfaction or frustration. For contact personnel, encounters may be gratifying experiences or painful event. Service encounter is an interpersonal relationship between the firm's employees and customers, a moment of truth satisfying or dissatisfying the customer, the moment of interaction between the firm and the customer interaction with the service business (Shostack, 1985, cited in Eugence,2002). Some service encounters are very brief and consists of just a few discrete delivery steps. However, other may extend over a long time frame and involve multiple steps. Therefore, the service encounter often begins with submitting applications requesting service and placing an order. Contact may take personal exchange between customers and service employees or impersonal interaction with machine or computer.

It is difficult to improve service quality and productivity without full understanding of customer's involvement in a given service environment. Speeding up and weeding out unnecessary steps to avoid wasted time and effort are often important ways of a firm to improve perceiving value of its service. This study defines the service encounter as the entire exchange between customer and service provider from the initial contact through conclusion of the exchange.

The most difficult service encounter to specify and control is clearly that between two people, the customer and a customer facing employee. Many of the influence on the success or otherwise of the service encounter are directly related to the style of management and the extent to which the service operation has a robust deign.

2.2.6 Service recovery

Service providers are frequently exhorted to strive toward a 'Zero defects' service; the ability to "get it right first time" is thought to offer significant benefits to organizations in terms of both customers evaluations and costs of delivery (CChaefer and Ennew,2005). In practice, it is often difficult to imagine how inherent heterogeneity in service provision

and limitations on the extent to which a provider can control the range of different interactions with customers. If service failure cannot be wholly eliminated, and then understanding the process of service recovery and the way in which customers respond can be considerable value in managing organizational performance.

Service recovery involves what a service provider does in response to service failures. Lovelock and Wirtz (2001) defined service recovery as an umbrella for systematic effort by a firm to correct a problem following service failure and return customer good will. Zemke and Bell (1990) describe service recovery as a process for organization after a service or product has failed to live up to expectations.

In there discrepancy paradigm, Zenithal et al (1993) define service recovery as service employees performance resulting from a customer's perception of initial service delivery falling below the customers' perception. This argument is based on the premises that customer satisfaction ensures customers' loyalty; repeat sales and positive word-of-mouth communication. Effective service recovery, on the other hand leads enhanced perception of the quality of products and services already bought, enhanced perception of the firms' competence and favorable image in terms of perceived quality and value (Blodgett 1997). The outcome of service recovery is defined as the tangible and result delivered to an initially dissatisfied customer [i.e. what is delivered].

The process of service recovery refers to the manner in which a service provider handles a service problem during the course of service recovery (i.e. how it was delivered). The explanation above suggested that the importance of firms of ensuring that if something goes wrong, then there is mechanism in place to record it.

2.2.7 Stages of Service Recovery Maturity

According to Great Brook service recovery in an organization progresses through a series of stages.

Stage 1, Moribund -This stage is when there is no complaint handling mechanisms within the organization. Angry customers are ignored and an organization totally declines in service recovery practices.

Stage 2: Reactive – In this stage customer complaints are heard and a response is made. But it's a disorganized process with no defined goals for the response and no one owning this business process.

Stage 3: Active Listening- At this stage, the response to issues voiced by customers is structured. Specific people have the responsibility to respond to complaints and guidelines are in place for the response. However, it is still reactive.

Stage 4. Solicitous- The critical change from Stage 3 to 4 is the move from reactive to proactive solicitation of customers with issues. The reason this is so important is that most customers don't bother to complain. They just move on to other suppliers of products. The solicitous role is accomplished by encouraging customer to voice their complaints. Event surveys (also known as transactional or transaction-driven survey) are a commonly used technique to get issues voiced. The survey design must be such that more than just high level measurement of customer satisfaction is captured. The design must allow for action to be taken. The desire for anonymity complicates the task.

Stage 5: Infused- The pinnacle of service recovery practices is achieved when the complaint identification merges with business process improvement programs to support root cause identification and resolution. The owners of business processes that cause customer issues are notified of the occurrences to prompt reexamination of the process design.

In essence, we see two levels of feedback loops. First, feedback from the customer to the organization; Second, feedback from the customer-facing groups to its business partners within the organization. While company culture is clearly critical to implementing this level of feedback management, certain technologies can infuse this information sharing into business practice.

2.2.8 Outcomes of Service Recovery

The customer complaint behavior and service quality literature suggest that the outcomes of service recovery are to improve customer satisfaction and improved service quality perception leading to positive behavior intention such as repeat purchases and loyalty, to maintain the business relationship with the customer. They also constitute the primary objective of service recovery but it is important that maintaining customer loyalty should not be seen in isolation. It should be rooted in the firm's overall strategy of delivering superior service and creating customer value. From an economic point of view, long term customer loyalty is very important. Loyalty and the resultant repeat purchases, impact on the bottom line (Reichheld, 1993). The result of it all is market share gains, improved revenue, lower marketing cost to attract to new customers and lower service delivery cost per customer.

2.2.9 Core Elements of Service Management

Service Strategy

Service Strategy provides advice and guidance on designing, developing and implementing service management – both as an operational capability within an organization but also how to use that capability as a strategic asset. It tries to ensure that consideration is given as to why a particular activity is to be performed - before an organization begins to think about how it will be performed.

Service Design

The Service Design stage of the lifecycle starts with a set of new or changed business requirements and ends with the development of a solution designed to meet the documented needs of the business. This developed solution, together with its Service Transition Pack, is then passed to Service Transition to build, test and deploy the new or changed service and on completion of these activities control is transferred to the Service

Service Transition

The Service Transition stage of the lifecycle provides guidance on ensuring that the introduction, deployment, transfers and decommissioning of new or changed services is consistently well managed. Service Transition ensures that the transition processes are streamlined, effective and efficient so that the risks relating to the service in transition are minimized. The Service Transition stage of the lifecycle receives input from the Service Design stage and provides output to the Service Operation and Continual Service Improvement stages of the service lifecycle Operation stage.

Service Operation

Service operation is responsible for all aspects of managing the day-to-day operation of services, ensuring that processes and activities are operated (and continue to be operated) on a 'business as usual' basis. Its key purpose is to coordinate and perform the processes and activities that support the delivery of the services at the levels defined in the relevant Service Level Agreements. The scope of Service Operation covers the services, the service management processes, the underpinning technology used to deliver those services - and the people used to manage all of these aspects.

Continual Service Improvement

The Continual Service Improvement is not a lifecycle stage, but a wrapper used throughout the whole service lifecycle. It has inputs and outputs for all lifecycle stages. It focuses on the overall health of Service Management within the organization <http://www.foxit.net/pages/solutions/>

2.3 Quality of Customer Service

Quality is a measure of how closely a product confirms to customers needs, wants and expectation. It is a degree to which a product conforms to customer expectation and specification. Customers service quality expectation is formed by their past experience, word of mouth, service firm advertising and personnel needs. They compare the

perceived service with expected service. If the perceived service fall below the expected service customers lose interest in the provider and if the perceived service meets or exceeds the expectation they are opt to use the provider again. Service quality is a focused evaluation that reflects the customer's perception of elements of service such as interaction quality, physical environment quality and outcome quality. These elements are in turn evaluated based on specific quality dimensions. (Zeithmoal.M 2003;86)

2.3.1 Customer Expectation of Service Quality

Expectations are reference points against which service delivery is compared only at beginning. The level of expectation can vary widely depending on the reference point the customer hold.

Customer expectations embrace several elements including desired service, adequate service, predicated services and a zone of tolerance that falls between the desired and adequate service levels.(Lovelock and Wirtz, 2004;61)

A. desired and Adequate Service Levels- The type of service customers hope to receive is termed desired service. It is a “Wished-for” level; a combination of what customers believe can and should be delivered in the context of their personal needs. However, most customers are realistic and understand that companies can't always deliver the desired level of service; hence, they also have a threshold level of expectations, termed adequate service, which defined as the minimum level of service customers; hence, they also have a threshold level of expectations, termed adequate service, which defined as the minimum level of service customers will accept without being dissatisfied.

B. Predicated Service Level- The level of service that customers anticipate receiving is known as predicted service which is directly affected how they define “adequate service” on that occasion. If good service is predicated, the adequate level will be higher than if poorer service is predicted. Customers' predications of service may be situation specific.

C. Zone of Tolerance- The inherent nature of service makes consistent service delivery difficult across employees in the same company and even by the same service employee

from one day to another. The extent to which customers are willing to accept this variation is called the zone of tolerance. A performance that falls below the adequate service level will cause frustration and dissatisfaction, where as one that exceeds the desired service level will both place and surprise customers. Another way of looking at the zone of tolerance is to think of it as the range of service with in which customers do not pay explicit attention to service performance. When service falls outside this range, customers will react either positively or negatively.

2.3.2 Customer Perceived Service Quality

Customers' expectations and experience of service can vary of a single organization. The customer perception is their reality. Customer is about perception. Perceptions are consumer judgment about the actual service performance by a company. Perceived value is the customer's overall assessment of the organization service based on the complete experience of the service delivery process and they are subjective. As services are intangible, customers search for evidence of service in very interaction they have with a service firm. The evidences of service as experienced by the customers are: people, process and physical evidence. (Venugopal and Raghu, 2001:262)

People – Who may be the contact employees, other customers or the customer himself who participate in the service delivery process? The dimensions of reliability, assurance and empathy and responsiveness are all reflected in the approach ability, efficiency and communicative skills of the front line employees.

Process- The operational flow of the activities the steps involved in the process reflects the reliability and the promptness of the service.

Physical evidence- The tangible aspect of service dimensions will be reflected in the physical evidence. It includes the services escape, broacher, the equipment and any other tangible aspect.

2.3.3 Measuring Service Quality

Performing according to the desired level is critical to the entire organization. Monitoring, controlling and improving the quality, the service delivery issue is essential to the firms' market orientation.

When evaluating service quality, consumer examines five dimensions; tangibles, reliability, responsiveness, assurance and empathy.

Tangibles- Physical evidence of the service; physical facilities, tools and equipments; appearance of providers; appearance of other customers in the service facility are the tangibles

Reliability - Consistency of performance and dependability; performs service right at the first time; honors its promises; keeps accurate records, corrects billing, and performs services at the designated times are the parameters of reliability.

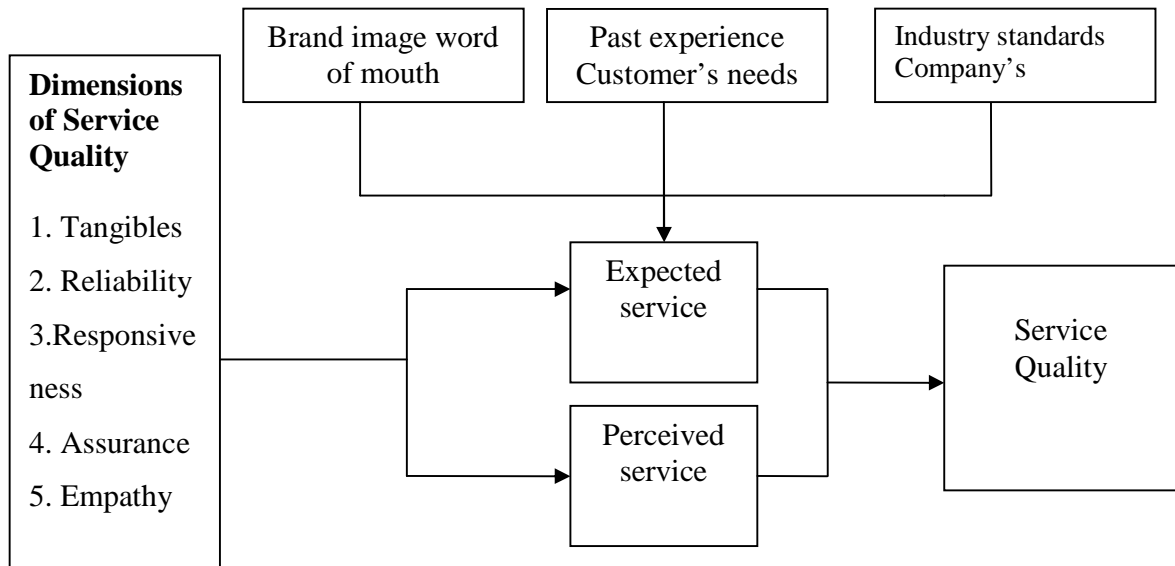
Responsiveness - It is the willingness of the firm's staff to help customers and to provide them with prompt service. Readinesses to provide the service; timeliness; setting up appointments promptly are the symptoms of responsiveness.

