



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

**The Influence of Service Recovery on Customer Satisfaction in
Ethiopian Airlines**

A thesis submitted to Addis Ababa University, School of Commerce in
partial fulfillment of the requirements for the degree of Master of Art
in Marketing Management

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Table of Contents

Contents	Pages
Table of Contents	1
INTRODUCTION	7
1.1 Background of the Study	9
1.2 Background of the organization.....	11
1.3. Statement of the Problem.....	13
1.4 Research Questions.....	14
1.4.1. Main Research Question	14
1.5. Objectives of the Study	14
1.5.1. General objective	14
1.5.2. Specific objectives of the study	14
1.6. Research Hypothesis	14
1.7. Significance of the Study	15
1.8. Scope of the Study/Delimitation.....	16
1.9. Organization of the Study	16
2. Review of Related Literature	17
2.1 Introduction Theories Governing Service Recovery Study	17
2.1.1 Social Exchange Theory	17
2.1.2 Equity Theory	17
2.1.3 Perceived Justice Theory	17
2.1.4 Attribution Theory	18
2.2 Theroretical Literature review Perceived Justice Dimensions.....	18
2.2.1 Procedural Justice	18
2.2.2 Interactional Justice	18
2.2.3 Distributive Justice.....	19
2.2.2 Service Recovery Strategy.....	20
2.2.3 Principles of Effective Service Recovery Systems.....	20
2.2.4 Confirmation, and Disconfirmation Paradigm.....	21
2.2.5 Understanding the Customer Complaining Behavior	21
2.2.6 Customer Satisfaction	22
2.4 Empirical Literature Review.....	23

2.10 Conceptual Framework of the Study	24
CHAPTER THREE	26
3.RESEARCH METHODOLOGY.....	26
3.1. Research Design.....	26
3.2. Research Approach	26
3.3. Data Sources and Types.....	26
3.4. Target Population of the Study	27
3.5. Sampling Technique and Sample Size.....	27
3.6. Data Collection Tool.....	28
3.7. Method of Data Analysis	28
3.8 Validity and Reliability.....	28
3.8.1 Validity	28
3.8.2 Reliability.....	29
3.9. Ethical Consideration.....	29
Chapter Four	31
4.Data Presentation and Analysis	31
Introduction.....	31
4.1. Respondents' profile	31
4.2-Reason for travel.....	32
4.3-How many times have you traveled with Ethiopian airlines?	32
4.4 Types of service failures	33
4.5 Service Recovery	34
4.6 Promptness of compensation	34
4.7 Descriptive Analysis of the Scale items.....	35
4.8 Validity and Reliability Analysis.....	38
4.9 Correlation Analysis	39
4.10. Regression Analysis.....	41
4.10.1. Assumption Testing	41
4.10.2. Regression Analysis.....	43
Chapter Five.....	46
Summary of Major Findings, Conclusion and Recommendations	46
5.1. Summary of Major Findings.....	46

5.2 Conclusion	47
5.2. Recommendations.....	48
5.3 Directions for further research	49
REFERENCES	50
Appendixes	52

**Addis Ababa University School of Commerce,
Graduate Studies, MA Program**

“Effect of Service Recovery on Customer Satisfaction in Ethiopian Airlines (The case of Ethiopian Airlines Passenger Section)”

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Statement of Declaration

I Yoseph Gebeyaw, declare that this Master research project entitled –Effect of Service Recovery on Customer Satisfaction in Ethiopian Airlines (The case of Ethiopian Airlines Passenger Section) is submitted in partial fulfillment of the requirements for the degree of Master of Arts in Marketing Management at the School of Commerce, Addis Ababa University. This project contains no material that has been submitted previously, in whole or in part, for the award of any other academic degree or diploma. Except where otherwise indicated, this project is my own work.

Yoseph Gebeyaw

This is to certify that Yoseph Gebeyaw carried out this research on the Effect of Service Recovery on Customer Satisfaction in Ethiopian Airlines (The case of Ethiopian Airlines Passenger Section) recovery on customer satisfaction and behavioral intentions” the case of Ethiopian airlines. This work is original in nature and is suitable for submission for the award of the Master of Arts Degree in Marketing Management.

Advisor .Dr. Beza Libeyesus

Abstract

The principal objective of this study is to investigate the effect of service recovery on customer's satisfaction by taking the case of Ethiopian airlines passenger service section. Data were collected from customers of Ethiopian airlines cargo through a survey questionnaire. A sample of total of 384 respondents was drawn based on convenience sampling. The findings of this study show that service recovery dimensions based on perceived Justice theory (procedural, interactional and distributive justice) have a positive effect on customer satisfaction with service recovery and future behavioral intentions of word of mouth and re-patronage.. Based on the conclusions made recommendations for Ethiopian airlines are proposed in order to enhance customer satisfaction with service recovery and to positively affect behavioral intention.

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INTRODUCTION

1.1 Background of the Study

Businesses, particularly those in the services industry, are today operating in extremely competitive conditions, where customer happiness and dedication has become important aspects in ensuring a company's long-term existence (Rashid 2014). As a result, businesses are always looking for ways to handle customer complaints and lower the incidence of service failure in order to please consumers (Kalu, 2017). Regardless of how hard you try, service failures are inescapable since humans aren't flawless and can make mistakes at any time (Khan, 2014). Furthermore, because information is readily available online, today's clients are better informed and aware about products and services (Stratemeyer 2014). Customers are growing more demanding as a result of this.

Service failure can be defined as a variety of errors happened during the service operation. Service failure can be the unavailability of the service person, long waiting time, bank statements errors and so on. After the service failure service satisfaction should be done by the service provider in order to avoid the negative impacts of service failure on the customers (Swanson and Kelly 2001).

When a service fails, satisfied customers become dissatisfied, jeopardizing the company's customer relationship (Lai, 2015). As a result, businesses are more aware of the significance of having strong service recovery procedures in place in order to reestablish client satisfaction. Businesses want to turn initially disgruntled clients into loyal customers who will generate positive word of mouth about the company via service recovery tactics (Fierro., 2014).

Service Recovery is a process in which the Service provider offers additional services for addressing consumer's complaints that have been resulted from service failure (Gronros (1988). Service recovery not only increases the customer satisfaction, but it also increases customer trust, word of mouth and customer loyalty. The Customer who is dissatisfied and does not complain will have more negative words of mouth than the customer who is dissatisfied even after complaining (Kau and Elizabeth 2006). According to Johnston and Michal (2008) the importance of service satisfaction research can easily be observed in last twenty years, that has resulted from rapidly increase in adaptation of the customer focused strategies. Obviously, Service recovery has multiple positive outcomes because it may affect

customer loyalty, which can lead to positive word of mouth and attract additional consumers, or it can have the opposite effect if the satisfaction is ineffective.

Service recovery techniques can help a company's profitability and earnings by retaining consumers (Kruger 2015). Consumers that are loyal to a company are an asset since acquiring new customers is more expensive than keeping a connection with existing customers (Chiu 2012;). Businesses should be able to keep their consumer relationships by implementing excellent service recovery procedures. As a result, knowing the benefits of service recovery on customer satisfaction and commitment will help service providers see service recovery as a serious instrument for regaining unsatisfied customers' trust.

Failure to ensure customer satisfaction, both initially and belatedly, through service satisfaction could lead to a decline in customer confidence, lost customers, negative word-of-mouth, possible negative publicity and the direct cost of performing the service (Berry and Parasuraman, 1992).

As a result, enterprises must understand how consumers react to service failures and how service satisfaction affects their relationship with the firm. Airlines that are effective in addressing customer complaints and recovering service failures will be the most desirable in the airline business and will benefit from a number of benefits that resulted from providing top service satisfaction practice. Thus, airlines should have a well-organized service satisfaction strategy in place in order to gratify their customers and remain profitable in competitive climate.

A well-designed, well-documented service recovery strategy also provides information that can be used to improve service as part of a continuous improvement effort (Zeithaml, Bitner and, Gremler, 2013). By making adjustments to service processes, systems, and outcomes based on learning from service satisfaction experiences, companies increase the likelihood of "doing it right the first time." In turn, this reduces costs of failures and increases initial customer satisfaction. Thus, it is important for the service provider to put in place effective service satisfaction strategies to alter undesirable consequences of failures and to retain customer.

Airlines that are effective in addressing customer complaints and recovering service failures will be the most desirable in the airline business and will benefit from a number of benefits

that come as a consequence of providing the finest service recovery practices. Despite the fact that Ethiopian Airlines is one of the most well-known airlines in the business due to its safety record, there have been some consumer complaints about its service recovery practices. Delay or cancelled flight management rejected boarding compensation, misconnecting flights, and incidental payment for lost or left behind luggage are some of the consumer concerns.

This study looks at how service recovery affect customer satisfaction with recovery efforts, overall happiness with an airline, with a focus on the Ethiopian Airlines, passenger service section. The study contributes in potentially assisting airline managers to understand the importance of customers' expectations and their perceptions of equity in customer recovery strategies to their satisfaction and commitment to the airline. The findings in this study point to the fact that through a good understanding of expectations and management of equity, airlines can gain customers' trust and commitment, thereby having a competitive edge.

1.2 Background of the organization

Ethiopian Airlines was founded on December 21, 1945, during the past seventy plus years, Ethiopian has become one of the continent's leading carriers, unrivalled in Africa for efficiency and operational success, turning profits for almost all the years of its existence. Operating at the forefront of technology, the airline has also become one of Ethiopia's major industries and a veritable institution in Africa. It commands a lion's share of the pan African network including the daily and double daily east-west flight across the continent. Ethiopian currently serves 100 international and 27 domestic destinations operating the newest and youngest fleet(<http://www.ethiopianairlines.com/>) . Even with multiple success, the Airline is not immune from defects. There have been several consumer concerns including flight delay or cancellation management, refused boarding compensation, misconnecting flights, and incidental payment for lost or left-behind baggage (Abebe, 2011).

