

FACTORS AFFECTING INTERNET CUSTOMERS' SATISFACTION

***(THE CASE OF ETHIOPIAN TELECOMMUNICATION CORPORATION BUSINESS
CUSTOMERS)***

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES IN
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Declaration

I, Azeb Assefa, declare that this study entitled “***Factors Affecting Internet Customers’ Satisfaction – A case of Ethiopian Telecommunication Corporation Business Customers***” is my effort and study. I have carried it out independently except for the guidance and suggestions of the research supervisor. This study has not been submitted for any degree / diploma in this or any other university. It is offered here in partial fulfillment of the requirements of the degree of Master of Marketing Management Education.

Azeb Assefa

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Table of Contents

Chapter One

<i>Introduction</i>	1
1.1. Background of the Study	1
1.2. Statement of the Problem.....	3
1.3. Research Objectives.....	4
1.4. Significance of the Study	5
1.5. Delimitation of the Study.....	5
1.6. Organization of the Study	6

Chapter Two

<i>Review of Related Literature and Research Framework</i>	8
2.1. Review of Literature	8
2.1.1. Customer Satisfaction	8
2.1.2. Importance of Measuring Customer Satisfaction	10
2.1.3. Service Quality.....	11
2.1.4. Service Quality Dimensions	13
2.1.5 Internet Service Quality	15
2.1.6 Customer Value and Internet Service	18
2.1.7. Internet Based Applications for Business	20
2.1.8. Interrelationships between Service Quality, Customers Value and Customers Satisfaction.....	23

Chapter Three

<i>Research Methodology</i>	26
3.1. Research Approach	26
3.2. Population and Sampling	26
3.3. Data Collection Instruments	28
3.4. Data Collection Procedures.....	30
3.5. Data Analysis Approach	30

Chapter Four

<i>Data Analysis and Findings</i>	31
4.1. Data Analysis	31

4.1.1. Factor Analysis – Customers’ Response.....	31
4.1.2. Factor Analysis – ETC’s Management Response.....	32
4.1.3. Reliability Analysis – Customers’ Response	33
4.1.4. Reliability Analysis – ETC’s Management Response	36
4.1.5. Respondents’ Organizational Profile	38
4.1.6. Management Profile: Related to Internet Service	40
4.1.7. Customers’ Service Quality, Value Perceptions and Overall Satisfaction.....	41
4.1.8. Internet Service Quality: Management Perspective.....	44
4.1.9. Correlation Analysis	46
4.1.10. Modeling Overall Service Quality, Customers’ Perceived Value and Satisfaction	47
4.2. Findings.....	49
 Chapter Five	
Conclusions Implications and Directions for Future Research	53
5.1. Summary	53
5.2. Conclusions and Recommendations	54
5.3. Directions for Future Research	56
 References	 57

List of Tables

Table 1: Sample Size Identification.....	27
Table 2: Exploratory Factor Loadings (Service Quality from Customers' Perspective)	32
Table 3: Exploratory Factor Loadings (Service Quality from Management's Perspective).....	33
Table 4: Scale Reliability (Cronbach Alpha) - Service Quality.....	34
Table 5: Internet Service Quality Dimensions/ Items.....	35
Table 6: Scale Reliability (Cronbach Alpha) - Perceived Value	36
Table 7: Internet Customers' Perceived Value Items	36
Table 8: Scale Reliability (Cronbach Alpha) – Management Perception.....	37
Table 9: Management Perceived Service Quality Dimensions/ Items.....	38
Table 10: Internet Service Subscription and Usage Profiles	40
Table 11: Management Respondents' Profile	41
Table 12: Customer Perceived Service Quality, Value and Satisfaction.....	43
Table 13: Management Service Quality Perceptions.....	45
Table 14: Summary of Correlation Coefficients.....	46

List of Figures

Figure 1: Outline of the Study	7
Figure 2: Theoretical Framework	25
Figure 3: Framework for Overall Service Quality, Customer Value and Satisfaction	48

Annexure

Annex I: ETC Internet Subscribers' Data (up to February 2009)

Annex II (A&B): Questionnaire for ETC Internet Customers

Annex III: Questionnaire for ETC Managers

Annex IV: Results of Regression Analysis – Overall Customer Perceived Service Quality