Assurance- Knowledge, competence and courtesy of employees; trust and confidence; required skills and knowledge; politeness, respectfulness, considerate, friendliness; trustworthiness, believability, honesty are signs of assurance.

Empathy- Caring; individualized attention, approachability, easiness of contact; effort in understanding the customers' needs are signs of empathy.

For each dimension, the SERVQUAL scale provides a score for customer expectations (E) and a score for customer perceptions (P) of service quality. The differences between the two scores on each dimension are called gap scores. The key to optimizing service quality is to maximize these gap scores and the associated gap equation ($Q = P - E$).

Figure1: SERVQUAL Service Quality Model



Source Behnam.Nakhai@millersville.edu.

As shown in Figure 1 above, perceived service quality is the result of the consumer's comparison of expected service with perceived service. The gap between producer's specifications and customers' expectations for the service level may lead to dissatisfaction even when the producer meets the exact design specifications.

2.4. Service Quality Management

A service firm may win by delivering consistently higher quality service than competitors and exceeding customer's expectations. These expectations are formed by their past experience, word of mouth and advertising. After receiving the service, customers compare the perceived service with the expected service. If the perceived service falls below the expected service, customers lose interest in the provider. If the perceived service meets or exceeds their expectations, they are apt to use the provider again. (Kotler, 1998; 438)

2.4.1 Appropriate Customer Handling System for Quality Service

In service delivery, one of the major reasons for organization's viewpoint is the essence of sound service delivery processes. So how is this possible? Delivering appropriate customer service requires desired empowerment of employees, proper management of instruction with customers, assessing service to fit or exceed customer needs and providing customer centered service.

2.5 Customer Satisfaction

2.5.1 Definition of Customer Satisfaction

The definition of customer satisfaction has been widely debated as organizations increasingly attempt to measure it. Customer satisfaction can be experienced in a variety of situations and connected to both goods and services. It is a highly personal assessment that is greatly affected by customer expectations. Satisfaction also is based on the customer's experience of both contact with the organization (the "moment of truth" as it is called in business literature) and personal outcomes. Some researchers define satisfied customer within the private sector as "one who receives significant added value" to his/her bottom line a definition that may apply just as well to public services(Smith,2007)

Customer satisfaction is the outcome felt by buyers who have experienced a company's performance that has fulfilled expectation. Customers are satisfied when their expectations are exceeded. Satisfied customers remain loyal longer, but more or less price sensitive and talk favorably about the company.

Customer satisfaction is the customer's fulfillment response. It is judgment that a product or service feature or the product or service itself provides a pleasurable level of consumption related fulfillment (Kotler, 1998; 59). Satisfaction is customer's evaluation of a product or service in terms of whether that product or service has met their needs expectations. Failure to meet needs and expectation is assumed to result in dissatisfaction with the product or service.

Customer satisfaction is a highly personal assessment that is greatly influenced by individual expectations. Some definitions are based on the observation that customer satisfaction or dissatisfaction results from either the confirmation or disconfirmation of individual expectations regarding a service or product. To avoid difficulties stemming from the kaleidoscope of customer expectations and differences, some experts urge companies to “concentrate on a goal that’s more closely linked to customer equity.” Instead of asking whether customers are satisfied, they encourage companies to determine how customers hold them accountable. (Kottler, 1998)

In the public sector, the definition of customer satisfaction is often linked to both the personal interaction with the service provider and the outcomes experienced by service users.

2.5.2 Importance of Customer Satisfaction

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

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

2.5.3 Determinants of Customer Satisfaction

Customer satisfaction is influenced by specific product or service features, perception of quality, customer’s emotional responses, their attributions and their perception.

Product Service Features- Customers satisfaction with a product or service is influenced by customer evaluation of product or service feature.

Customer Emotion- Customer's emotion can also affect their perception of satisfaction with products and services. These emotions can be stable pre existing emotion.

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

Perception of Equity or Fairness- Customer satisfaction is also influenced by perception of equity and fairness customers ask the service. Have I been treated fairly compared with other customers? Did other customers get better treatment, better prices or better quality service and the like? Notions of fairness are central to customer's perception of satisfaction with products and services.(Valarie.A etal. 2003;87)

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

Speed

Personality

Exceed expectations

Competence and courtesy

Information

Attitude

Long-term relationship

Speed and time

These two are very important factors to many customers to measure a company's ability and performance to satisfy their needs. Thus an organization what ever service it provides has to accomplish as fast as possible.

Personal Interaction with Customer

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

Expectations

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

- **A Delighted Happy Customer** –This is situation when actual service is greater than expected or experienced service. This kind of customer will come back and tell his friends about his experience and will become an advocate for your service. An organization tries and finds something extra and the way that attracts this kind of feeling.
- **A Satisfied Customer**- This is the situation when actual service is equal to their experience. It is not any better significantly, neither is it any worse- they are satisfied. However, this does not seem to enter the customer's memory for any long period of time.
- **A Dissatisfied Customer**- This is the case when actual service is less than expected/ experienced service. As well known, many organizations today struggle to win customers by telling those things they think in their services by using brochures and presentations. This over promising has poor experience and poor customer satisfaction built into it. So always make sure that you and your organization deliver more than you promise.

Courtesy and Competence

The two go hand in hand. Courtesy means customers seem to be happier be determined by whatever it is being served with as a customer. Competence means whoever services

the customer with in the organization has to do things and do them well. It means doing what you can do to the best that you can do it. Competence and courtesy serve as licenses to keep customers for life.

Information and Keeping Customer Informed

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

Attitude and Customer Liaison

Attitude is not always easy to understand. In this context it is defined as a positive and helpful attitude. A good customer service experience is on where the customer service person imagined if nothing else, that they enjoy their job and they like doing what they do and they are pleased to see the customer. Employees in service rendering organization have to see every single customer as most important customer.

Long term Relationships

This is the last element of making customer feel special. A customer will feel special if organization will actually reward, recognize and encourage their loyalty at every contact with a customer.

If an organization implements ideas based around the above seven elements (SPECIAL) and makes them a constant focus of attention, it becomes more customer focused.

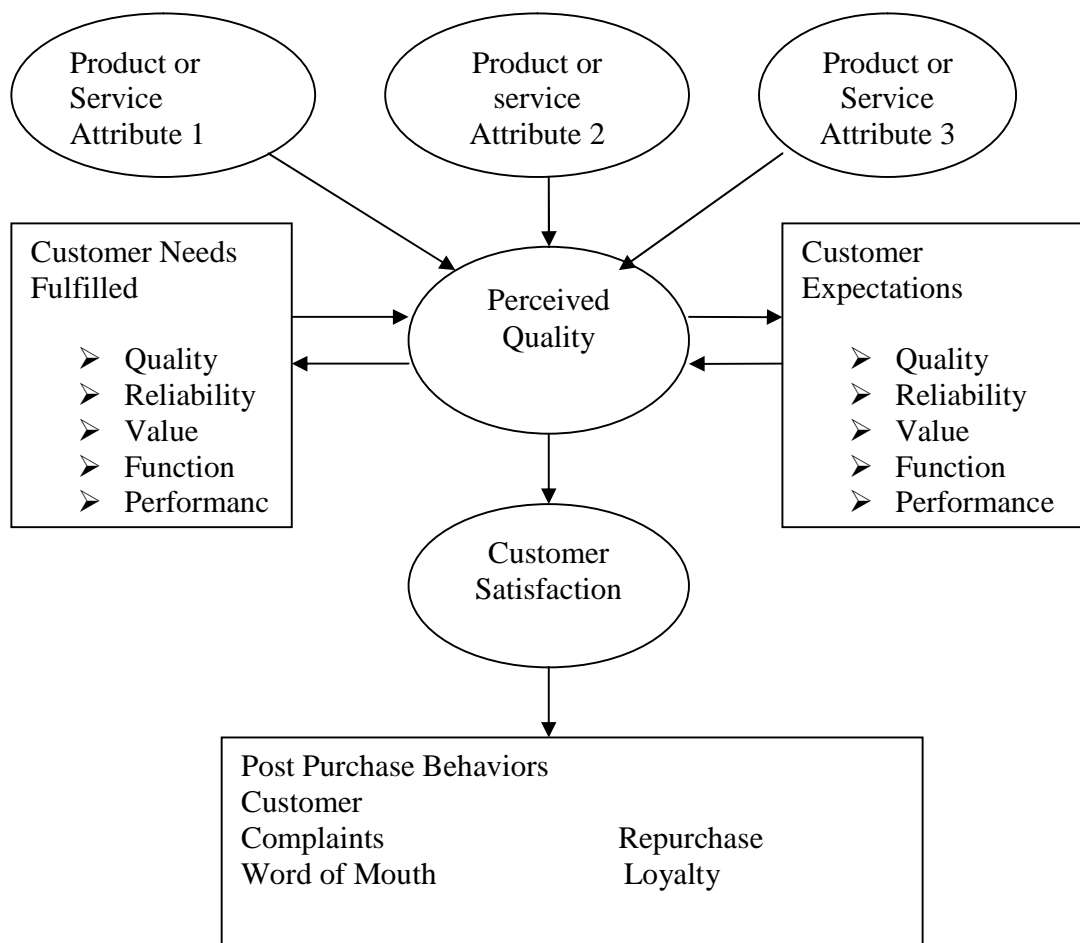
2.5.4. Satisfaction Measurement

According to Smith Satisfaction measures involve three psychological elements for evaluation of the product or service experience: cognitive (thinking/evaluation), affective (emotional-feeling/like-dislike) and behavioral (current/future actions).

Customer satisfaction usually leads to customer loyalty and product repurchase. But measuring satisfaction is not the same as measuring loyalty.

As shown in Figure 2 below customer satisfaction is influenced by perceived quality of products and service attributes, features and benefits, and is moderated by customer expectations regarding the product or service.

Figure2: Satisfaction Measurement Attributes



Source: *Smith 2007*

2.6 The Features of Customer – Oriented Organizations

In many areas, customer satisfaction ultimately boils down to the customer’s contact with frontline staff. Capable, empowered frontline staff put customer-focused mission statements, standards and culture into practice (Center for the Study of Social Policy

(CSSP); 2007). Research consistently shows that the way employees are treated by their management has a direct impact on the way those employees treat the businesses' customers (Zemke and Schaaf, 1989, pp 87). Treat your employees as you want them to treat your customers. If organizations treat their employees correctly, they'll treat the customer's right. And if the customers are treated right, they'll come back to get services.

2.6.1 Customer Service Standards and Accountability

A core component of a customer-focused organization is a clear set of customer service performance standards that is systematically reinforced. Standards of customer service identify and communicate what constitutes satisfactory performance for all employees and customers. They provide uniform measures for all staff and promote consistently strong customer service. According to Mary Malone as cited in CSSP, 2007, a patient satisfaction consultant to the hospital industry, "Behavioral change requires standards, not suggestions." Once those are in place, an organization can develop consistency by clearly communicating what is expected and, based upon those expectations, reinforce positive behaviors and hold employees accountable for sub-standard service delivery.