Ethiopian Airlines has created a Service Recovery Program that includes the following components to address the following issues of service recovery:

➤ Delay/cancelled Flight Management

Flight delays or disruptions equal to or exceeding 24 hours shall be considered cancelled and the compensation scheme for Denied Boarding passengers shall apply. Passengers originating from the airport of departure as local are not entitled to free hotel accommodation whether they are checked in for the flight involved or not. However, assistance may be given, if needed, in transportation.

➤ **Denied Boarding Compensation (DBC)**

Denied Boarding Compensation on domestic flights shall be ETB 150 for C-9 and ETB 100 for Y-class (economy class). Children aged 2-12 years are entitled for 50% of the applicable DBC scheme.

➤ **✈ Misconnecting Flights**

Passengers, who misconnect their flight at transit due to delay of their incoming ET-flight shall be provided with hotel accommodation (HOTAC) until the next (first available) flight; communication (3 minutes international call or fax service); and ground transport to and from the hotel.

➤ **Incidental payment for lost or left behind baggage:**

For international flights

The Ethiopian Airlines pays an incidental payment of USD 100 for C-9 (business class) and USD 75 for Y-class (economy class) or equivalent in local currency per passenger for the first day.

For domestic flights:

The Airlines pays an incidental payment of ETB 150.00 to be given immediately upon arrival (The incidental is to be paid for all passengers missing one or all of their bags at time of arrival).

Even though the Ethiopian Airlines has those service recovery package of programs, there is a

gap between its strategy and performance at the Head Quarter in Addis Ababa. Deviations, such

As delay without notification, loss of baggage and lack of proper handling to unsatisfied Customers had been the scenarios which initiated this study.

1.3. Statement of the Problem

Service failures are unwelcome flaws, but they are unavoidable. Service failures can occur both during the delivery process and as a result of the delivery process. As a result, firms require an efficient service recovery strategy to avoid unhappiness and keep current customers delighted.

The airline industry like other industries within the service sector is prone to service failures. Such distinctive service characteristics as real-time performance, customer involvement and people as part of the production, greatly increase the chance of service failures and therefore, create the 'failure-prone' nature of service (Lovelock & Wirtz, 2007, Vargo & Lusch, 2008).

Customer satisfaction in the airline industry has been growing in interest because the delivery of high service quality is critical for airlines' survival and competitiveness through repeated customer patronage, preferred transportation supplier status, market share gains and eventually increased profitability for the airlines (Chilembwe, 2014).

Although numerous researches have been undertaken in the private sector in the areas of service recovery and customer happiness, only a few studies have been conducted in the Ethiopian aviation industry. Genet A (2013) investigated the service recovery practices which had been observed at the Head Quarter of Bole International Airport and addressed major function of service recovery practices yet she didn't address its impact on customer satisfaction. While Woldemariam (2016) tried to study Effect of Service Satisfaction on Customer on behavioral intention on cargo section of Ethiopian Airlines, overlooking passenger section. Woldemariam (2016) assessed the service satisfaction practice of ET and identified that satisfaction on customer in the case of Ethiopian Airlines Cargo show higher satisfaction level with distributive justice, followed by interactional and procedural justice on customers' Satisfaction. Whereas according to (Hailu, 2014) conducted a study to

examine the relationship between service satisfaction and customer behavior and found out that customers are highly satisfied with the interactional justice dimension t to maintain customer satisfaction.

As it is evidenced from various studies stated above the influence various dimensions of service satisfaction have differing influence on customer. Further to this the important variable of service satisfaction dimensions varies from time to time, as per pertinent to different situation. Hence. This study aimed to identify the gaps in research on the impact service recovery strategy of Ethiopian Airlines passenger service section.

1.4 Research Questions

1.4.1. Main Research Question

This study attempts to address the question does service recovery influence customer satisfaction in Ethiopian Airlines?

1.5. Objectives of the Study

1.5.1. General objective

The general objective of this study is to examine the influence of service recovery on customer Satisfaction in Ethiopian airlines, passenger Section.

1.5.2. Specific objectives of the study

- To examine the influence of distributive justice on customer satisfaction in EAL
- To examine the influence of interactional justice on customer satisfaction in EAL
- To examine the influence of procedural justice on customer satisfaction in EAL

1.6. Research Hypothesis

This study has proposed the following hypotheses:

H1: Procedural justice positively affects Customers' Satisfaction in Ethiopian Airlines

H2: Interactional justice positively affects Customer Satisfaction in Ethiopian Airlines

H3: Distributive justice positively affects Customers' Satisfaction in Ethiopian Airlines

1.7. Significance of the Study

Ethiopian Airlines' management may utilize the data and recommendations from this study to assess customer satisfaction and enhance service failure management and recovery. The study results may be useful in preventing service failures in the first place, as well as providing suggestions for service recovery if faults do occur. These actions might also help managers establish a solid customer service plan that includes service failure management and recovery on a more strategic level.

In addition the outcome/ findings and recommendations of this research can be used by the management of Ethiopian Airlines to evaluate the customer's satisfaction and improve service failure management and service recovery.

Since there were no previous studies which covered all the service recovery aspects of the airline This study will give a good implication to all involved in the service delivery process, starting from the front line personnel up to the higher management for a better customer service and complaint handling.

This study is also expected to contribute to the existing growing body of knowledge on service marketing by examining the effect of service recovery on customer's satisfaction by empirically investigating the case of Ethiopian airlines.

1.8. Scope of the Study/Limitation

Though, Ethiopian Airlines has 126 stations, the study covers only Addis Ababa Station, of which only international passengers are considered. In addition, Due to a lack of time and resources, this study focuses solely on passenger service section excluding cargo and other strategic business unit.

Customer satisfaction is influenced by a variety of factors; however, this study focuses solely on the three perceived justice service recovery characteristics (procedural, interactional, and distributive justice).

1.9. Organization of the Study

The content of this research consists five chapters. The first chapters cover the background of the study, statement of the problem, objectives of the study, hypothesis of the study, the significance of the study and scope of the study. Chapter two shows the existing literature about the subject. Chapter three describes the research methodology. Thereafter chapter four focuses on the results of analysis and discusses findings. Finally, the researcher portrays the conclusions drawn from the findings and gives relevant recommendations based on the conclusions.

2. Review of Related Literature

2.1 Introduction; Theories Governing Service Recovery Study

2.1.1 Social Exchange Theory

These ideas emphasize the need for a fair-trading relationship. During service contacts, customers evaluated service recovery attempts and applied social exchange theory and equity theory. The social exchange theory is based on the notion of equal parties in an exchange, as well as a consumer's sense of injustice in purchasing and consumption circumstances. In general, the consequences of perceived injustice are measured against one's expectations or other benchmarks (Oliver, 1997).

In an exchange, service failure may be perceived as a financial and social loss for clients. As a result, service providers attempt to redress the balance by providing economic value in the form of remuneration and social resources to clients. As a result, buyers see the failure as a negative injustice and will want to make up for it with post-purchase conduct (Smith, 1999)

2.1.2 Equity Theory

Customers utilize equity theory to QAnequity is defined as the perception of unjust or unfair inputs and consequences in a trade partnership (Adams, 1965). Inequity leads to unhappiness and conduct that may lead to action to restore equilibrium. Customer inputs might be the expenses associated with service failure in a service marketing context. A specific recovery procedure was applied as a result of the findings. For consumers to be happy with the service recovery, the outcomes must be viewed as fair or reasonable by them. Perceived justice service recovery refers to the service recovery process itself, as well as the results associated with the service recovery approach, interpersonal behaviors enacted throughout the healing procedure, and the delivery of outcomes (Hoffman, 2000).

2.1.3 Perceived Justice Theory

Customers' views of the fairness of service recovery attempts determine their future behavioral intentions, according to justice theory (Brunner 2008). Customers' reactions to a service breakdown have been frequently explained using justice theory (Adams, 1963). Customers evaluate the fairness of a service recovery, which is provided in an encounter, from three different perspectives: distributive justice, procedural justice, and interactional justice (McColl., 2003)

2.1.4 Attribution Theory

Based on the three characteristics of causal attributions: locus, controllability, and stability, customers' judgements about cause and effect attributions impact their subsequent emotions, attitudes, and behaviors. Customers' reactions to product and service failures have been explained using attribution theory. The mediating effects of attribution influences have been underlined by researchers. Dissatisfied customers who believe the reason is external, stable, and controlled are more likely to leave and spread negative word-of-mouth than those who believe the problem is unlikely to return and is uncontrollable (Kelley H.H 1967)

2.2 Theoretical Literature Review

2.2.1 Perceived Justice Dimensions

The three perceived justice service recovery dimensions (procedural, interactional, and distributive justice) were initially established in justice theory (Stephen and Tax Brown, 2003).

2.2.1.1 Procedural Justice

Procedural justice refers to the regulations and procedures that all customers must follow in order to get justice. The customer wants the business to take responsibility, which is essential for the fair approach to begin, followed by a practical assessment of customer contributions into the recovery process. Customers want fairness in terms of regulations, rules, and the complaint procedure' timeliness, in addition to fair compensation.