According to Center for the Study of Social Policy to satisfy customers staffs need tools including thorough training, flexibility and empowerment to solve problems and satisfy customers. To know that the organization values them, Frontline staffs also need recognition and rewards for strong performance.

A.Orientation and Training

Customer service leaders place heavy emphasis on instilling a customer-first culture throughout their organizations by training new employees and reinforcing a customer focus with current employees.

Successful service organizations make a clear commitment to training the employees who interact with the public, whether they provide service by telephone or in-person. Their training programs include formal classroom instruction that focuses on job skills and attitudes and the expectations of management, as well as on-the-job training that allows

staff to learn about the organization and the work from interaction between coworkers (Schneider and Bowen, 1995, as cited on CSSP, 2007, PP18).

B. Empowering Employees to Satisfy Customers

Orientation and training of staff are common ways of focusing employees on customer service. Employee empowerment giving employees the flexibility to satisfy customers is less widely practiced. However, studies show that it can lead to improved customer service and increased customer satisfaction and that it is energizing and highly motivating for employees.

Customer-oriented organizations also empower and motivate employees by involving them in essential organizational processes. When everyone participates in developing organizational plans and strategies for improvement, it adds more ideas, increases employee attention, and contributes to a culture of employee empowerment. The organizations have to involve all levels of employees in the organization's strategic planning process. After senior leaders identify specific company objectives, they communicate those objectives to staff at "lower levels" of the organization. The employees on those levels identify the actions and deeds that if done will collectively meet the objectives (CSSP, 2007, p 20).

C. Recognizing and Rewarding Employee Performance

A common practice among successful service organizations is constant recognition, reward and praise for employees who provide outstanding customer service. This can take many forms; it does not always need to be expensive to be effective. Moreover, each month employees who go "above and beyond" are praised in front of coworkers and managers and given certificates and gifts from the caring baskets (CSSP, 2007).

2.7 Review of Related work

There are many research works done related with this study. However the researcher tries to see three of them which are more related to the topic. The titles with their objectives and major findings are discussed below to have an insight about these studies.

The first work is MBA thesis done by Aman Abadi (July, 2008) with title of “Effects of service delivery process and service quality on customer satisfaction: a case study of EEPCO, North Western region, Bahir Dar town customer service centers”. The main purpose of the study is to examine the effect of service delivery process and service quality on satisfaction of customers of EEPCO with the following specific objectives:
To examine the effect of service delivery process and service quality on customer satisfaction and to understand real situation on how EEPCO handle its customers.

Based on these objectives he found that the service provided by the Corporation has improved during the last three years. However, the majority of the respondents dissatisfied with the service delivery procedure available in the Corporation. Moreover, service failure and recovery procedure is rated as poor both by employees as well as by the customers.

The second work is done by Eskinder, (July 2007) entitled as “The effect of public sector service quality on customer satisfaction: the case study of Ethiopian Telecommunication Corporation (ETC)”. His main objective is to examine and give a clear picture of the improved customer service .He put specific objectives in the following manner:

- To demonstrate the actual importance and effect of quality service on customer satisfaction in ETC
- To assess and understand real situation on how ETC handles its customers.

With these objectives he found similar things what Aman found. The service provided by the corporation has improved a little in the past one year. However, there is dissatisfaction due to physical infrastructures problems, inability to handle customer complaints in service situation and poor quality of internet service.

The third work taken as relatively similar work is done by Bruk (July 2007) MPA thesis with title “Service Delivery and Customer Satisfaction in Selected Hospitals: case of Black Lion, Dagmawi Menilik and BetheZatha Hospital”. The main objective of the

study is to identify the problem of service delivery and examine the level of customer satisfaction with the following specifics:

- To assess the availability of facility environment
- To assess the attitude of employees towards their clients
- To measure the level of satisfaction with the prevailing service delivery system

With these objectives in mind the study found that the majority of customers are not satisfied with almost all of the service delivery system of all the organizations under study.

The final work taken was entitled as “Customer Satisfaction in Land Delivery Service by Urban Local Government: a case study of Bishoftu Town Administration” MPA thesis by Mohammedhussen Mama (2008). The main objective of the study is to evaluate customer’s satisfaction in land delivery service and to identify the factors affecting it with specific objectives of to examine the emphasis given by administration to satisfy its customers and to measure the level of satisfaction of customers with land delivery service.

Based on these the study indicates that the institution failed to have mechanisms of serving customers in a way they will be pleasant. There are many problems related to customer service with in the institution. These are unhappiness of the employees, absence of proper information dissemination and the policy did not include participation of customers. Over all customers are not satisfied with the service.

Similarly this study tries to asses the stated objectives based on theoretical knowledge and give more emphasis on service delivery, customer satisfaction, achievements and challenges of the organization with in the five years based on the targets that Corporation set.

Chapter Three

3. DATA PRESENTATION AND ANALYSIS

In this part of the paper, the researcher attempts to present the practical observed facts about the service delivery and customer satisfaction with data collected from customers, employees and management by using tools mentioned in the methodology part of chapter one. The same data have been analyzed in Tabular forms.

3.1. Assessment of Service Delivery and Customer Satisfaction

3.1.1 General Information about the Respondents

A total of 186 questionnaires (i.e. 10 percent of the weekly average customers of the corporation in EAAR service center five) were distributed. Out of which, 168 (90.3 percent) of the questionnaires were filled and returned to the researcher.

In addition, the data were collected from key informants such as front line employees and other officials by using structured questionnaires and semi-structured interviews respectively. The details of the summary are illustrated in the following Table, 3.1

Table 3.1 Numbers of Questionnaires Distributed and Returned

Respondents	Post paid mater users		Prepaid meter users	
	Number of distributed questionnaires	Number of returned questionnaires	Number of distributed questionnaires	Number of returned questionnaires
Domestic	103	93	36	32
Commercial	34	30	11	11
Industry	2	2	-	-
Total	139	125	47	43

* Prepaid meter users are categorized as domestic and commercial tariff by the Corporation

Source: Field Survey, March 2010

The structured questionnaires were distributed basically considered the size of the customers; since the majority of the customers are domestic customers, relatively more number of questionnaires were distributed to them. The same applies for commercial and industrial customers as well.

As it can be seen in Table 3.2 below, out of 168 respondents 12 (7 percent) of the respondents are less than one year customers, 60 (36 percent) of respondents are within the range of one to five years, 29(17 percent) of them are within the range of six to ten years and the rest of 67 (40 percent) of them are within the range of above ten years. This indicates that the majority of the respondents are customers of the corporation for more than five years. Thus, the larger numbers of these respondents are expected to have a lot of experience about the service delivery practice of the corporation and they can easily measure their satisfaction level.

Table.3.2. Duration of Customers

Item	Frequency	Percent
More than ten years	67	40
Six to ten years	29	17
One to five years	60	36
Less than one year	12	7
Total	168	100

Source: Field Survey, March 2010

3.1.2. Customers Response on Service Delivery Practice and Their Satisfaction

In this part of the paper, the data related with the study is presented and analyzed in detailed manner. This section is further categorized into three broad proportions. These are general informations related with the connection between corporation and the customers, customer's satisfaction on service delivery process and their satisfaction with the service quality of the corporation.

3.1.2.1 Connection between Customer's and the Corporation

According to Roberts-Phelps (2003), the only time that customers contact an organization is when they have a problem with something they purchased. Based on this, customers were asked the purpose of going to the corporation, time required to get service after arrival of the service center; to evaluate the standards of service of the Corporation, and in order to request their opinion on the importance of effective service delivery processes and service quality for customer satisfaction.

Table 3.3 Purpose of Going to the Corporation and Time Taken to Get Service

Item	Frequency	Percent
I. Purpose		
To pay bill	92	54.8
To request new connection	6	3.6
To buy electricity with card	43	25.6
To ask for maintenance service	12	7.1
To ask improvement service	8	4.7
For administrative purpose	7	4.2
Total	168	100
II. Time required to get service		
Less than ten minuets	50	29.8
Ten to thirty minuets	87	51.8
Thirty one to one hour	19	11.3
More than one hour	12	7.1
Total	168	100

Source: Field Survey, March 2010

The information in item I of the Table 3.3 indicate that the majority 92(54.8 percent) of the respondents go to the corporation to pay bill followed by 43(25.6 percent) of the respondents who went to buy electricity with card, 12(7.1 percent) of the respondents who went to ask for maintenance service, 8(4.7 percent) to ask improvement service 7(4.2 percent) for administrative purpose and the rest 6(3.6 percent) of them visited to request new connection service.

Concerning time taken to get the service mentioned in item II of Table 3.3; 50(29.8 percent) of the customers took less than ten minutes, 87 (51.8percent) of them spent ten to thirty minutes, 19 (11.3percent) of them spent thirty one to one hour and the rest 12 (7.1percent) of them spent more than one hour to get service starting from their arrival at service center. These indicate that about 70.2% of the customers spent more than ten minutes in order to get service after arrival at the center.

Table.3.4. Service Standard of the Corporation

	Alternative Choice	frequency	percent
How do you rate the standards of service provided by the corporation?	Do not know	23	13.7
	Declined	7	4.2
	Have not changed	11	6.5
	Have improved a little	74	44.1
	Have improved a lot	53	31.5
	Total	168	100

Source: Field Survey, March 2010

As it was seen in literature part, intangibility and heterogeneity nature of the service customers rate the standard of the service provided by the corporation in various ways and they give different responses. Substantial portion of the respondents said that there is a little 74 (44.1 percent) and tremendous 53(31.5 percent) improvement on service provision standards. From this, one can say that the corporation improves its service standards and it implements various reforms to improve service standards of each activity. This fact is also supported by the officials' responses as they said that the corporation implements reforms like civil service reform, quick wins and BPR to improve service standards in various activities. Particularly when BPR was implemented the corporation set up standards for every activity as the officials confirmed.

However, 13.7 percent, 4.2percent and 6.5percent of the respondents responded 'do not know', 'declined' and 'no change' respectively. This indicates that, there are some

problems which need attention by the corporation in order to reach quality excellence with out any defect. Customers were asked to give the reason why they said declined and have not changed. The main reasons are as follows:

- Waiting for a long time to get service especially new connection service
- Lack of skilled man power
- In connection to bill; inaccuracy of bill amount, double payments, negative bill, customers are exposed to sunlight and rain due to narrowness of the collection station, customers are obligated to bring changes (coins)
- System failure specially for prepaid meter users

Table 3.5. The Importance of Efficient Service Delivery and Service Quality to the Satisfaction of Customers

	Choose alternative			
	Extremely important	Important	Fairly important	Total
Frequency	135	25	8	168
Percent	80.4	14.9	4.7	100

Source: Field Survey, March 2010

As it is seen in the Table 3.5 above, the majority 135 (80.4 percent) of the respondents believed that, effective service delivery process and service quality are extremely important for customer satisfaction. The remaining 25 (14.9 percent) and 8 (4.7percent) customers argued that it is important and fairly important respectively. These show that service delivery process and service quality have great effects on customer satisfaction. Customers also have a great desire for quality service and service delivery process or system that can bring satisfaction.

3.1.2.2 Customers' Responses on Service Provision Process of the Corporation

Venugopal and Raghu, 2001, perceived value of service performance is the customers' overall assessment of the organization service based on the experience of the services delivery process. To see this fact customers were asked to rate the ability of the Corporation in performing new customer handling process, bill collection or power buying activity, service failure recovery procedure, complaint handling procedure, and climate and culture available in the corporation.

A. Customers' Opinion on New Customer Handling Services

Table 3.6 New Connection Service Process

1= Unsatisfactory 5= Excellent

Factors	frequency	minimum	maximum	mean
Time required for asking and filling new connection form	166	1	5	3.05
Time required for payment after request	166	1	5	2.93
Corporation and treatment of front line employee	166	1	5	3.32
Time required for getting installation and estimation service after payment	165	1	5	2.43
Cooperation and treatment of technical group	165	1	5	3.03
New customer handling procedure				2.95

Source: Field Survey, March 2010

As we can see from the above Table3.6, customers rated the activities of the Corporation in new customer handling procedure below expected average mean (i.e.3). Every item in the table indicates that the worst activities which have given the lowest mean (2.43) are time required for getting inspection and estimation service followed by the time required for payment after request is relatively rated below the average mean, and it does not fulfill the interest of the average respondents.

However, the Corporation performs better in cooperation and treatment of front line employees (3.32), time required for asking and filling new connection form (3.05), and

cooperation and treatment of technical group (3.03) which is greater than the expected average mean.

Overall, the responses of customers indicate that new connection activity has positive outcome. However, there are problems with providing estimation and inspection services at the desired speed by its customers.

B. Customers’ Responses on Bill Collection Activity Procedure

Concerning the bill collection activity of the Corporation, the customers were asked to rate the frequency of payment period, payment mechanisms available, time required to pay their bills and treatment by the bill collection employees. As it is indicated in Table 3.7 below, treatment by the bill collection employees is relatively better. For instance, time required to pay bill (3.29), payment mechanism available to be used (3.21) and frequency of payment period (3.18) have been rated “above the expected average”. These clearly indicate that the corporation ability to collect bill, is better and appreciable, but it needs to be improved in the future.

Table 3.7 Bill Collection Activity

Factors	1= Unsatisfactory		5= Excellent	
	Frequency	Minimum	Maximum	Mean
Frequency of payment period	168	1	5	3.18
Payment mechanism available to be used	167	1	5	3.21
Time required to pay	167	1	5	3.29
Treatment by bill collection employee	168	1	5	2.78
Bill collection activity				3.11

Source: Field Survey, March 2010

Even if bill collection activity is better rated a mean of (3.11), which is greater than the expected average mean (i.e. 3); treatment by bill collection employee is poor. This clearly shows that bill collection employees lack skills on how to treat their customers that need a great attention.

Generally, bill collection activity can be improved through application of reforms such as BPR of recent times. As the officials pointed out, more attention is given by the sales and marketing departments to bill collection activity to minimize bill complaints. In addition to this, the Corporation introduces prepaid meter to reduce bill complains, which occurs faults of meter readers’.

C. Customers’ Opinions on Service Recovery Process

As discussed in literature part, service recovery involves what a service provider does in response to service failures. In other words, service recovery as an umbrella for systematic effort by the Corporation to correct a problem following service failure and return customer good will. The way in which service failure will be handled has a great impact not only on satisfaction, but also on future purchase behaviors of customers from that company (Blodgett 1997). Those firms who can recover their service failures timely and in proper manner can create satisfaction to their customers.

To see how the Corporation is doing regarding service failures and recovery procedures, customers were asked to rate the activity of the service failures and recovery. Their responses have been recorded in the following Table 3.9.

Table 3.9 Customers’ Responses on Recovery of Service Failure Procedure

Factors	1= Unsatisfactory		5= Excellent	
	Frequency	Minimum	Maximum	Mean
Reporting mechanism of service failure	168	1	5	2.26
Fault registration process	168	1	5	2.39
Treatment by service failure reception employees	168	1	5	2.52
Time duration to get maintenance service after reporting	168	1	5	2.30
Recovery of service failure procedure				2.36

Source: Field Survey, March 2010

The customers have rated the facts related to service recovery activity as it was summarized in the above Table. The results indicate that reporting mechanism of service failure have rated a mean of 2.26, time duration required to get maintenance service has got a mean of 2.30, fault registration processes in the region has rated a mean of 2.39, and followed by a mean of 2.52 for treatment by service failure reception-employees.

The above facts indicate that the Corporation’s recovery procedure of service failure is poor (2.36), which the average customers respond. These indicate that the Corporation did not have multidimensional reporting mechanisms of service failure and have no well skilled service failure reception-employees to satisfy its customers. Performance of the Corporation in this area may be below expectation of the customers, which may lead them to have so many complaints.

D. Customers’ Responses on Complaint Handling Processes of the Corporation

Customers were also asked to rate complaint handling processes in the Corporation. The information obtained is summarized in the following Table, 3.10

Table 3.10 Complaint Handling Process

Factors	1= Unsatisfactory		5= Excellent	
	Frequency	Minimum	Maximum	Mean
Availability of clear policy and procedure to handle customers’ complaints	168	1	5	2.80
Availability of awareness creation program on complaint handling procedure for customers	167	1	5	2.49
Giving timely response to customers with problems	168	1	5	2.39
Complain handling procedure				2.56

Source: Field Survey, March 2010

As shown in the Table 3.10, giving timely response to customers with problems followed by availability of clear policy and procedure to handle customers' complaints has taken mean values of the 2.39, 2.49, and 2.80, respectively. These are below the expected average mean which leads customers to have discomfort with complain handling processes on the Corporation and lead to great dissatisfaction.

Generally, complain handling procedures of the Corporation is rated by average customers as poor (2.56), which is below the expected mean. This shows the Corporation has problems in complain handling procedure.

E. Customers' Response on Culture and Climate of the Corporation

As discussed in literature part, service process links together activities that are required to drive a service in appropriate sequences. Office layout has its effect on customer satisfaction. In general, the environment on which the Corporation operates affects the satisfaction of the customers

Table 3.11, rates the organizational culture and climate existing within Ethiopian Electric Power Corporation.

Table 3.11 Culture and Climate within the Corporation

Factors	1= Unsatisfactory		5= Excellent	
	Frequency	Minimum	Maximum	Mean
Convenience of office location	168	1	5	3.17
Convenience of office layout	168	1	5	3.31
Availability of adequate staff on time	168	1	5	3.47
Overall Culture and climate	-	-	-	3.31

Source: Field Survey, March 2010

The ratings of customers on culture and climate of the corporation indicate that it has relatively better environment of operation, convenient office location, convenient office layout and availability of adequate staff on time which have been rated as a mean value of 3.17, 3.31 and 3.47, respectively, which are above the expected average mean (3.00).

However, convenience of office location is rated relatively low mean (3.17) as compared to the other two which needs attention by the Corporation.

F. Customers' Response on their Overall Satisfaction on the Service Delivery Process of the Corporation

As discussed in literature part, service process links together activities that are required to deliver a service which together in an appropriate sequence create the service which leads to customer satisfaction. In other words, customers value the service based on the overall assessment of the organization service based on the experience of the service delivery process (Venugopal and Raghu, 2001). Then the customers' evaluate their level of satisfaction based on the processes that exist in the Corporation.

To see how customers rate their level of satisfaction related to the service delivery process, customers were asked to indicate their levels of satisfaction. The result is shown in Table 3.11 and Figure 3.1

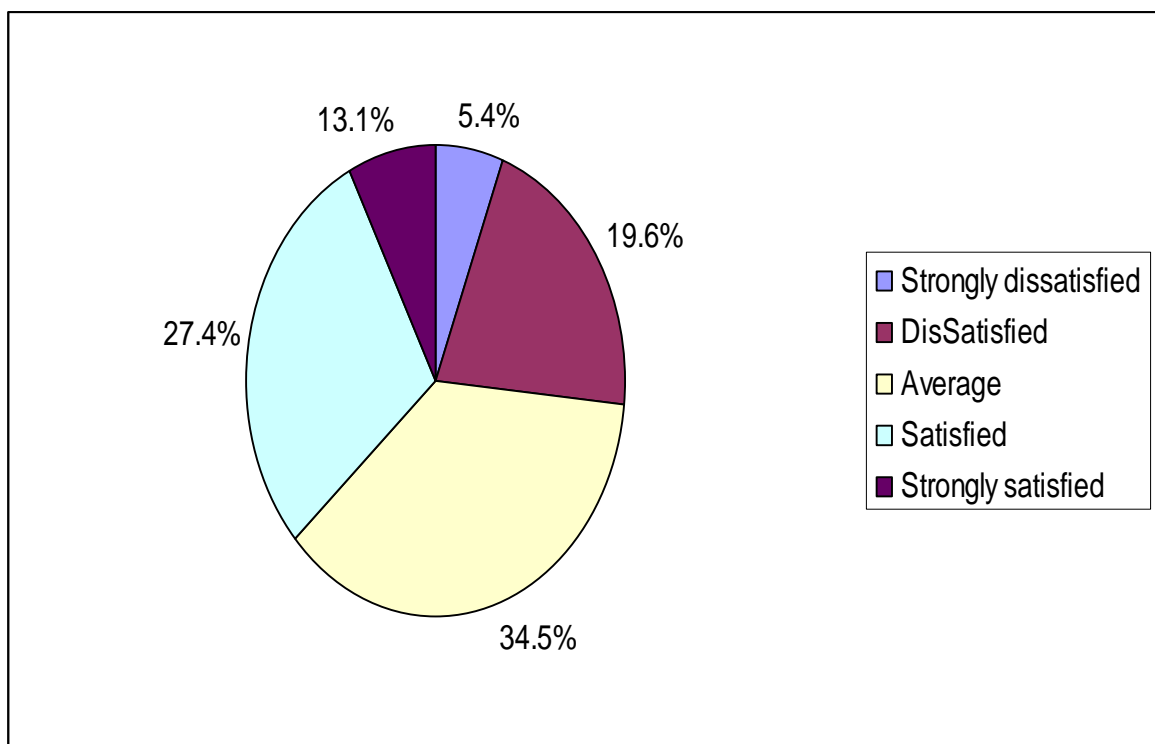
Table 3.12 Overall Satisfaction on Service Delivery Process

	Choose Option					
	Strongly dissatisfied (1)	Dissatisfied (2)	Average (3)	Satisfied (4)	Strongly satisfied (5)	Total points
Frequency	9(9)	33(66)	58(174)	46(184)	12(60)	168(583)
Percent	5.4	19.6	34.5	27.4	13.1	100

Source: Field Survey, March 2010

From the above Table 3.12 we can see that 22(13.1 percent) of customers are strongly satisfied, 46(27.4 percent) satisfied, 58(34.5 percent) have an average level of satisfaction, 33(19.6 percent) are dissatisfied and the remaining 9(5.4 percent) of the respondents are strongly dissatisfied with the service provision process of the corporation. These indicate that the majority of the customers (including average) of customers are satisfied with the service delivery process of the Corporation.

Figure 3.1 Overall Satisfactions of Customers on Service Delivery Process



Source: Field Survey, March 2010

However, substantial number 42 (25 percent) of the customers are not satisfied with the service delivery process of the Corporation. Among various source (reasons) of dissatisfactions which are mentioned by customers the following are the major once.

- Inadequacy of front line employees
- System failure especially for prepaid mater users
- Service charge problem

- Time required waiting after payment for services like inspection, estimation and related activities
- Delay in receiving bill from normal payment schedule
- There is no clear orientation when new technology was applied by the corporation for customers how to use it
- Unfriendly behavior of technical staff
- Inappropriate payment mechanism special for prepaid meter users who are forced to go to far away district when network is not available, and there is no power in that service center in order to buy electricity with card

These are the main problems mentioned by customers; hence it needs urgent attention by the Corporation in order to assure dissatisfied customers with service delivery process of the Corporation.

3.1.2.3 Customers' Response on the Service Quality of the Corporation

According to Zeithmoal.M 2003, service quality is a focused evaluation that reflects the customer's perception of elements of service such as interaction quality, physical environment quality and outcome quality. Providing quality service means trying to satisfy the needs and desires of its customers. However, measuring service quality appropriately is difficult that may create some difference among members of the respondents. To minimize such effect, some dimensions of the service quality are used as a base for evaluation of service qualities ability to satisfy customers' needs. These diminutions are reliability, responsibility, empathy, tangibility and assurance.