They expect speedy access to the complaint procedure and for their concerns to be addressed by the first person they contact. They value organizations who are flexible in their operations so that the recovery effort may be tailored to their specific needs. Frequently, the customer's request is less than what the organization had anticipated. Air processes are distinguished by their clarity, quickness, and lack of complications. Customers consider unfair procedures to be sluggish, lengthy, and inconvenient. 2016 (Lovelock & Wirtz)

2.2.1.2 Interactional Justice

Employees who offer service recovery are involved in Interactional Justice, and their behavior toward customers, including providing an explanation for the failure and making

an attempt to address the situation, is critical. The recovery, on the other hand, must be seen as sincere, truthful, and courteous.

Customers want to be handled courteously, with care, and honesty, in addition to receiving fair remuneration and simple, efficient operations. If customers believe the firm and its personnel are indifferent and have done nothing to try to remedy the situation, this type of fairness may take precedence over the other forms. Employees' actions may appear unusual (Lovelock and Wirtz, 2016).

2.2.1.3 Distributive Justice

Distributive/outcome justice refers to the monetary compensation given to a customer because of the losses and inconveniences sustained as a result of a service failure. This comprises not just the failure but also the time, effort, and energy expended throughout the service recovery process (Lovelock & Wirtz, 2016). Customers assume that the outcome, or recompense, will be proportional to their level of discontent.

Compensation might take the form of monetary compensation, an apology, free future services, reduced prices, or replacements. Customers want equity in the transaction, which means they want to believe that the firm has 'paid' for its mistakes in a way that is at least equivalent to the damage done to the customer. The company's 'penalty should be commensurate with the offense.' Customers want to be reimbursed in the same way as other customers who have encountered the same sort of service failure have been compensated. In situations when consumers have very unfavorable emotional responses to service failures, result justice is especially crucial. In this case, recovery efforts should focus on improving the outcome from the customer's perspective. (Alan, 2016)

The paradox is linked to a secondary satisfaction following a service breakdown, when consumers compare their expectations for recovery to their views of service recovery performance, according to the disconfirmation framework. A paradox may occur if there is a positive disconfirmation, that is, if perceptions of service recovery performance are higher than expectations. If not, there is a double negative consequence in the case of a negative disconfirmation, such as service failure followed by a faulty recovery (McCullough et al., 2000).

The script theory and the commitment–trust theory for relationship marketing may accept the dilemma. According to script theory, there is a shared sequence of actions in the delivery of a service, such that personnel and consumers have comparable views about the anticipated order of occurrences and their respective responsibilities in the process. If a service failure happens, it acts as a variation from the script, making the customer more sensitive to the problem and the redress process. As a result, contentment with the rehabilitation process is more important than pleasure with the original features in determining overall satisfaction (Magnini 2007)

2.2.2 Service Recovery Strategy

A good service recovery plan can have a lot of different effects. It has the potential to boost consumer happiness and loyalty, as well as positive word-of-mouth marketing. In addition, as part of a continuous improvement effort, a well-designed and well-documented service recovery strategy gives information that may be utilized to enhance service. Companies boost the possibility of 'getting it right the first time' by adjusting service methods, systems, and results based on past service recovery experiences. As a result, failure costs are lower, and initial customer satisfaction is higher (Alan Wilson, 2016).

Customer loyalty is defined as a positive attitude toward a firm in comparison to its rivals, as well as recurrent purchasing behavior. "In addition," it is claimed, "faithful. Customers frequently talk about a firm and may be responsible for creating a significant amount of new business over time. After experiencing a service breakdown, customers who are happy are more willing to tolerate mistakes and work through the process with the provider because they are certain that their recovery expectations will be met. Customers that are willing to spread positive word-of-mouth, provide references, and promote the firm to friends and family have a favorable link with loyalty and service recovery (Komunda, 2012).

2.2.3 Principles of Effective Service Recovery Systems

The three elements of efficient service recovery are as follows, according to Lovelock and Wirtz (2016):

To begin, make it as simple as possible for consumers to provide feedback: Make submitting feedback simple and convenient, as well as reassuring clients that their opinion will be taken seriously and rewarded.

Second, enable successful service recovery: service recovery should be proactive, with recovery processes prepared, skills taught, and empowered personnel.

The next step is to figure out what amount of remuneration is right for you. What kind of remuneration is appropriate?

How would you describe your company's positioning? What was the extent of the outage? That are the customers who will be impacted.

2.3.3 Confirmation, and Disconfirmation Paradigm

The difference between an individual's pre-purchase expectations and the product or service's post-purchase performance is characterized as customer satisfaction or discontent. Many studies of consumer happiness and discontent have used the confirmation/disconfirmation paradigm as a conceptual framework. Expectations, perceived performance, and whether or not performance fulfils expectations are the three basic components of the paradigm. Consumers form expectations mostly through image, prior service experience satisfaction, and word-of-mouth communications, according to the study (Oliver 1980).

2.3.4 Understanding the Customer Complaining Behavior

The four major motivations of complaining, according to (Lovelock and Wirtz, 2016), are to gain restitution or compensation, to vent their anger, to help or enhance the service, or for altruistic motives. People expect to be fully paid in a fair manner if a service failure happens. Recent surveys, on the other hand, demonstrate that many customers do not believe they have been handled properly or have gotten appropriate compensation. When this occurs, their response is usually quick, emotional, and long-lasting. Customers want businesses to treat them fairly across three aspects of fairness (procedural, interactional, and result justice) after they file a complaint.

The majority of disgruntled consumers do not report because they are unsure where to complain or because it is too time consuming and unpleasant. According to studies, the bulk of complaints are lodged at the location where the service was provided, and 99 percent of consumer feedback is delivered to customer care professionals in person or over the phone. Only around 1% of all complaints were sent by e-mail, letters, Customer feedback cards, or the company's website. People in higher socioeconomic levels are continuously more prone

to complain than those in lower socioeconomic levels, according to research data. Their increased education, affluence, and social activity provide them with the confidence, knowledge, and incentive to speak up when they face difficulties (Lovelock, 2016).

Additionally, people that criticize are more educated about the product. According to previous studies, just 5% to 10% of unsatisfied clients really complain. The number might be as low as 5% in some cases.

2.3.5 Customer Satisfaction

Several studies on contentment have been conducted, however their definitions of satisfaction cannot agree on a common concept. In the case of service recovery, satisfaction is especially important since disgruntled customers who obtain proper recovery have more positive behavioral intentions than customers who were satisfied with the initial services. A consumer's fulfillment reaction is characterized as satisfaction. Satisfaction is a judgment that a product or service feature, or the product or service itself, delivered a satisfying amount of consumption-related fulfillment, which might range from under- to over-fulfillment. A person's subjectively determined favorable appraisal of any outcome and experience linked with consuming a product is known as customer satisfaction. It is a subjective, emotional, and favorable appraisal that stems from the psychological condition of clients' purchasing behavior (Maxham, 2001).

Companies may react to service failures independently of consumer reactions or in response to customer complaints directly. Service recovery refers to the steps taken in reaction to a service breakdown to identify and address customer discontent. Finally, corporations appreciate satisfaction only if it leads to a beneficial financial result. According to the literature on service management, behavioral loyalty is a direct effect of client happiness, and profitability and growth are primarily driven by loyalty (Andreasen, 2000).

Customers who are satisfied are more likely to return to the people who served them, whereas those who are disappointed are more inclined to look for help elsewhere. Customer retention is critical to a company's sustainability. Customer loyalty is a result of satisfaction, and loyal consumers spend more on your products and services, urge others to buy from you, and think that what they pay for is worth it. Companies want to increase customer happiness; therefore, they must track it. "You can't manage what you can't measure," as the saying goes (Andreasen, 2000).

A customer satisfaction survey is a valuable performance assessment method that should assist an organization and its personnel in understanding customers' perspectives on a finished project's performance. Customers are the focus of an organization's activity; rather than relying on a company, businesses rely heavily on them. Companies may deliver products or services that meet the demands of their consumers if they have accurate information about them (Rondeau, 2006)

2.3 Empirical Literature Review

The following is a summary of the scholarly and empirical literature study on service recovery and its impact on customer satisfaction in this section:

An Empirical Investigation of Customer Satisfaction during Service Failure and Recovery in the Southwest United States was undertaken by Michael A. Mc Collough (2000). While waiting to board aircraft, 1,005 airline passengers were contacted and requested to participate in the survey. Seven hundred and twenty-seven of them (72.3 percent) agreed to work together. A total of 550 passengers completed questionnaires before to boarding, with an additional 177 taking surveys with them. 65 of the 177 sample members returned their questionnaires within three weeks of the sampling being completed.

Using a systematic random sample of 615 people (61.2 percent of those approached and 84.6 percent of those who accepted to participate). Finally, client satisfaction is lower after a service breakdown and recovery than when the service is error-free. In general, the results reveal that organizations do better in the eyes of customers when they avoid service failure rather than when they respond to failure with improved recovery.

In a services recovery in Australia hotel context, Beverley a. Sparks (2001) did a study on justice approach choices for better customer satisfaction. This research investigates the levels of satisfaction linked with different combinations of procedural, interactional, and distributive justice-related service recovery mechanisms in a hotel context. To investigate the three key dimensions of justice (procedural, interactive, and distributive) on customer satisfaction and future intentions, an experimental design was used to target a group of people who had experience with the type of service under consideration, and it used a convenience sample drawn from business and government.

Beverley (2001) investigated justice strategy possibilities for improving customer satisfaction in a hotel environment in Australia. This study looks at the levels of satisfaction linked with different combinations of procedural, interactional, and distributive justice-related service recovery mechanisms in a hotel context. To answer the research questions, an experimental design was used to investigate the three key dimensions of justice (procedural, interactive, and distributive) on customer satisfaction and future intentions, and it used a convenience sample drawn from business and community groups to target a group of people who had experience with the type of service under consideration. The satisfaction levels varied greatly based on the various combinations of rehabilitation methods, according to the study.