As it is discussed in the following sections; customers of the EEPCO were asked to rate the ability of the Corporation in delivering satisfaction to its customers by measuring the five dimensions of service quality.

A. Customers' Responses on Reliability Dimension of Service Quality

Customers measure the reliability of the Corporation by considering consistency of performance, uniformity of service encounter, honoring promises, billing accurately, keeping accurate customer records and performing the service correctly at the first

encounter, Customers were asked to rate the reliability of the Corporation by taking into account its activities. Their responses are illustrated in the following Table 3.13.

Table 3.13 Reliability Dimension of Service Quality

Item	Yes		No		No answer		Total	
	No.	%	No.	%	No.	%	No.	%
Bill is more or less correct	124	74	29	17	15	9	168	100
Keeps customers record correctly	120	71	19	11	29	17	168	100
Provides service at the designed and promised time	115	68	20	12	33	20	168	100
The corporation informs any failure ahead of time	66	39	77	46	25	15	168	100

Source: Field Survey, March 2010

As we can see from Table 3.13 above, respondents rate each activity in the following way out of 168 respondents, 124 (74 percent) of them agree to argument that bill is more or less correct, 29 (17 percent) are not agree and the remaining 15 (9 percent) of them keep to answer 120 (71 percent) of the respondents agree with the performance of keeping records correctly, 19 (11percent) of them did not accept. The ability of the corporation to perform service at the designed and promised time is evaluated as 115 (68 percent) of them are satisfied and 20 (12 percent), 33(20 percent) of them dissatisfied and have no answer respectively. From this we can say that the Corporation performs better in preparing more or less correct bills, keeping accurate customers' records and providing service at designed and promised time.

However, the Corporation does not announce the customers about service failures ahead of time. As it is indicated in the above Table, the majority 77 (46percent) of customers are not satisfied with this activity and only 66 (39percent) of them are satisfied. This shows there is quality gap in reliability dimension of service quality.

B. Customers' Responses on Responsiveness Dimension of Service

Quality.

As stated in literature part, responsiveness dimension is concerned with the willingness, readiness of employees and the preparedness of the firm to provide a service to satisfy the needs and desires of customers. Customers were asked to give their opinions on responsiveness dimension of the service quality of the Corporation. The result obtained is summarized in Table 3.14

Table 3.14 Responsiveness Dimension of Service Quality

Item	Yes		No		No answer		Total	
	No.	%	No.	%	No.	%	No.	%
Employees provide punctual service	118	70	26	16	24	14	168	100
Employees' willingness to help customers	115	69	29	17	24	14	168	100
Employees are never busy to respond to customer request	108	64	25	15	35	21	168	100
Employees tell customers exactly when service will be performed	81	48	59	35	28	17	168	100

Source: Field Survey, March 2010

Employees of the Corporation have problems in telling customers exactly when service is performed. The majority of the customers are not satisfied with this activity and only 81 (48 percent) of the respondents are satisfied. This indicates that, there is a probability of getting into unwanted behavior. From this one can say that customers may not feel good about this activity. On the other hand, provision of punctual service 118 (70percent) employees are willing to help customers 115 (69 percent), and followed by employee are never busy to respond to customers request 108 (64percent) are performed relatively in better way. However, there are customers who are not satisfied with the above

responsiveness dimension which create a gap between service provision and customer expectation.

C. Customers' Responses on Empathy Dimension of Service Quality

A service provider who tries to put himself in the position of its customers to understand customers needs, and then providing what they want in a convenient way have the potential to satisfy its customers on this dimension of service quantity.

Table 3.15 Customers' Responses on Empathy

Item	Yes		No		No answer		Total	
	No.	%	No.	%	No.	%	No.	%
Employees know what customers need	98	58	34	20	36	22	168	100
Employees give customers' individual attention	11	66	30	18	27	16	168	100
The corporation give due consideration to customers property	95	57	28	17	44	26	167*	100
Employee give orientation about the service and the cost related to it.	95	57	53	32	19	11	167*	
The Corporation have working hours convenient to all customers	94	56	40	24	33	20	167*	100

*Only 167 customers have given answer for those questions.

Source: Field Survey, March 2010

Customers were asked to evaluate the core activities of the Corporation related to empathy dimension of service quality. As it can be seen in Table 3.15, employees' knowledge of the customers needs 98 (58percent), employees attention to individual customer 111 (66 percent), the corporation giving to consideration and employees giving orientation about the service and the cost related with the service 95 (57 percent), and

followed by the Corporation has working hours convenient to all of its customers 94 (56 percent) are satisfied with the activity of the empathy dimension.

However, substantial numbers of customers are not satisfied with empathy dimension of service quality. For instance, 53 (32 percent), 40 (24 percent) 34 (20 percent), 30 (18 percent) and 28 (17 percent) of respondents in service activity of employees give orientation about the service and the cost related with the services, the Corporation working hours convenience, employees knowledge, employees giving individual attention to customers and Corporation given due consideration are not satisfied respectively. These indicate that, the Corporation and its employees do not have a great concern about the needs of the customers.

D. Customers' Response on Tangible Dimension of Service Quality.

As satiated in literature part, tangible aspect of service dimension will be reflected in the physical evidence such as physical of activities, tools and equipments and appearances of providers.

Table 3.16 Tangible Dimension of Service Quality

Item	Yes		No		No answer		Total	
	No.	%	No.	%	No.	%	No.	%
The Corporation has up-to-date equipments	81	48	73	44	14	8	168	100
The Corporations' physical facilities are visually attractive	71	42	76	45	21	13	168	100
The Corporations has offices at location convenient to its customers	105	63	54	32	9	5	168	100
Employees of the Corporation at the front line position are well dressed	128	76	34	20	6	4	168	100

Source: Field Survey, March 2010

Table 3.16 summarizes that, up-to-dated equipment and the Corporation's physical facilities are poor in customers' evaluation. While employees of the Corporation at the front line position are well dressed and are given the highest weight of rating 128

(76percent), and followed by the corporation office location continent to them 105 (63 percent).

This indicates that majority of the customers are satisfied with cleanses of employee and the location of office. In other words the Corporation’s has prescribed its own uniform for its front line employees.

On other hand, the majority of the customers are not satisfied with the up to date equipments and the ability of the physical facilities to attract customers’ visions. This indicates that the EEPCO does not have enough modern equipment to serve its customers by using ICT technology.

E. Customers’ Responses on Assurance Dimension of Service Quality.

Table 3.17 below shows that, customers’ responses about employee related to assurance dimension of the service. Substantial numbers of customers are not satisfied with the knowledge of employees to serve the customers.

Table 3.17 Assurance Dimension of Service Quality

Item	Yes		No		No answer		Total	
	No.	%	No.	%	No.	%	No.	%
Personal behavior of the employees are excellent and customers trust them	109	65	46	27	13	8	168	100
Customers feel safe in the transaction with the employees	112	67	44	26	12	7	168	100
Employees are polite	115	68	47	28	6	4	168	100
Employees have adequate knowledge to serve customers	92	55	67	40	9	5	168	100

Source: Field Survey, March 2010

Politeness of employees, customer feeling safe in the transaction, personal behavior of employee and adequate knowledge of employee are rated 115 (68 percent) 112 (67percent), 19 (65 percent) and 92 (55 percent) respectively. These satisfy assurance dimension of service quality. However, substantial no of customers did not obtain what they have desired from the employees. For instance, about 40 percent of the respondents agree that employees lack adequate knowledge to serve their customers effectively. This shows that Corporation did not give attention to improve the skills of its employees by providing adequate training to up date their knowledge with regard to how to serve customers. From the above facts one can say that around 26 percent of customers do not trust employees in the transaction.

F. Customers Rating their Overall Satisfaction on the Service Quality of the Corporation.

Customers evaluated their level of satisfaction based on the Corporation’s quality service. The details of the information are summarized in the following Table, 3.18.

Table 3.18 Overall Customer Satisfactions with Service Quality

	Choose Option					Total
	Strongly dissatisfied	Dissatisfied	Average	Satisfied	Strongly satisfied	
Frequency	23	35	57	41	12	168
Percent	13.7	20.8	33.9	24.4	7.2	100

Source: Survey March, 2010

As shown in the above Table 3.18 about 41 (24.4 percent) and 12(7.2 percent) of the customers are satisfied and strongly satisfied respectively by the quality of the corporation service. However substantial numbers of customers are not satisfied with the service quality of the corporation. For instance, 23(13.7 percent) of the respondents are strongly dissatisfied and 35 (20.8 percent) are dissatisfied with the service quality. The

remaining 57 (33.9 percent) of the customers are neither satisfied nor dissatisfied. These fact can be also seen by calculating the average mean in the following Table, 3.19 in order to rate customer satisfaction on quality of service.

Table 3.19 Service Quality and Customer Satisfaction

Factors	1= Unsatisfactory		5= Excellent	
	Frequency	Minimum	Maximum	Mean
Over all satisfaction	168	1	5	2.90

Source: Field Survey, March 2010

Table 3.19 indicates that the overall satisfaction of the customers in service quality is below the expected average mean. These indicate that there is service quality problem in some activities of the Corporation.

Respondents were asked to mention the reasons for their dissatisfaction with overall quality of the Corporation which are summarized as follows:

- When there is service failure there is delay of service recovery.
- Serving very large number of customers at one station.
- System failure
- Delay in new connection activity
- Lack of motivated and skilled, and disciplined manpower
- Lack of orientation program for customers especially for prepaid meter users.
- Meter readers feed data by estimate without going to customers' homes to read.
- Repeated service failure without any prior information.
- Inconvenience of office location
- Double payment for a month's consumption.
- Lacks of appropriate complain handling procedure.

The above reasons are forwarded by dissatisfied customers on service quality. While most of the satisfied customers said that the improvement is due to the application of business process reengineering by the corporation.

3.2. Data Analysis Based on Employee Responses

3.2.1 General Information about Employees

All of 19 questionnaires distributed to 50 percent of the front line employees within the service center were returned with full information's. The following Table 3.20 summarizes employee's general information based on service years.

Table 3.20 General information about employees

Service years	Frequency	percent
More than ten years	3	15.8
Five to 10 years	7	36.8
One to four years	9	47.4
Less than one years	-	-
Total	19	100

Source: Field Survey, March 2010

As shown in the above Table 3.20, all employees have more than one year service experience; hence they are expected to give reliable information about the service they provide to customers.

3.2.2 Assessment on Service Delivery Standards of the Corporation and their Knowledge

Table 3.21 Service Delivery Standards and Employees' Knowledge

Variables	Alternatives given	Frequency	Percentage
I. Predetermined service standards for each service type	Strongly disagree	2	10.5
	Disagree	3	15.8
	Partially agree	11	57.9
	Agree	3	15.8
	Strongly agree	-	-
	Total	19	100
II. Knowledge regarding the standards of each service	Very good	6	31.6
	Good	10	52.6
	Poor	3	15.8
	Very poor	-	-
	Total	19	100

Source: Field Survey, March 2010

One can see from the above Table 3.21 that, substantial numbers of employees do not agree with the existence of the predetermined service standards for each service. Only 15.8 percent of the respondents agree to the existence of it, while 26.3 percent of the employee do not agree to the existence of standards for each service. The remaining 57.9 percent of the respondents partially agree on this issue. These show that there is a knowledge gap between the employees and the service standards of the Corporation. To see this gap employees were asked to rate their knowledge based on the standards of the service.

Variable II in above the Table 3.21 speaks about how well employees know the standard of service delivery. The result show that 31.6 percent of the respondents know the standard of service very well, 52.6 percent of them have good knowledge and the remaining 15.8 percent of them reply as their knowledge is poor. This implies that most of

the employees' knowledge about service standards (how they perform and serve the customers) is good.