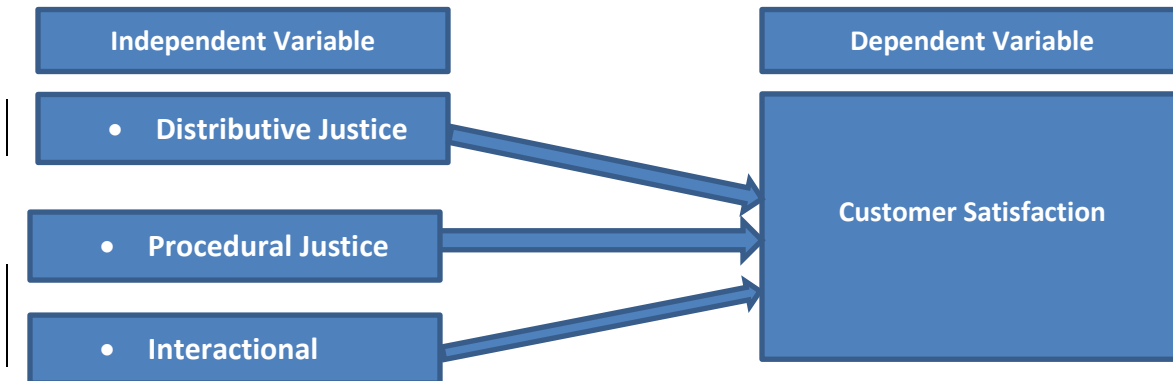
Quantifying the Dynamic Effects of Service Recovery on Customer Satisfaction: Evidence from Chinese Mobile Phone Markets was explored by Zheng Fang et al. (2012). The researchers in this study look into two issues that have been the subject of previous experimental or survey research: (1) whether the time-varying effects of service recovery on customer satisfaction follow a stretched or small decay, and (2) why and what service recovery efforts have a superior and faster swelling, in terms of the significance and timing of customer satisfaction losses due to service failures on the road to recovery.

Syed Taimoor Hassan et al. (2014) conducted research on the influence of service recovery on customer satisfaction in the Pakistani hotel business. The sampling approach for this study, which included 240 samples, was convenience sampling. In the hotel business, the researchers discovered that service recovery has a favorable impact on customer happiness, and that employee empowerment moderates the association between service recovery and customer satisfaction.

2.4 Conceptual Framework of the Study

The conceptual framework shows the relationship between the independent and dependent variables of the study. The independent variable of the study is service satisfaction which can be represented by distributive justice, interactional justice, and procedural justice. The dependent variable of the study is customer satisfaction. Three elements was be used as independent variables which are Distributive justice, interactional justice and procedural

justice. These elements are used to assist the study in investigating the relationship between service satisfaction implemented and Customer Satisfaction.



H1: Procedural justice-customers will affect the customer satisfaction

H2: Interactional justice will affect the customer satisfaction,

H3: Distributive justice will affect the customer satisfaction

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter includes research design, research approach, data sources, sample size determination, sampling techniques, data collection methods, method of data analysis, and ethical consideration. The details are presented below.

3.1. Research Design

Research design is the blueprint for fulfilling research objectives and answering research questions (John et al., 2007). It is a road map that specifies the strategies and procedures for gathering and evaluating the necessary data. It guarantees that the study is relevant to the problem and employs cost-effective approaches. The same authors discuss three types of research design, namely exploratory (emphasizes discovery of ideas and insights), descriptive (concerned with determining the frequency with which an event occurs or relationship between variables) and explanatory (concerned with determining the cause and effect relationships). I used explanatory research design for this study as the main objective of the paper is to explain the effect of service satisfaction on customer's satisfaction.

3.2. Research Approach

This study adopted a quantitative research approach. Close-ended questionnaire was used to fulfill the defined purpose and variables were statistically assessed for their relationship using statistical methods. Furthermore, reliability and validity tests were used to eliminate bias and maximize the generalizability of the findings.

3.3. Data Sources and Types

Both primary and secondary data were collected from relevant sources that help to achieve the study objectives. The primary sources of information were collected from 384 Ethiopian airline customers. In addition, the secondary sources include books, articles, journals, research works, internet browsing, etc. that have relevance with the research topic.

3.4. Target Population of the Study

The sample population of this study was 384 Ethiopian airline customers, at passenger service section.

3.5. Sampling Technique and Sample Size

Roscoe (1979) proposed that the rules of thumb for determining the sample size which more than 300 and less than 500 are appropriate for the most research. Since the number of populations of the study is unknown, the formula developed by Cochran (1977) will found to be appropriate for determining the sample size.

$$n = \frac{Z_{\alpha/2}^2 p(1-p)}{d^2}$$

Where n = The desired sample size

Z = The statistics for the level of confidence (1.96)

P = The proportion of customers (50%)

$$n = \frac{(1.96)^2 0.5(1-0.5)}{(0.05)^2}$$

$$n \approx 384$$

Therefore, 384 customers of the Ethiopia airlines were determined as the total sample size of the study. In order to select the individual respondents, convenient sampling technique was used. Therefore, the researcher collected the data until the estimated sample size fulfills.

The respondents were selected from Addis Ababa Bole international airport. Non-probability sampling which was convenience sampling technique was used in the study. The main reason for using convenience sampling was the population was too large and it is impossible to include every individual and with the consideration of their convenient accessibility and proximity to the researcher. Using the random sampling may not be preferred on this context as it is not full list of the entire population to be studied may not be available.

3.6. Data Collection Tool

According to Anol Bhattacharjee (2012) Survey research is a research method involving the use of standardized questionnaires to collect data about people and their preferences, thoughts, and behaviors in a systematic manner. The major data collection instrument of the study was structured type of questionnaire. The Pilot test was done for both English/Amharic Questioner to check the clarity and validity of question in Questionnaire. Questioners were distributed to the sample of the study which are the customers of Ethiopian airlines who faced service failure during the service delivery process. The data collection process was managed by the researcher and other enumerators who was trained by the researcher on how to collect the data. The Cronbach's alpha model was used with five-point Likert scales. Before proceeding to the descriptive and inferential statistical analysis, The reliability of data for each variables and the overall reliability on every question item was tested using Cronbach's alpha (α). The ability and willingness of respondents to supply the desired information is critical to the quality of the questionnaire data. As a result, in order to maintain the instrument's validity, the researcher consulted his advisor on a regular basis. The Questioner was adopted from similar studies.

3.7. Method of Data Analysis

Data that was collected through questionnaire and was cleaned, coded, entered, edited and analyzed using SPSS software version 26. Descriptive statistical analysis such as frequency, percentage, mean and standard deviation was used to analyze the data. Inferential statistics such as correlation and multiple linear regression analysis was employed to examine the influence of service recovery on customer satisfaction.

3.8 Validity and Reliability

3.8.1 Validity

The degree of link, or overlap, between an instrument and the concept it is designed to assess is referred to as validity (William 2002). The adequacy with which a measure or scale has sampled from the desired universe or realm of content is referred to as content validity. A measurement item was mostly taken from previous research to guarantee content validity. Expert review was used to assess the instrument's content validity.

3.8.2 Reliability

Cronbach's alpha was utilized to assess the study's reliability. Good reliability is greater than 0.80; good reliability is between 0.70 and 0.60; and bad reliability is less than 0.60. (Sekaran, 2003).

Factor	No. of items	Reliability (Cronbach's Alpha)
Distributive Justice	4	0.953
Procedural Justice	5	0.967
Interactional Justice	6	0.988
Satisfaction	3	0.742
Overall Scale	18	0.961

3.9. Ethical Consideration

Some of the expected principles of ethical behavior that are widely accepted within the scientific community are: voluntary participation and harmlessness, anonymity and confidentiality, disclosure, analysis and reporting (Bhattacharjee, 2012). Therefore, the researcher of this thesis attempt to consider these issues in respect of each h +as follows.

Voluntary participation and harmlessness: Subjects in a research project must be aware that their participation in the study is voluntary, that they will have the freedom to withdraw from the study at any time without any unfavorable consequences, and they will not be harmed as a result of their participation or non-participation in the thesis. To this effect, the researchers will give freedom to the respondents and they will exercise freely on the given questionnaire.

Anonymity and confidentiality: to protect the subjects' interests and future well-being, their identity will be protected in a scientific study. This will be done using the dual principles of anonymity and confidentiality. Anonymity implies that the researcher or reader of the final research report or paper cannot identify a given response with a specific respondent. Confidentiality means the researcher can identify a person's responses, but promises not to divulge (reveal) that person's identify in any report, paper, or public forum.

Disclosure: usually, the researcher has an obligation to provide some information about his/her study of potential subjects before data collection to help him/her decide whether or not they wish to participate in the study. For instance, who is conducting the study, for what purpose, what outcomes are expected, and who will benefit from the results. Guided by this ethical principle, the researcher will have disclosed about the content and purpose of the study. Moreover, the benefit of the research after finalization will be well-disclosed to the respondents.

Analysis and reporting: it has been evident that the researcher will have ethical obligations to the scientific community on how data will be analyzed and reported in the study. Accordingly, genuine information will be forwarded not to mislead the scientific community.

Chapter Four

4. Data Presentation and Analysis

Introduction

In this chapter data presentation and analysis will be discussed. In this study a total of 384 questionnaires were distributed to gather data and 376 were collected on time. After doing data screening it was found that only 371 questionnaires were properly filled. Thus, the response rate is 96.6%. Therefore, 371 questionnaires were entered to SPSS software for analysis purpose. In the subsequent sections of this chapter the empirical data is presented and analyzed.

4.1. Respondents' profile

I-sex

Out of 371 respondents 252 were male hence the gathered data presents male dominance of around 68%.

Table: 4.1 Gender

		Frequency	Percent
Valid	Male	252	67.9
	Female	119	32.1
	Total	371	100.0

Source: Own Survey 2022

II-Age group

The second inquiry on the questionnaire is about the age group of the respondents. As can be seen from the table below significant majority of the respondents are in the middle age group between 30 to 65 constituting more than 61% of the respondents.

Table: 4.2 Age

		Frequency	Percent
Valid	18-30	65	17.5
	31-45	106	28.6
	46-65	121	32.6
	above 65	79	21.3
	Total	371	100.0

Source: Own survey 2022

4.2-Reason for travel

It was also revealed through the empirical data that majority of the respondents happen to be leisure travelers making up close to 62% of the respondents. Observing the difference in the proportion of representation of Leisure and Business travelers' further analysis was run to check if the respondents' opinion about satisfaction on service recovery varies between leisure and business travelers. And the t-test reveals that there exists significant variation on respondents' opinion based on their reason for travel. Whereas, no significant variation on the respondents' opinion was found on the independent variables of distributive, procedural and interactional justice.

Table 4.3 Reason for Travel

		Frequency	Percent
Valid	Leisure	229	61.7
	Business	142	38.3
	Total	371	100.0

Source: Own Survey, 2022

4.3-How many times have you traveled with Ethiopian airlines?

This question was raised to assess the level of experience the respondents have with Ethiopian Airlines and determine if the respondents have enough experience to provide reliable opinion on service recovery practices of ET. The below table reveals that around

77% of the respondents have experienced ET service at least four or more time which gives them enough experience to comment on ET service recovery practices.

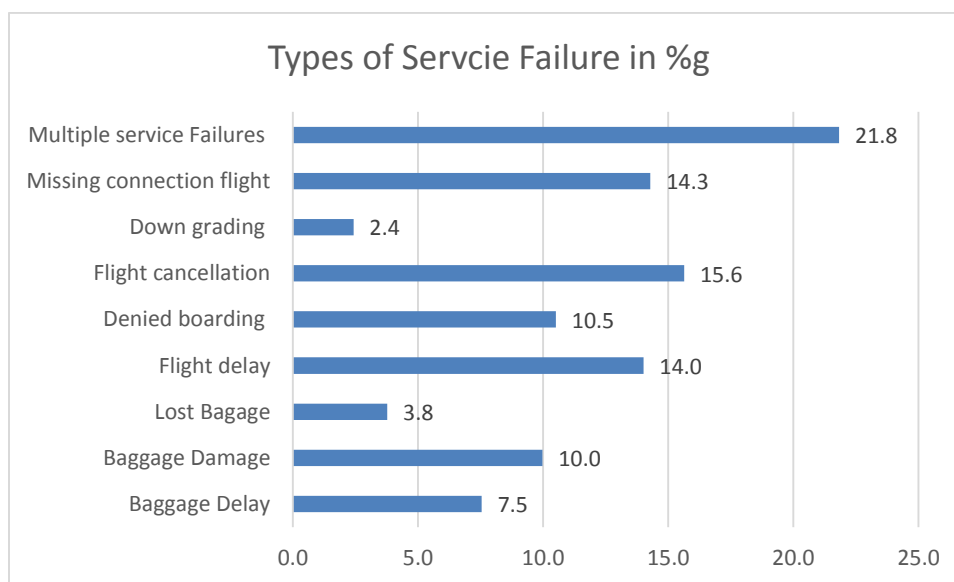
Table 4.4: No. of Travel

		Frequency	Percent
Valid	First time	18	4.9
	Twice	24	6.5
	Three times	43	11.6
	Four or More	286	77.1
	Total	371	100.0

4.4 Types of service failures

Respondents were asked to choose from a list of 8 service failures identified by ET as being frequently addressed. As can be seen below the most common service failure experiences are flight cancellations (15.6%), missing connection flights (14.3%), flight delays (14%), denied boarding (10.5%), baggage damage (10%), Baggage delay (7.5%), lost baggage (3.8%) and down grading (2.8%). Looking at service failure areas flight related service failures are experienced 43.9% of the times and baggage related service failures constitute 22.2% of the service failures experienced by the respondents.

Graph 4.2: Types of Service Failure

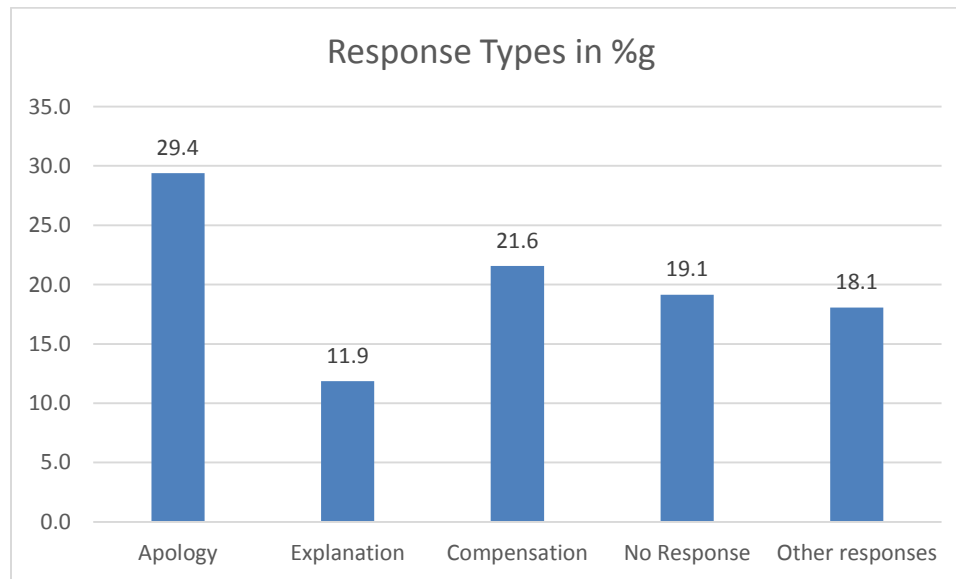


Source: Own Survey, 2022

4.5 Service Recovery

Assessment was done about the respondents' service recovery experience by asking what type of response they got after encountering service failure. More than 29% of the respondents were asked apology by ET staff for the service failure; more than 21% of the respondents were compensated for the service failure and close to 12% received explanation about the service failure. Whereas 19% of them didn't get any response at all from ET regarding their service failure. This is an alarming number when almost 1 out of five service failures are not addressed in any form not even an apology or explanation.

Graph 4.3: Response Type



Source: Own Survey, 2022

4.6 Promptness of compensation

Respondents were asked if they did get their compensation on time. And 38.3% of the respondents said they were compensated on time and for 24.8% of the respondents the compensation was not timely on the other hand close to 37% of the respondents said they were not compensated at all.

		Frequency	Percent
Valid	Yes	142	38.3

	No	92	24.8
	Not Compensated	137	36.9
	Total	371	100.0

Source: Own Survey, 2022

4.7 Descriptive Analysis of the Scale items

As presented in the table below the 18 scale items found in the research questionnaire are categorized into three independent variables namely distributive justice, procedural justice and interactional justice and the dependent variable of satisfaction. Descriptive analysis was done on the scale items to assess the agreement level of the respondents regarding the questions raised in relation to the research variables.

Looking into the mean scores for the questions related distributive justice we can see the mean scores fall in the moderate range 3.08 to 3.13 in a five-point scale. Whereas the standard deviation scores 1.16 to 1.2 show that there exists significant variation with respect to the questions raised regarding the distributive justice in the case of ET.

Table 4.8: Descriptive Analysis of Distributive Justice

	N	Mean	Std. Deviation	Variable
The treatments I received are fair considering the efforts made by the company to make me happy	371	3.13	1.16	Distributive Justice
The compensation I received in response to the failure was adequate	371	3.09	1.19	
I received what I deserved	371	3.08	1.20	

When I choose Ethiopian airlines, I expected a premium	371	3.09	1.18	
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Source: Own Survey, 2022

When we assess the mean scores of the question, we can realize that they fall close to the midpoint of the scale, it is important to note high level of variations in respondents' opinions as exhibited by large standard deviations figures between 1.30 and 1.34.

Table 4.9: Descriptive Analysis of Procedural Justice

	N	Mean	Std. Deviation	Variable
The policies and procedures are simple and adequate	371	2.99	1.30	procedural Justice
The company's policies and procedures are flexible	371	2.99	1.32	
The policies and procedures fit with the problems I encountered	371	2.97	1.31	
The company's policies and procedures considered my class and my status while handling the inconvenience.	371	2.96	1.34	
The time taken to solve my problem was up to standard	371	2.96	1.32	

Source: Own Survey, 2022

The empirical data presented in the below table also shows that respondents had relatively better experience with regard to interactional justice as the mean scores for questions related to this variable are higher/ above average (between 3.54 and 3.56 on a five-point scale). Thus, we can see that majority of the respondents agreed that ET employees provide professional service recovery response by caring to the customer and they are willing to go extra miles to handle customers' requests.

Table 4.10: Descriptive Analysis of Interactional Justice

	N	Mean	Std. Deviation	Variable
The employee(s) apologized for the failure and handled my case in a professional way	371	3.54	1.25	Interactional Justice
The personnel gave me an honest explanation for my questions	371	3.54	1.25	
The employee (s) treated me with care during the overall process	371	3.56	1.25	
The employee(s) were willing to help	371	3.54	1.24	
The employee(s) were empowered	371	3.56	1.23	
The personnel go extra mile to solve my problem	371	3.54	1.24	

Source: Own Survey, 2022

Looking into the descriptive analysis of the empirical data on the customer satisfaction we can see that the highest mean score (3.56) for satisfaction is for the question “ I am satisfied with the treatment I got from ET employees while handling my case / service failure” indicating employees role for customer satisfaction by offering interactional justice.