However, there is a knowledge gap among employees on service standard that has great effect on customer satisfaction. From this one can say that, there are some services which are performed by the Corporation without predetermined service standard.

3.2.3 Assessment made on training given and the reasons for absence of it

According to Schneider and Bowen, successful service organization makes a clear commitment to train the employees who interact with the customers. To see this reality employees were asked to tell any training they have taken and the reason why for those do not take any training with regard to service delivery. In other words, customers' satisfaction depends on the emphasis given by the firm.

From Table 3.22 below one can see that 7(36.8%) of the employees expressed that they have taken training on customer service delivery and 12(63.2%) of them have not taken any training that facilitate the service delivery process.

Table 3.22 Training Information

	Choose alternative	Frequency	Percentage
Training taken	Yes	7	63.2
	No	12	36.8
	Total	19	100.00
Reason for not taken training	Financial problem	-	-
	Negligence about its importance	7	58.3
	Problem of selection	5	41.7
	It is not important to train employees	-	-
	Total	12	100

Source: Field Survey, March 2010

As indicated in the same Table, the majority of the employees are not provided with any training on customer service delivery. The reason why they did not get training is that, 7(58.3%) and 5(41.7%) of employees claim that negligence about benefit of training and problem of selection for training. Thus the customers' satisfaction is questionable.

3.2.4 Employees' Opinion on Complaint Handling Mechanism of the Corporation

Table 3.23 Assessment on Complaint handling mechanism based on employees response

Availability of complaint handling mechanism	Choose alternative	Frequency	Percentage
	Yes	8	42.1
	No	11	57.9
	Total	19	100.00
If yes, how do you rate the mechanism	Very good	-	-
	Good	4	50.0
	Moderate	1	12.5
	Poor	2	25
	Very poor	1	12.5
	Total	8	100

Source: Field Survey, March 2010

As shown in the above Table 3.23, 57.9 percent of the employees underlined that there is no well designed complain handling mechanism in the Corporation, and 42.1 percent of the respondents agree on the availability of complain handling mechanism in the Corporation. However, out of eight respondents who give positive response for the availability of complaint handling mechanism, 3(37.5 percent) of them rate it as poor mechanism, 4(50 percent) of them rate it as good and no body rates the complaint handling mechanism as very good.

From this one can say that there is no well designed complaint handling mechanism available within the corporation. However, the researcher observes that there is complaint feeling form which is available in the corporation, and there is no any clear process or procedure how dissatisfied customers going to apply. So there is a problem of informing or giving orientation about the availability of the procedure as well as the way it was handled.

3.2.5 Assessment Made in Empowerment of Employees.

Employee empowerment means giving employees the flexibility that can lead to improved customer service and increased customer satisfaction (CSSP, 2007).

Table 3.24 Assessment Made on Participation of Employees in Decision Making

Q. Does your organization give a chance to participate in decision making?	Choose alternative	Frequency	Percentage
	Yes	5	26.3
	No	14	73.7
	Total	19	100.00

Source: Field Survey, March 2010

About 14 (73.7 percent) of the employees responded that, the Corporation does not give any chance for participation in decision making on issue related with service delivery. Only 5 (26.3 percent) of the respondents agree that they have chance to participate. Employees stated that the reasons why the Corporation does not give a chance to participate in decision making are described as follows:

- Existence of dictatorship type of management
- Lack of information flow
- Existence of management problems
- Always decisions are made at top level and employee are forced to do what ever it may be
- Leave aside decision making even the Corporation does not give an opportunity to express ideas freely.

3.2.6 Assessment Made on Relationship between Boss and Employees

Table 3.25 Relationship between Boss and Employees

The relationship between employees and bosses	Choose alternative	Frequency	Percentage
	Excellent	-	-
	Very good	1	5.3
	Good	7	36.8
	Satisfactory	1	5.3
	Not good	10	52.8
	Total	19	100

Source: Field Survey, March 2010

The above Table 3.25 clearly indicates that the relationship between employees and their bosses found in the Corporation were rated as not good. (52.8%) the majority of the employees are not satisfied with their bosses. Only 7 (36.8), 1 (5.3%) of the respondents said that there is good and very good relationship with their bosses respectively. This indicates that under such environment there can be no smooth working condition between the employees and their boss to satisfy customers.

3.2.7 Employees Opinion on Existence of Gap between Predetermined Goals and Actual Performance

Table 3.26 Existence of Gap on Service Delivery

Existence of service gap	Choose alternative	Frequency	Percentage
	Yes	10	52.6
	No	5	26.3
	May be	4	21.1
	Total	19	100.00

Source: Field Survey, March 2010

As it is illustrated in the above Table 3.26, the majority 10 (52.6 percent) of the employees believe that there is service gap between predetermined goals and actual performances.

Employees were also asked to list down the main problems that exist on service provision, and they are summarized as follows: there is no enough resource to serve customers effectively, non recognition of employees by the management, lack of training and development, lack of information flow, lack of any competitive firm, system failure especially for prepaid meter operation, no clear manual and procedure, and poor resource allocation are the main problems. These facts are also confirmed by the officials' interviews that were conducted with them.

3.3 Data Interpretation Obtained from Interviews

In this part, with the help of semi structured questionnaires, interviews were conducted with EAAR marketing and sales chief officer and marketing and sales monitoring officer. Then their responses for every question were recorded by the interviewer at the spot.

1. Interview with EAAR Marketing and Sales Chief Officer

Qn: "Do you feel that your customers are happy with the service they receive from you?"

Ans: "It is difficult to say that all our customers are fully satisfied because the situation now in the country is the problem of gap between demand and supply. So they may not be happy with some services given by Corporation".

Qn: "What improvements have been made to increase customer satisfaction?" Ans: "There are some changes in sales and marketing processes. For example, for solving meter reading problem there is rapid expansion in prepaid meter connection and other services are given based on the assumption of one stop shopping (one touch service)".

Qn: "What are the main challenges in service provision?" Ans: "There is a big demand for power, expansion of network and shortage of distribution materials".

Qn: “Are enough resources available to provide customers’ satisfaction?” Ans: “It is the main problem of EEPCO during the last three years. This is because of the shortage of the hard currency.”

Qn: “Have you ever made any reform in service delivery system in order to satisfy your customers?” Ans: “There is always follow up mechanism for improvement and continuous discussion around the reform. In addition, there is always feed back from customers and reform team members at the Regional and Corporate levels, and there is regular meeting of the employees, with the case team, with region teams and management members”.

2. Interview with EAAR Marketing and Sales Monitoring Officer

Qn: “Do you feel that your customers are happy with the service they receive from you?”

Ans: “The Corporation is sole provider of electric power without any competition which also affects the quality excellence. So, our customers may not be happy with some services. However, great attention is given by the Corporation to customers especially in bill collection activities. By doing this bill becomes more or less correct, and complaints are minimized in some extent”.

Qn: “What improvements have been made to increase customer satisfaction?” Ans: “The Corporation applies various reforms to increase customer satisfaction. For instance, civil service reforms, result oriented activities, Quick win, and recently business process reengineering are implemented. On top of that, the Corporation reduces different contact points and makes it as one stop shopping mechanism. Based on this, customers can get services within very short time”.

Qn: “What are the main challenges in service provision?” Ans: “There is a great problem of power supply and resources. However, presently government gives more attention in construction of dams to solve power supply problem within short period of time”.

Qn: “Are enough resources available to provide customers’ satisfaction?” Ans: “There is a great problem of distribution materials like transformer, Kwh meter, and different type of cables. Other related materials are also not available in sufficient quantity. As a result, the Corporation is not able to satisfy customers”.

Qn: “Have you ever made any reforms in service delivery system in order to satisfy your customers?” Ans: “Definitely. In recent time the Corporation implemented BPR and by doing this it set standards for each activity based on quality, quantity, cost and time. And now we are evaluating of BPR results”.

The above information from interviews show that there exists a very serious problem of distribution materials. The information obtained from employees and officials indicate that as a result of material shortage it is difficult to deliver desired services to satisfy customers.

Both officials believe that there may be dissatisfied customers on service delivery. They informed that various reforms are being implemented for improvement of service delivery and satisfaction level. Moreover, both officials raise the impact of hard currency and the shortage of power supply to meet the rapidly increasing demands.

Chapter Four

Summary of Findings, Conclusions and Recommendations

Public enterprises have been considered as a key operational instrument to achieve economic and social development and to bring technological innovation in a number of developing countries. It exists primarily to represent the government's interventionist objectives in the economy.

Presently, there has been a growing emphasis on the need for public corporation to see the citizens as a customer. In this regard, EEPCO recognized its functions on the basis of the principles of commercialization and decentralization to provide an adequate and quality service.

Customer satisfaction is linked with both the personal interaction in the service provider and the outcomes experienced by service user. In this part of the Thesis, the summary of findings of the study is derived from the analysis of both the primary and secondary data. However, the data source is mainly emphasized on the primary data that had been collected from different respondents through questionnaires and interviews.

Based on the analysis of the service delivery practice and customer satisfaction, the following findings are identified.

4.1 Findings:

- I. About 54.8 percent of the customers visit the Corporation to pay bill and the remaining customers go to the Corporation to request new connection, to buy electricity with card, to ask for maintenance service and other administrative services.
- II. Concerning time taken to get the service about 70.2 percent of the customers spent more than ten minutes in order to get service after their arrival at the center.
- III. Most of the customers (75.6%) agree by EEPCO services have improved over the last five years. However, substantial portion of customers do not agree to the improvements.

- IV. Almost all of the respondents believe that effective service delivery process and service quality are important for their satisfaction.
- V. Even if the cooperation and treatment of employees as well as time required for asking new connection form are rated above the expected average mean, customers rate the over all new connection activities below the expected average mean. These facts are also explained by the employees and officials by saying that there are no enough resources to serve new customers in appropriate way.
- VI. Bill collection activities are rated by the customers above the expected average mean. However, customers are not satisfied with the treatment by bill collection employees.
- VII. The Corporation's recovery procedure of service failure is rated as poor that makes the customers to dissatisfied
- VIII. Customers evaluate overall complaint handling procedure below the expected average mean. This fact also repeated by the employees that 57.9percent of them do not agree to the availability of complaint handling mechanism in the corporation.
- IX. The majority of customers (including average of customers) are satisfied with the overall service delivery process of the corporation. However 25percent of the customers are not satisfied with the service delivery process of the Corporation, especially in new connection activity, service failure and recovery procedure as well as in complaint handling process of the Corporation.
- X. Even if the Corporation performs better in preparing more or less correct bills, keeping accurate customer records and providing service at designed and promised time, the Corporation mostly does not announce to the customers about the service failures ahead of time.
- XI. Employees of the Corporation have problems in telling customers exactly when the service will be performed. This may result in unwanted behavior.

- XII. Substantial number of customers are not satisfied with orientation given by the employees about services, convenience of the working hours, knowledge of employee and consideration given by the Corporation.
- XIII. The majority of the customers are not satisfied for the up to date modern equipments and the ability of the physical facilities to attract customers' visions. However, customers are satisfied with cleanliness of employees and the location of office.
- XIV. There is a great problem of system failure, shortage of network, tariff problem and lack of orientation on how to use the new technology for its customers, especially for prepaid meter users.
- XV. About 40percent of the respondents agree that employees do not have adequate knowledge to serve their customers effectively, and 26 percent of the customers do not trust the employees in the transaction.
- XVI. The overall satisfaction of customers in service quality is below the expected average mean. These clearly show that there is service quality gap or problems in some activities of the Corporation.
- XVII. Employees training contribute much to the quality service provision. However, the majority (63.2%) of them have not taken any training on customer satisfaction service. There is also negligence about benefit of training and problem of selection for training.
- XVIII. The majority of employees claim that the Corporation does not give any chance for participation in decision making process on issues related to service delivery.
- XIX. Substantial number of employees do not agree to the existence of predetermined service standards for each service type, and there is a knowledge gap between the employees and the service standards.