Table 4.11: Descriptive Analysis on Satisfaction

	N	Mean	Std. Deviation	Variable
I am satisfied with the amount / type of compensation I get from ET	371	3.09	1.19	Satisfaction
I am satisfied with the procedure how my complaint is handled	371	2.96	1.30	
I am satisfied with the treatment I got from ET employees while handling my case / service failure	371	3.56	1.15	

Source: Own Survey, 2022

4.8 Validity and Reliability Analysis

The questionnaire items were extracted from published researches as indicated in the methodology part. Further, in order to check the content validity of the scale items the questionnaire was examined by the research advisor and marketing experts. The reliability of the scale items was checked by looking into their Cronbach's Alpha in order to check if the items were really measuring what they are supposed to measure. The finding as presented below show that the scale items are reliable enough to measure their respective factors as their Cronbach's Alpha coefficients are above 0.7.

Table 4.12: Reliability Test

Factor	No. of items	Reliability (Cronbach's Alpha)

Distributive Justice	4	0.953
Procedural Justice	5	0.967
Interactional Justice	6	0.988
Satisfaction	3	0.742
Overall Scale	18	0.961

Source: Own Survey, 2022

4.9 Correlation Analysis

Correlation analysis was run to measure the degree of association between the research variables. As per Malhotra (2004) the degree of association between variables can be interpreted as weak/negligible when 'r' ranges 0-0.2, weak/low for 0.2-0.4, moderate for 0.4-0.7, strong/high for 0.7-0.9, and very strong for 0.9-1.0. Therefore, the table below shows that the weakest association is found between procedural justice and interactional justice having 0.188 correlation coefficient the second weakest association exists between distributive justice & procedural justice with 0.391 correlation coefficient. Whereas strong associations were observed between distributive justice & interactional justice (0.782) and distributive justice and satisfaction (0.860). The degree of association the dependent variables have with the independent variable of satisfaction could be considered strong as distributive justice, procedural justice and interactional justice have correlation coefficients of 0.860, 0.65 and 0.775, respectively.

Table 4.12: Correlation

		Correlations			
		Distributive Justice	Procedural Justice	Interactional Justice	Satisfaction
Distributive Justice	Pearson Correlation	1	.391**	.782**	.860**
	Sig. (2- tailed)		.000	.000	.000
	N	371	371	371	371
Procedural Justice	Pearson Correlation	.391**	1	.188**	.654**
	Sig. (2- tailed)	.000		.000	.000
	N	371	371	371	371
Interactional Justice	Pearson Correlation	.782**	.188**	1	.775**
	Sig. (2- tailed)	.000	.000		.000
	N	371	371	371	371
Satisfaction	Pearson Correlation	.860**	.654**	.775**	1
	Sig. (2- tailed)	.000	.000	.000	
	N	371	371	371	371

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

Source: Own Survey, 2022

4.10. Regression Analysis

4.10.1. Assumption Testing

i. Normality

The table below present the skewness and kurtosis values of the research variables as a test of normality. For the distribution to be considered as normally distributed the skewness values should lie between -2.0 and 2.0, all the value in the below table satisfy these criteria. The standard for a distribution to be acceptable as normal is when the kurtosis values are between -10 and 10. Since the below values satisfy both criteria the distribution is said to be passing test of normality.

Table 4.13: Skewness & Kurtosis

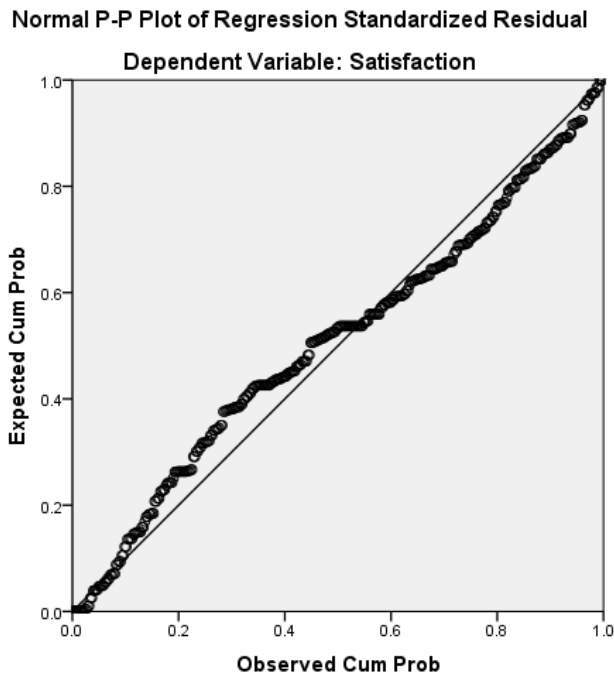
Statistics					
		Distributive Justice	Procedural Justice	Interactional Justice	Satisfaction
N	Valid	371	371	371	371
	Missing	0	0	0	0
Mean		3.0984	2.9747	3.5463	3.2210
Std. Deviation		1.17034	1.30996	1.23750	.95183
Skewness		-.397	-.021	-.569	-.036
Std. Error of Skewness		.127	.127	.127	.127
Kurtosis		-1.073	-1.129	-.691	-1.133
Std. Error of Kurtosis		.253	.253	.253	.253

Source: Own Survey, 2022

ii. Linearity

The below graph shows that there exists linearity in the distribution as the observations are scattered across the normal P.P plot.

Graph 4.4 Normal P.P Plot



Source: Own Survey, 2022

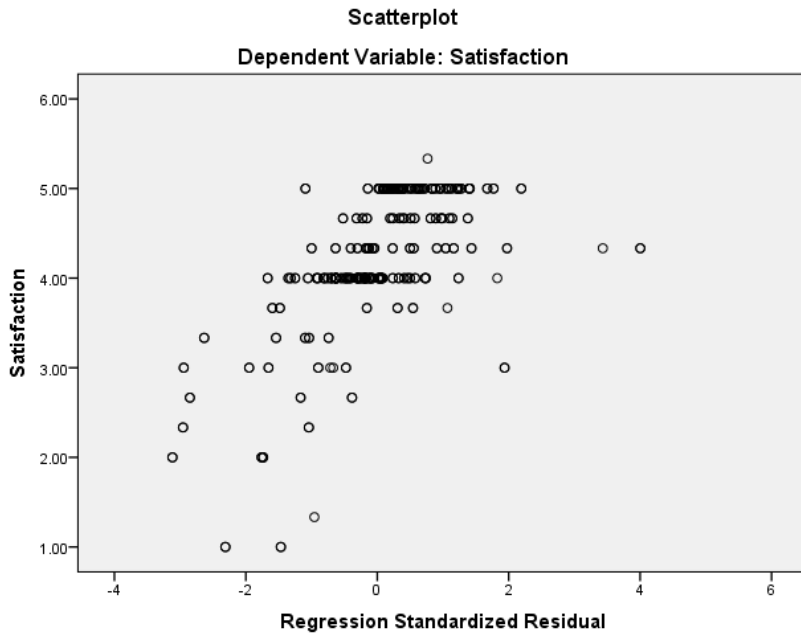
iii. Multicollinearity

Multicollinearity assumption check if two or more research variables are highly correlated to the extent one could replace the other. This assumption can be tested using collinearity statistics values for tolerance and VIF. If Tolerance value is below 0.2 and VIF value is between 1 and 10 the distribution does not have multicollinearity problem and is fit for regression analysis. This distribution satisfies both criteria.

iv. Homoscedasticity

Homoscedasticity tests that if errors are constant along with the values of the dependent variable in this case satisfaction. This can be checked by looking into the scatter plot for existence of pattern. The plot on the below diagram show that the observations are scattered with a clear pattern / ascending. Hence the distribution can be accepted for regression analysis.

Graph 4.5: Scatter Plot



Source: Own Survey, 2022

4.10.2. Regression Analysis The distribution has been checked for the assumptions of regression analysis and all the tests proved that the data is fit to be run for multiple regression analysis. The results of the regression analysis are presented below.

Table 4.14: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.957 ^a	.916	.915	.27669

a. Predictors: (Constant), Interactional Justice, Procedural Justice, Distributive Justice

b. Dependent Variable: Satisfaction

Source: Own Survey, 2022

As can be seen on the above table the adjusted R square is 0.915 which means 91.5% of the changes in the dependent variable of satisfaction can be explained by the independent variables of the study including interactional justice, procedural justice and distributive justice.

Table 4.15: ANOVA

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	307.113	3	102.371	1337.171	.000 ^b
Residual	28.097	367	.077		
Total	335.209	370			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Interactional Justice, Procedural Justice, distributive Justice

Source: Own Survey, 2022

The below regression table shows that all the independent variables of the study have significant effect on the dependent variables. Hence, Procedural justice significantly affects satisfaction ($\beta = 0.430$. Sig. 0.000), Distributive justice significantly and positively affect customer satisfaction ($\beta = 0.382$. Sig. 0.000); and interactional justice positively and significantly affects customer satisfaction of Ethiopian Airlines passengers ($\beta = 0.396$. Sig. 0.000).

Table 4.15: Regression table

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.250	.050		4.948	.000		
	Distributive Justice	.311	.021	.382	14.447	.000	.327	3.058
	Procedural Justice	.312	.012	.430	25.627	.000	.811	1.233
	Interactional Justice	.304	.019	.396	15.985	.000	.373	2.684
a. Dependent Variable: Satisfaction								

Source: Own Survey, 2022

The following function can explain the relationship between dependent and independent variables of the study:

$$CS = 0.250 + 0.382DJ + 0.430PJ + 0.396IJ$$

Where:

CS= Customer Satisfaction

DJ= Distributive Justice

PJ= Procedural Justice

IJ= Interactional Justice

Chapter Five

Summary of Major Findings, Conclusion and Recommendations

This chapter presents summary of major findings by aligning with the study objectives. Based on the empirical findings of the study the association and relationship between and among the research variables is also discussed in this section. Further to this the chapter interprets the implications of the major findings and makes conclusions on the same. Following the conclusions recommendations are suggested to Ethiopian Airlines to be implemented which are forwarded in order to alleviate customers satisfaction following the encounter of service failure and service recovery experience.

5.1. Summary of Major Findings

- The empirical findings of the study revealed almost all of respondents (99.5%) have encountered some form of service failure. The most common form of service failure was found to be related to flights as around 44% of the respondents said that they have experienced either flight cancellation, delay or missing connection flight.
- The second common type of service failures are found to be related to baggage handling 22.2% of the respondents have experienced baggage loss, delay or even damage.
- The descriptive analysis of the study showed that when customers experience service failure the most common service recovery mechanism applied by Ethiopian airlines staff is apology, this was experienced by 29.4% of the respondents. Where as compensation is the second common service recovery mechanism experienced by 21.6% of the respondents. The number of respondents who have not got any service recovery during the service failure are substantial constituting 19%.
- The correlation analysis done on the empirical data revealed that there exists strong association between customer satisfaction with distributive justice (0.860, Sig 0.00) and customer satisfaction with interactional justice (0.775, sig.0.00). Whereas, moderate level of association exists between customer satisfaction and procedural justice.

- The study also has made all the necessary regression assumption tests and found that the data is fit to run multiple regression. Once the data is found to be fit regression analysis was run. According to empirical findings of the regression analysis 91.5% of the changes observed in the customer satisfaction can be explained by the independent variables of distributive justice, procedural justice and interactional justice.
- The output of the regression analysis showed that all the three independent variables directly and significantly affect the dependent variable in different levels. In summary, procedural justice significantly affects satisfaction ($\beta = 0.430$. Sig. 0.000), Distributive justice significantly and positively affect customer satisfaction ($\beta = 0.382$. Sig. 0.000); and interactional justice positively and significantly affects customer satisfaction of Ethiopian Airlines passengers ($\beta = 0.396$. Sig. 0.000).

5.2 Conclusion

- Since 99.5 % of the respondents experienced said that they have experienced some sort of service failure it is alarming to learn that it is almost inescapable to experience any kind of service failure in Ethiopian airlines suggesting that the company should give serious attention to its service recovery practice.
- As per the findings of the study the most common types of service failure were found to be related to flights and baggage handling these hints about the area where the company should give if it has to address problems related to majority of service failures.
- Further it was found that the most common service recovery mechanism applied during service failure was found to be apology indicating that employees are well trained to handle service failures professionally with courtesy. This is also very much related to the interactional justice component of service recovery signifying the importance of this variable.
- It was also found that compensation is the second common service recovery mechanism which is also related to distributive justice and thus highlights the importance this service recovery component.
- Since correlation analysis revealed the existence of strong correlations between satisfaction, distributive justice and procedural justice the association found between

these variables should be given considerable attention to implement effective service recovery practice in Ethiopian airlines.

- The empirical finding of the study revealed that strong and significant relationship exists between the independent and dependent variables. This indicates that giving proper attention to manage the components of service recovery will produce sizable effect on customer satisfaction.
- Based on the empirical findings of the study the followings conclusions are made on the on the research hypothesis.

Research Hypothesis	Regression out put	Conclusion
H1: Procedural justice a positively affect customers' Satisfaction in Ethiopian Airlines	($\beta = 0.430$, Sig. 0.000)	Accept H1
H2: Interactional justice positively affect customers' Satisfaction in Ethiopian Airlines	($\beta = 0.396$, Sig. 0.000)	Accept H2
H3: Distributive justice has positively affect Satisfaction in Ethiopian Airlines	($\beta = 0.382$, Sig. 0.000)	Accept H2

5.2. Recommendations

The following items are suggested based on the study's findings and the researcher's own observations.

- Ethiopian airlines should closely monitor the frequencies and types of service failure as it appeared almost it is inescapable to experience service failure in its services. Thus the management should conduct further focused study to further clearly understand the frequency and type of service failures and work on well informed strategies to reduce the chance of occurrences of service failures to very low level. In relation to this the finding of this study could be a good starting point indicating that flight scheduling, delay and cancellations are most common service failures. ET should implement operational strategy to secure reliable flight scheduling and minimize delays and cancellations. The second largest service failure found to be related to baggage damage, loss and misplacement and ET should implement technology and system in place provide secured baggage service for its passengers.

- The most common type of service recovery was found to be apology followed by compensation. Apology when applied properly and timely has the power to reduce further grievance and when paired with reasonable explanation can reduce customer dissatisfaction from service failure. Thus, ET should capitalize on its effective application of apology during service recovery while giving substantial attention on the situations it could be applicable by giving intensive training to its employees on the same.
- Interactional justice was found to be having strong association and significant effect satisfaction showing the importance of people/ employees during the service recovery practice thus ET should give higher attention to provide proper training and sufficient empowerment to allow the employees contribute their best to bring service failure towards customer satisfaction.
- Based on the empirical finding that showed procedural justice has strong association and significant effect on customer satisfaction the study recommends that ET should implement standard operating procedures that will reduce the time and hassle customers face during service recovery and maximize perceived justice by them to contribute towards their satisfaction. The company should work to make its service procedures clear, transparent and known to its customers.
- In conclusion, while it is preferable to supply the service error-free the first time, the organization should make every effort to optimize after-recovery satisfaction because errors are an inescapable part of human nature.

5.3 Directions for further research

One of the primary limitations of this study is its limited to service recovery programs of only the passenger service section of the airline it doesn't include the cargo service of the airline.

Future research may consider including the other airlines operating at Addis Ababa and study about the issue in relation to the competitors.

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Appendixes

Addis Ababa University School of Commerce

Department of Marketing Management

Questionnaire

This questionnaire is designed to conduct a research for partial fulfillment of the requirements of MA in marketing management. The purpose of this study is investigating the effect of service recovery on customers' satisfaction of Ethiopian airlines. Thus, you are kindly requested to take your precious time and cooperate in filling this questionnaire at your convenience.

Your honest and accurate responses will make this study more valuable. Your responses are solely meant for academic purpose and kept confidential.

Thank you in advance for your cooperation

General instruction: - please select the appropriate choice with a tick mark (✓) or write Your answer on the space provided.

Part one: General information

Instruction: please put a tick mark on the appropriate response category against each question or write your answer on question that requires an explanation on the free space provided.

1. Gender

{ 1 } Male { 2 } female

2. Age group

{ 1 } 18-30 { 2 } 31-45 { 3 } 46-65 { 4 } more than 65

3. Reason for travel

{ 1 } Leisure { 2 } business

4. How many times have you traveled with Ethiopian airlines

{ 1 } First time { 2 } twice { 3 } three times { 4 } more than 3 times

5. Do you have any membership with Ethiopian airlines (are you a member of Sheba miles)

{ 1 } blue { 2 } silver { 3 } gold { 4 } Platinum { 5 } none

6. Have you ever encountered any service failure?

{ 1 } yes { 2 } no

7. Please indicate the service failure you encountered (you can select more than one)

- { 1 } baggage delay { 2 } damaged/pilferage of baggage { 3 } lost baggage
- { 4 } flight delay { 5 } denied boarding { 6 } flight cancelation
- { 7 } down grading { 8 } missed connection flight
- { 9 } Face Multiple service failures _____

8. What kind of response did you get from the airline on the spot

- { 1 } I received an apology { 2 } I received an explanation about the failure
- { 3 } I received compensation { 4 } I received nothing
- { 5 } Other than the above stated

9. Have you been compensated for the failure

- { 1 } Yes I have been compensated { 2 } No I haven't been compensated

10. if the answer for the above question is "yes" did you get the compensation on time

- { 1 } Yes, I received my compensation right away
- { 2 } No, it took them forever to give me the compensation
- { 3 } Not compensated at all

Part two: Service recovery dimensions and Customer satisfaction

Instruction: please indicate your degree of agreement or disagreement against each question by encircling the appropriate number (where, 1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree)

Distributive justice

I. Do you think the whole service recovery process was fair?

S. No	Statements	Strongly disagree	disagree	neutral	agree	Strongly agree
11	The treatments I received are fair considering the efforts made by the company to make me happy	1	2	3	4	5
12	The compensation I received in response to the failure was adequate	1	2	3	4	5
13	received what I deserved	1	2	3	4	5
14	When I choose Ethiopian airlines, I expected a premium service and I was treated exactly like I wanted i	1	2	3	4	5

Procedural justice

II. What do you think about the company's policies and procedures considering the service

Failure you encountered?