4.2 Conclusions

The issue of service delivery is becoming a global concern that demands continuous reform to fit the turbulent environment and changing customer needs. The quality level that is needed by customers to be satisfied has to do with every aspect of the service provider starting from the time the customers arrive at the gets of the Organization.

Since, energy is the most vital and dominant factor to the development of a country, the need for equitable development of the energy sector in parallel with other social and economic developments. The country is well endowed with hydro power potential, which in turn could help in the expansion of hydro-electric generation to meet the growing demand of energy in various parts of the country. It is well known that all manufacturing enterprises, service organizations and individual households are heavily dependent on electricity power.

In service rendering organizations the key components of their function is providing quality service to their customers. This quality service is attained through performance improvement which measures a particular process or procedure.

This study paper is prepared to assess service delivery practice and customer satisfaction of EEPCO in EAAR customer service centers.

To do so, both the primary and the secondary data were gathered by using structured questionnaire, key informant interviews and written documents. On the whole 184 structured questionnaires were distributed to weekly average customers selected by using cluster and simple random sampling techniques and structured questionnaires and interview guides were prepared to gather data from employees and key informants respectively. Both qualitative and quantitative descriptions were applied on the data gathered to analyze the information obtained. By undertaking a detailed analysis of the situation, the following points are obtained.

- I. EEPCO is one of the Public Corporations which has many customers. According to the findings of the study, most of its customers are individuals who come to pay the bill.

- II. The service given by the Corporation has improved from the previous times. In spite of that there is still dissatisfaction from the customers on its services.
- III. There is great availability problem of material resources; like transformer, Kwh meter, cables, automatic, insulated wire and other materials which are important for technical work.
- IV. There is no clear and predetermined service standard for each activity and there is a knowledge gap between employees and the service standard.
- V. The satisfaction level of customers in the area is highly affected by poor performance of the Corporation in its new customer handling practice, service failure recovery procedure and complaint handling process in the Corporation. Therefore, the Corporation service delivery process to satisfy the needs of its customers is below the average expectation of the customers.
- VI. System failure, shortage of network, tariff problem and lack of orientation on how to use the new technology have been the problems for prepaid meter users.
- VII. The Corporation has a service quality gap with every dimension of the service quality. However, the empathy dimension is relatively better than others.
- VIII. Relatively, the average customers are satisfied with the overall process of service than the overall service quality of the Corporation which is rated below the expected average mean.
- IX. The Corporation does not give adequate training to its employees on how to serve their customers properly and it does not try to empower them.
- X. A substantial number of customers do not trust employees in the transaction. They know that, some employees of the corporation have unwanted behavior which may open a door for corruption of individuals and public wealth.

4.3 Recommendations

Concerning the service delivery practice and customer satisfaction in EEPCO EAAR, the following recommendations are forwarded.

- I. EEPCO has a vision of being a center of Excellence in providing quality service at every one's door and being a competitive export industry. Competition by itself affects quality excellence of the organization. However, EEPCO still operates as the sole provider of the power service. To provide excellent quality service, EEPCO should operate in the competitive environment that should be done through contracting out some part of the service to external bodies.
- II. The Corporation faces big problems in service failure and recovery procedure, complaint handling and new connection process. Thus the Corporation has to revise its service process and procedure based on gathering feed backs from both employees and its customers.
- III. Predetermined service standard is vital to control service quality and performance of employees. Based on the findings, there is no clear procedures and predetermined service standards for some activities. Thus, the Corporation has to establish a clear and precise service standards and working procedures to measure each service standards, working procedures to measure each service encounter quality and its performance to take corrective action in its weak performance, and to satisfy its customers as well as to reward its employees based on predetermined standards.
- IV. To increase satisfaction level of its customers, the Corporation has to introduce or develop different payment mechanisms like through banking system, at kebele level, arranging working time especially for workers who can not pay at regular payment period and using new technology to pay the bill.
- V. Currently, the Corporation introduces new technology like prepaid meter which has its own problem. For instance, there is a problem of network, system failure, tariff problem (asking estimated tariff) and lack of knowledge how to use and operate. Before introducing a new system into the corporation intensively, the corporation has to take survey and give adequate training and development to the respective employees. In addition, the corporation has to aware its customers how to use and operate, and there must be standby generators when there is no electric power.

- VI. Keep customers satisfied by providing high quality service for dissatisfied customers through well designate complaint handling procedure and give timely response for their problems.
- VII. The Corporation has great resource problems to satisfy its customers in designated manner. Thus, adequate resource management is vital for the corporation. In addition to this, when there is shortage of technical materials especially for new connection activity, the customers should be allowed to purchase the material and give timely service based on customers interest instead of customers obliged to wait for a long time after payment until the resources /materials available.
- VIII. Keep customers informed, one of the ways to satisfy customers is making them informed about any service provided for them. Whatever it is or even if it is a service failure, let them know as soon as possible.
- IX. The way employees are treated by their management has a direct impact on the way those employees treat the customers. Therefore, the Corporation has to treat its employees as it wants them to treat its customers by giving recognition and rewards for those who perform well.
- X. The Corporation should provide continuous training to its employees regarding how to serve customers in appropriate way and empower its front line employees to give punctual service without any delay.
- XI. The Corporation has to create effective communication mechanism internally as well as externally through effective feed back on performance in order to minimize the performance gaps in service delivery. Customers should be consulted about the level and quality of service, and they should also be informed about the level and quality of service they will receive.

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Appendix I

Addis Ababa University
Faculty of Business and Economics
MPA Program
(Questionnaire for Customers)

Sir/ Madam, the purpose of this questionnaire is to gather data regarding the Service delivery and Customer satisfaction in power sector the case of EEPSCO Eastern Addis Ababa region. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question item carefully and oblige.

Note:

1. No need of writing your name.
 2. Where alternative answers are given, encircle your choice and put “√” mark where necessary.
 3. Please return the completed questionnaire in time.
- Thank you, in advance for your cooperation and timely response.

Yours sincerely
Zeritu

Questions related to topic

1. For how long are you a customer of the corporation?

- More than 10 years 1- 5 years
 6 – 10 years Less than 1 year

2. According to meter type of the corporation you belong to

- Pre paid meter user Post paid meter user

3. For what purpose have you come to office today?

- To pay bill To buy electricity with card
 To request for new connection To ask for maintenance service
 Administrative purpose Others (specify)_____

4. How frequently did you go to the service center to get the above service for the first round?

- On the first time 4- 6 times
 1-3 times 7 to 10 times More than 10 times

5. How long it took to get the above mentioned service starting from your first arrival at the service center?

- Less than ten minuets Thirty one minuets to one Hour
 Ten to thirty minuets More than one hour

6. How do you rate the standards of service provided by the corporation?

- Can not rate Have improved a little
 Declined Have not changed Have improved a lot

7. If your response to question number six is “declining or have not changed,” what do you think the reason behind?

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

- Extremely important Fairly important
 Important Less important Has no importance

9. How do you rate the following service provision process in the corporation?

- 1= Unsatisfactory 4= Very Good
 2= Satisfactory 5= Excellent
 3= Good

Factors used as comparison	1	2	3	4	5
➤ 9.1 New customer handling service					
1. Time required for asking and filling new connection form is					
2. Time required for payment after request is					
3. Cooperation and treatment of front line employee is					
4. Time required for getting installation and estimation service after payment is					
5. Cooperation and treatment of technical group is					
➤ 9.2. Bill collection activity/ power buying activity					
1. Frequency of payment period is					
2. Payment mechanism available to be used is					
3. Time required to pay is					
4. Treatment of bill collection employee is					
➤ 9.3 Recovery of service failure procedure					
1. Reporting mechanism of service failure is					
2. Fault registration process in the corporation is					
3. Treatment of service failure reception employee is					
4. Time duration to get maintenance service after reporting is					
➤ 9.4. Complaint handling procedure					
1. Availability of clear policy and procedure to handle customer complain is					
2. Availability of awareness creation program on complain handling procedure for customer is					
3. Giving punctual response for customer with problem is					
➤ 9.5. Culture and climate					
1. Convenience of office location is					
2. Convenience of office layout is					
3. Availability of adequate staff on time is					

10. Overall, how do you rate your level of satisfaction on the service delivery practice of the Corporation number 10?

- Strongly dissatisfied Satisfied xii

Dissatisfied Average Strongly satisfied

11. What do you think the main reasons are for your level of satisfaction in the previous question?

12 How do you rate service quality in the Corporation related to the following service quality dimension?

Factors used as comparison	Yes	No	No Answer
12.1 Reliability			
1. Bill is more or less correct			
2. keeps customers record correctly			
3. provide service at the designed and promised time			
4. The Corporation inform any failure ahead of time			
12.2. Responsiveness			
1. Employees provide punctual service			
2. Employees willingness to help customers			
3. Employees are never busy to respond to customer request			
4 Employees tell customers exactly when service will be performed			
12.3 Empathy			
1. Employees know what customers needs are			
2. Employees give customers individual attention			
3. The Corporation and its employees give do consideration for customers property			
4. Employees give orientation about the service and the cost related with the service			
5. The Corporation has working hours convenient to all of its customers			
12.4. Tangibility			
1. The Corporation has up to date equipments			
2. The Corporation physical facilities are visually attractive			
3. The Corporation has offices at locations convenient to its customers			
4. Employees of the Corporation at the front line position are well dressed and appear neat			
12.5. Assurance			
1. Personal behavior of the employees are excellent that the customer can trust			
2. Customer feel safe in the transaction with the Corporation employees			
3. Employees are polite			
4. Employees have adequate knowledge to serve customers			

13. Overall, how do you rate your level of satisfaction with the service quality of the Corporation?

- Strongly dissatisfied
- Dissatisfied
- Average
- Satisfied
- Strongly satisfied

14. Assign/ Give reasons for your answer to on question number 13

15 What measures are be taken to improve service quality to your level of strong satisfaction?

16. Any other comment

6. የድርጅቱ አገልግሎት አሰጣጥ እንዴት ይመዘኑታል?

- ለመመዘን አስቸጋሪ ነው ምንም ለውጥ የለበትም
 ቀንሷል ጥቅት ተሻሽሏል በጣም ተሻሽሏል

7. ከላይ ለተራ ቁጥር 6 የመለሱት መልስ “ቀንሷል ወይንም ምንም ለውጥ የለም” የሚል ከሆነ ምክንያቱ ምንድንነው ብለው ያስባሉ?

8. በእርስዎ አመለካከት ጥራት ያለውን አገልግሎት መስተት ለደንበኛዎ ጥቅም እንዴት ያዩታል?

- እጅግ በጣም ጠቃሚ ነው ጠቃሚ ነው ጥቅም የለውም
 በጣም ጠቃሚ ነው ብዙም አይጠቅምም

9. ከዚህ በታች የተጠቀሱትን የድርጅቱን አገልግሎት አሰጣጥ ህደት እንዴት ይመዘኑታል?