S. No	Statements	Strongly disagree	disagree	neutral	agree	Strongly agree
15	the policies and procedures are simple	1	2	3	4	5
16	The company's policies and procedures are flexible	1	2	3	4	5
17	The policies and procedures fits with the problems I encountered	1	2	3	4	5
18	The company's policies and procedures considered my class and my status while handling the inconvenience.	1	2	3	4	5
19	the time taken to solve my problem was up to standard	1	2	3	4	5

Interactional justice

III. How did the Ethiopian airlines personnel handled the failure?

S. No	Statements	Strongly disagree	disagree	neutral	agree	Strongly agree
20	The employee(s) apologized for the failure and handled my case in a professional way	1	2	3	4	5
21	the personnel gave me an honest explanation for my questions	1	2	3	4	5
22	The employee(s) treated me with care during the overall process	1	2	3	4	5
23	The employee(s) were willing to help	1	2	3	4	5
24	The employee(s) were empowered	1	2	3	4	5
25	the personnel go extra mile to solve my problem	1	2	3	4	5

Customer Satisfaction

IV. How satisfied were you with ET ' s service recovery practices

S. No	Statements	Strongly disagree	disagree	neutral	agree	Strongly agree
26	I am satisfied with the amount / type of compensation I get from ET	1	2	3	4	5
27	I am satisfied with the procedure how my complaint is handled	1	2	3	4	5
28	I am satisfied with the treatment I got from ET employees while handling my case / service failure	1	2	3	4	5

Thank you

I really appreciate your participation in this survey.

Yoseph Gebeyaw

አዲስ አበባ ዩኒቨርሲቲ ንግድ ትምህርት ቤት

የግብይት አስተዳደር መምሪያ

መጠይቅ

ይህ መጠይቅ በማርኬቲንግ አስተዳደር ውስጥ የኤምኤ መስፈርቶችን በከፊል ለማሟላት ጥናት ለማካሄድ ታስቦ የተዘጋጀ ነው። የዚህ ጥናት ዓላማ የአገልግሎት ማገገም በደንበኞች የኢትዮጵያ አየር መንገድ እርካታ ላይ ያለውን ተጽእኖ መመርመር ነው። ስለዚህ፣ ውድ ጊዜያቸውን እንድትወስዱ እና ይህንን መጠይቅ በምቶት እንድትሞሉ በትህትና እንጠይቃለን።

የእርስዎ ታማኝ እና ትክክለኛ ምላሾች ይህን ጥናት የበለጠ ጠቃሚ ያደርገዋል። ምላሾቻዎ ለአካዳሚክ ዓላማ ብቻ የታሰቡ እና በሚስጥር የተያዙ ናቸው።

ለትብብርህ አስቀድመህ አመሰግናለሁ

አጠቃላይ መመሪያ፡ - እባክዎን ተገቢውን ምርጫ በ ምልክት ምልክት (✓) ይምረጡ ወይም ይፃፉ በተሰጠው ቦታ ላይ የሰጡት መልስ።

ክፍል አንድ፡ አጠቃላይ መረጃ

መመሪያ፡ እባክዎ በእያንዳንዱ ላይ በተገቢው የምላሽ ምድብ ላይ ምልክት ያድርጉ በነጻው ቦታ ላይ ማብራሪያ በሚፈልግ ጥያቄ ላይ መልስዎን ይጠይቁ ወይም ይጻፉ የቀረበ ነው።

1.ጾታ { } ወንድ { } ሴት

2.እድሜ ክልል { } 18-30 { } 31-45 { } 46-65 { } ከ65 በላይ

3.የጉዞ ምክንያት { } መዘናኛ { } ንግድ

4. ከኢትዮጵያ አየር መንገድ ጋር ስንት ጊዜ ተጉዘዋል { } ለመጀመሪያ ጊዜ { } ሁለት ጊዜ { } ሶስት ጊዜ { } ከ 3 ጊዜ በላይ

5. የኢትዮጵያ አየር መንገድ አባልነት አለህ (የሼባ ማይል አባል ነህ) { } ሰማያዊ { } ብር { } ወርቅ { } ፕላቲነም { } ምንም

6. የአገልግሎት ውድቀት አጋጥሞህ ያውቃል? { } አዎ { } አይ

7. እባክዎ ያጋጠሙዎትን የአገልግሎት ውድቀት ያመልክቱ (ከአንድ በላይ መምረጥ ይችላሉ)

{ } የሻንጣ መዘግየት { } በሻንጣ ተጎድቷል { } የጠፋ ሻንጣ

{ } የበረራ መዘግየት { } መሳፈር ተከልክሏል { } የበረራ ስረዛ

{ } ዝቅተኛ ደረጃ አሰጣጥ { } ግንኙነት አምልጧል

{ } ሌላ የበረራ መስተጓጎል?

8.በቦታው ላይ ከአየር መንገዱ ምን አይነት ምላሽ አግኝተዋል?

{ } ይቅርታ ደረሰኝ { } ስለ ውድቀት ማብራሪያ ደረሰኝ።

{ } ካሳ ተቀበልኩ { } ምንም አልተቀበልኩም

ሌላ? እባክዎን ይግለጹ _____

9. ለተፈጠረው ውድቀት ካሳ ተከፍሏል

{ } አዎ ተከፍያለሁ { } አይ ካሳ አልተከፈለኝም።

10. ከላይ ላለው ጥያቄ መልሱ "አዎ" ከሆነ ካሳውን በጊዜ አግኝተዋል

{ } አዎ፣ ወዲያውኑ የእኔን ማካካሻ ተቀብያለሁ { } አይ፣ ካሳውን ለመስጠት ለዘላለም ወስደባቸዋል

ክፍል ሁለት፡ የአገልግሎት መልሶ ማግኛ ልኬቶች

መመሪያ፡ እባኩትን በእያንዳንዳቸው ላይ ያለዎትን ስምምነት ወይም አለመግባባት ያመልክቱ ጥያቄ ተገቢውን ቁጥር በመክበብ (የት, 1= በጣም አልስማማም; 2=አልስማማም; 3= ገለልተኛ; 4= እስማማለሁ; 5=በጣም እስማማለሁ)

አከፋፋይ ፍትህ

11. አጠቃላይ የአገልግሎት ማግኛ ሂደቱ ፍትሃዊ ነበር ብለው ያስባሉ?

fS. No		በጠንካራ ሁኔታ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጠንካራ ሁኔታ ይስማሙ
11.1	ኩባንያው እኔን ለማስደሰት ያደረገውን ጥረት ግምት ውስጥ በማስገባት ያገኘኋቸው ህክምናዎች ፍትሃዊ ናቸው።	1	2	3	4	5
11.2	ለውድቀቱ ምላሽ ያገኘሁት ካሳ በቂ ነበር።	1	2	3	4	5
11.3	የሚገባኝን አገኘሁ	1	2	3	4	5
11.4	የኢትዮጵያ አየር መንገድን ስመርጥ ፕሪሚየም ጠብቄ ነበር። አገልግሎት እና እኔ ልክ እንደፈለኩ ተደርጌያለሁ	1	2	3	4	5

የሥርዓት ፍትህ

12. አገልግሎቱን ግምት ውስጥ በማስገባት ስለ ኩባንያው ፖሊሲዎች እና ሂደቶች ምን ያስባሉ አጋጥሞታል አልተሳካም?

S. No		በጠንካራ ሁኔታ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጠንካራ ሁኔታ ይስማሙ
12.1	ፖሊሲዎች እና አካሄዶች ቀላል እና በቂ ናቸው።	1	2	3	4	5
12.2	የኩባንያው ፖሊሲዎች እና ሂደቶች ተለዋዋጭ ናቸው	1	2	3	4	5
12.3	እሱ ፖሊሲዎች እና ሂደቶች ከችግሮች ጋር ይጣጣማሉ አጋጥሞታል	1	2	3	4	5
12.4	የኩባንያው ፖሊሲዎች እና ሂደቶች የእኔን ክፍል ግምት ውስጥ ያስገባሉ እና ጉዳዩን በምያገባበት ጊዜ ያለኝ ሁኔታ።	1	2	3	4	5
12.5	ችግሩን ለመፍታት የወሰደው ጊዜ ደረጃውን የጠበቀ ነበር።					

መስተጋብር ፍትህ

13. የኢትዮጵያ አየር መንገድ ሰራተኞች ውድቀትን እንዴት ያዙት?

S. No	Statements	በጠንካራ ሁኔታ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጠንካራ ሁኔታ ይስማሙ
13.1	ሰራተኛው ለተፈጠረው ውድቀት ይቅርታ ጠይቆ ጉዳዩን በፕሮፌሽናል መንገድ አስተናግዷል	1	2	3	4	5
13.2	ሰራተኞቹ ለጥያቄዎቹ ትክክለኛ ማብራሪያ ሰጡኝ።	1	2	3	4	5
13.3	በጠቅላላው ሂደት ውስጥ ሰራተኛው (ዎች) በጥንቃቄ ያዙኝ	1	2	3	4	5
13.4	ሰራተኛው(ዎች) ጨዋዎች እና ለመርዳት ፈቃደኛ ነበሩ።	1	2	3	4	5
13.5	ሰራተኛው(ቶች) ታጋሽ፣ በራስ መተማመን እና ስልጣን የተሰጣቸው ነበሩ።	1	2	3	4	5
13.6	ሰራተኞቹ ስሜታችንን ይረዱ ነበር	1	2	3	4	5

የደንበኛ እርካታ

በ አገልግሎት ማካካሻ ልምዶች ምን ያህል ረክተዋል

S. No		በጠንካራ ሁኔታ አልሰማማም	አልሰማማም	ገለልተኛ	እስማማለሁ	በጠንካራ ሁኔታ ይሰማሙ
26	ባገኘሁት የማካካሻ መጠን / ዓይነት ረክቻለሁ	1	2	3	4	5
27	ቅሬታዬ በሚስተናገድ በት ሂደቱ ረክቻለሁ	1	2	3	4	5
28	የአገልግሎት ብልሽት እያስተናገድኩ ከ ሰራተኞች ባገኘሁት እርዳታ ረክቻለሁ	1	2	3	4	5

አመሰግናለሁ

በዚህ የዳሰሳ ጥናት ላይ ሰለተሳተፉ አመሰግናለሁ

ዮሴፍ ገበያው