- 1= አጥጋቢ አይደለም 3=ጥሩ ነው 5=እጅግ በጣም ጥሩ ነው
 2=አጥጋቢ ነው 4= በጣም ጥሩ ነው

ለንጽጽር የተወሰዱ ነገሮች	1	2	3	4	5
9.1 አዲስ ደንበኞችን የመቀበል አገልግሎት					
1. አዲስ ቆጣሪ መጠየቅ ፎርም ለማሙላት የተቀመጠው ጊዜ					
2. ፎርም ከተሞላ በኋላ የግምት ለመክፈል የተቀመጠው ጊዜ					
3. ፊት ለፊት ላይ ያሉ ሠራተኞች ትብብርና አቀባበል					
4. የማስገመጃ ከተክፈለ በኋላ ለምርመራና ለግምት የሚፈጀው ጊዜ					
5. የቴክኒክ ሠራተኞች ያላቸው የስራ ትብብርና አቀባበል					
9.2 ቢል ክፍያ/ ባላ ካርድ ክፍያ					
1. የክፍያ ጊዜ ምልልስ					
2. ያለው የአከፋፈል ዘዴ					
3. ለክፍያ የተቀመጠው ጊዜ					
4. የገንዘብ ተቀባዮች አቀባበል					
9.3 የመብራት አገልግሎት ቢቋረጥ መልሶ የመገናኘት ሂደት					
1. አገልግሎት ሲቋረጥ የማሳወቂያ ዘዴ					
2. በኮርፖሬሽኑ ያለው የብልሽት አመዘጋገብ ሂደት					
3. አገልግሎት ሲቋረጥ የሚያስተናግዱት ሠራተኞች አያያዝ					
4. ብልሽቱን ካሳወቁ በኋላ መልሶ ለመገናኘት የተቀመጠው ጊዜ					
9.4 የቅሬታ አቀባበል ዘዴ					
1. የደንበኞችን ቅሬታ አቀባበል ደንብና መመሪያ					
2. የቅሬታ አቀባበል ዘዴን ለደንበኞቹ የማሳወቅ አሰራር					
3. አቤቱታ ላላቸው ደንበኞች በተቀመጠው ጊዜ ምላሽ አሰጣጥ					

12.4 ተጨባጭነት		
1. ድርጅቱ ዘመናዊ የሆነ ለሥራ የሚያስፈልገው ዕቃ አለው?		
2. የድርጅቱ የሥራ ቁሳቁሶች ለእይታ የሚሰቡ ናቸው?		
3. አገልግሎት መስጫ ማዕከሉ ለደንበኞች በሚያመች ቦታ አለ?		
4. የኮርፖሬሽኑ የሽያጭ ሠራተኞች አለባባሳቸው ጥሩና ንጽህናቸውን የጠበቁ ናቸው?		
12.5 በራስ መተማመን		
1. ሠራተኞቹ የኮርፖሬሽኑን እይታ የሚያስመሰክሩ ናቸው?		
2. ከኮርፖሬሽኑ ሠራተኞች ጋር በሚያደርጉት መገበያየት እምነት ይሰማዎታል?		
3. ሠራተኞቹ ቅኖች ናቸው?		
4. ሠራተኞቹ ደንበኞችን ለማስተናገድ ባቂ እውቀት አላቸው?		

13. በአጠቃላይ እርስዎ በኮርፖሬሽኑ አገልግሎት ጥረት ምን ያህል ረክተዋል?

- በጣም አልረከሁም መካከለኛ ነው በጣም ረክቻለሁ
 አልረከሁም ረክቻለሁ

14. ከላይ በተራ ቁጥር 13 ለመለሱት ምላሽ ምክንያቱን ይግለጹ

15. የአገልግሎት አሰጣጥ ጥራቱን ለማሻሻል ምን ነገሮች ቢወሰዱ ይመርጣሉ?

16. የተለየ አስተያየት ከልዎት

Appendix III

Addis Ababa University
Faculty of Business and Economics
MPA Program
(Questionnaires for employees)

Sir/Madam, the purpose of this questionnaire is to gather data regarding the Service delivery and Customer satisfaction in power sector the case of EEPCO Eastern Addis Ababa region. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question item carefully and oblige.

Note:

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

Thank you, in advance for your cooperation and timely response.

Yours sincerely
Zeritu

Your position _____

Questions related to topic

1. For how long are you in the service of the corporation?

More than 10 years 1- 4 years

5 – 10 years Less than 1 year

2. Do you agree that there are clearly predetermined service standards for each service types?

Strongly disagree Agree
 Disagree Strongly Agree
 Averagely agree

3. Your knowledge regarding the standard of your service delivery is?

Very Good Good Moderate Poor Very Poor

4. Do you agree that the customers have high expectation of service delivery from you?

Strongly disagree Agree
 Disagree Strongly Agree
 Averagely agree ixx

5. Have you ever taken any training in relation to customer service delivery?

- Yes No

6. If your answer for question number 5 is “No” what do you think is the reason for that?

- Financial constrain
- Lack of knowledge about its important
- There is a problem of selection for training
- It is not important to train employees as such

7. How do you rate the relation ship between employees and the boss in your organization?

- Excellent Very Good Good Satisfactory Not Good

8. Does your organization give a chance to employees to participate in decision making with regard to service delivery?

- Yes No

9. If your answer is “No” what do you think the reasons to be?

10. Do you think that there is a gap between your predetermined goals and objectives and the actual performance of your service delivery?

- Yes No May be

11. Is their any well designed complaint handling mechanisms in your organization?

- Yes No

12. If your response for the previous question is “Yes” How do you rate the customer complaints handling mechanisms in your organization?

- Very Good Good Moderate Poor Very Poor

13. What are the major problems in service provision in your organization?

14 Do you have any comments or suggestions to make with regard to the service provision?

Appendix IV
በአዲስ አበባ ዩኒቨርሲቲ ብዝሃና እኮኖሚክስ ፋኩልቲ
የድህረ ምረቃ ፕሮግራም

ለኮርፖሬሽኑ ሠራተኞች የተዘጋጀ መጠይቅ

የተከበራችሁ የድርጅቱ ሠራተኞች፤

የዚህ መጠይቅ ዋና አላማ አገልግሎት አሰጣጥና የደንበኞች እርካታ በኢትዮጵያ ኤሌክትሪክ ኃይል ኮርፖሬሽን ምሥራቅ አዲስ አበባ ሪጅን በሚል ርዕስ መረጃ ለመሰብሰብ ነው። ዋናቱ የሚደረገው ሙሉ በሙሉ ለትምህርት አላማ ስለሆነ በየትኛውም መልኩ እርስዎን የማይነካና የማይጎዳ ነው። እርስዎም የሚሰጡት መረጃ የላቀ፣ እውነተኛ፣ ተአማኝነት ያለውና ትክክለኛ ምላሽ ለጥናቱ መሳካት እጅግ ጠቃሚ ነው። በመሆኑም እያንዳንዱን ጥያቄ በጥንቃቄና በትክክል እንዲመልሱ በአክብሮት እጠይቆታለሁ።

ማስታወሻ፡

- ስም መጥቀስ አያስፈልግም
- ተለዋጭ ምርጫ ለቀረበላቸው ጥያቄዎች መልሱን በማክባብ ወይም ይህን”✓” ምልክት በማድረግ ይመልሱ
- እባክዎን የተሟላ መጠይቅ በሰዓቱ ይመልሱ
 ስለሚያደርጉልኝ መልካም ትብብር በቅድሚያ አመሰግናለሁ።

ዘሪቱ

የሥራ መደብዎ

ከጥናቱ ጋር ተያያዥነት ያላቸው ጥያቄዎች

1. እርስዎ ድርጅቱን ምን ያህል ጊዜ አገልግለዋል?

<input type="checkbox"/> ከአስር ዓመት በላይ	<input type="checkbox"/> ከ1 እስከ 4 ዓመት
<input type="checkbox"/> ከ5 እስከ 10 ዓመት	<input type="checkbox"/> ከአንድ ዓመት በታች
2. በድርጅቱ ለእያንዳንዱ አገልግሎት ዓይነት የአገልግሎት ጥራት መመዘኛ በግልጽ ተቀምጧል በሚላዉ ይስማማሉ?

<input type="checkbox"/> በጣም አልስማማም	<input type="checkbox"/> መካከለኛ ነው	<input type="checkbox"/> በጣም እስማማለሁ
<input type="checkbox"/> አልስማማም	<input type="checkbox"/> እስማማለሁ	
3. በአገልግሎት አሰጣጥ ረገድ የእርስዎ እውቀት

<input type="checkbox"/> በጣም ጥሩ ነው	<input type="checkbox"/> ደካማ ነው
<input type="checkbox"/> ጥሩ ነው	<input type="checkbox"/> በጣም ደካማ ነው
<input type="checkbox"/> ደህና ነው	
4. ደንበኞች ከእርስዎ ከፍተኛ የደንበኞች አገልግሎት አሰጣጥ እንደሚጠብቁ ይስማማሉ

<input type="checkbox"/> በጣም አልስማማም	<input type="checkbox"/> መካከለኛ ነው	<input type="checkbox"/> በጣም እስማማለሁ
<input type="checkbox"/> አልስማማም	<input type="checkbox"/> እስማማለሁ	
5. እርስዎ በደንበኞች አገልግሎት አሰጣጥ ዙሪያ ስልጠና ወስደው ያወቃሉ?

<input type="checkbox"/> አዎ	<input type="checkbox"/> አልወሰድኩም
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6. ለጥያቄ ቁጥር 5 መልስዎ “አልወሰድኩም” ከሆነ ምክንያቱ ምን ይመስሎታል?

- የገንዘብ እጥረት
- ስለ ስልጠና የግንዛቤ እጥረት
- ለስልጠናው የሚያስፈልገውን ሠራተኛ የመምረጥ ችግር
- ሌላ ካለ ይጥቀሱ _____

7. እርስዎ በድርጅቱ ያለውን የአሠሪና ሠራተኛ ግኑኝነት እንዴት ይመዘኑታል?

- እጅግ በጣም ጥሩ
- አጥጋቢ ነው
- በጣም ጥሩ
- ጥሩ አይደለም
- ጥሩ ነው

8. ድርጅቱ ከአገልግሎት አሰጣጥ ጋር በተያያዘ ለሠራተኛው ወሳኔ የመስጠት ዕድል ይሰጣል ወይ?

- አዎ
- አይሰጥም

9. ምላሽዎ "አይሰጥም" ከሆነ ምክንያቱ ምን ይመስሎታል?

10. ኮርፖሬሽኑ ውስጥ የተደራጀ የቅሬታ አቀባበል ዘዴ አለ?

- አዎ
- የለም

11. ከላይ ምላሽዎ አዎ ከሆነ የቅሬታ አቀባበል ሂደቱን እንዴት ያዩታል?

- በጣም ጥሩ
- ደካማ
- ጥሩ
- በጣም ደካማ
- ደህና ነው

12. እርስዎ እየሰጡ ያለው የደንበኞች አገልግሎት ኮርፖሬሽኑ ካስቀመጠው ግብና አላማ ልዩነት አለው ብለው ያስባሉ?

- አዎ
- አይደለም
- ምናልባት

13. ኮርፖሬሽኑ ውስጥ በአገልግሎት አሰጣጥ ዙሪያ ዋነኞቹ ችግሮች ምን ምን ናቸው?

14. በሚሠጡኋቸው አገልግሎቶች ላይ የሚሰጡት አስተያየት ካለ?

Appendix V

**Addis Ababa University
Faculty of Business and Economics
MPA Program**

(Interview Questionnaire)

Your Position _____

1. How do you deal with the customers in your Corporation?

2. Do you feel that your customers are happy with the service they receive from the Corporation?

3. What improvements have made to increase customer satisfaction?

4. What are the achievements of EEPKO and the challenges it faces with regard to service delivery? Explain

5. Are the resources enough to meet customers' satisfaction? If not, specify the resources you lack and where from to avail those?

6. Have you ever made any reform in service delivery system in order to satisfy your customers?

7. Is there any project/ plan related to improve service quality in future?

DECLARATION

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

Declared by:

Name: **Zeritu Fikre**

Date: _____

Signature: _____

ADVISOR: Prof. Dr. CD Dash

Confirmed by Advisor:

Name: Prof. Dr. CD Dash

Date: _____

Signature: _____

Place and date of Submission: Department of Public Administration and Development
Management, Masters of Public Administration (MPA)
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