Annex V: Results of Regression Analysis of – Overall Customer Satisfaction

ACCRONYMS

ETB – Ethiopian Birr

ISP – Internet Service Providers

SERVQUAL – Service quality dimensions

SERVPERF – Service performance

INTQUAL – Internal Quality

Abstract

This study is carried out based on the objective to identify factors affecting internet customers' satisfaction by believing that it will contribute a lot for the modernization process with new internet and related technology based opportunities for transaction through providing firms with new ways to conduct business. To carry out this study, two structured questionnaires were used for assessing the first to customer's perceived service quality and value and the second management's perception towards service quality. The result shows, while the managers perceive serving expectations, service employees, service effectiveness and communication and concern dimensions significantly contribute to internet service quality; users/ subscribing customers' found dependable employees, operational skill, internet importance and tangibility and reliability are found to be contributors for service quality then to customer satisfaction. Additionally, customer perceived value constructs are found to be contributing factors. After the impact of the newly identified customer perceived quality dimensions both customers' perceived service quality and value have significant relationship to each other identified by correlation coefficient and based on regression analysis, overall customer perceived quality was found to have the only significant effect on determining overall customer satisfaction. Moreover, the findings indicate that the customers' are dissatisfied and business-internet application is highly dominated by email and information searching. For this its recommended that ETC should improve its service to satisfy its customers.

CHAPTER ONE

INTRODUCTION

This chapter indicates the setup basis of research. A general introduction and background of the study are provided to describe the area of the study. Further, the statement of research problem, specific objectives, significance, and delimitations of the study are addressed. Finally, the outline of the paper is provided.

1.1 Background of the Study

The process of modernization for the last hundred years has been marked by an ever increasing growth of services sector in most of the economies. Companies, which are engaged in providing the Internet and related services, contribute a lot to the process of modernization, worldwide. Also, the Internet is changing marketing practices and this development would lead to a dramatic transformation of firm-customer relationships that further, describes superior business performance (Brodie et al., 2007).

Telecommunications and the Internet have been increasingly prevalent in daily life since 1990s. According to International Telecommunication Union (ITU) - 2009 report, approximately 1.6 billion Internet users were reported, globally, in the year 2009, showing 24.7% penetration rate. However, in Ethiopia, as of March 2008, a sum of 291,000 Internet users was reported representing 0.4% of the total population (ITU, 2008). Also, development of the Internet and related technologies led business houses and individuals to various new opportunities for transaction, while providing them new ways to interact.

The Internet is a large network formed from 30,000 autonomous systems, operated by thousands of Internet Service Providers (ISPs). While these ISPs compete with each other for customers and traffic, they must also cooperate and exchange traffic in order to maintain worldwide connectivity. In contrast to the traditional telecommunication

markets, there exists almost no central organization to enforce cooperation and regulation to the Internet market (Heckmann, 2006).

In Ethiopia, Ethiopian Telecommunication Corporation (ETC) was founded in 1894, by commencing the work of long distance telephone line between Harrar and Addis Ababa. However, in 1932, Ethiopia has become a member of the International Telecommunications Union (ITU), and during January 1997, the Internet service was launched by ETC with 1,042 subscribers in Addis Ababa. The service was continued through narrow band (technology) until 2004 when the ETC deployed with a broad band network. By now, the strength of providing Internet and telecommunication services such as dialup, leased line, mobile Internet, Asymmetric Digital Subscriber Line (ADSL), Fixed Wireless Access (FWA), and other value added services is evident based on the market needs and preferences.

Based on the above services, the corporation claimed to earn gross revenue of ETB 2,761,555,000 at the end of 1999 (Ethiopian Fiscal Year). Since its inception, ETC remains the only company involved in providing telecommunication services in the country, while maintaining the services like fixed and wireless telephony, telegram, coin boxes and smart calling cards, free call center, mobile telephony, satellite mobile communication, mobile and broadband internet etc. However, this study focuses only on Internet service.

As today's marketing philosophy emphasizes on identifying, anticipating and satisfying customer requirements profitably, companies have moved to customer-centered approach while maintaining better understanding of customer needs and wants, and then translated them into the capability to provide their customers what they really desire. Even though ETC is operating as government monopoly, building strong customer-focused relationships require understanding the needs of specific customers to ensure the firm's success in meeting these needs. As a result, measuring the satisfaction of customers with the service encounter becomes critical (Parasuraman et al., 1991).

1.2 Statement of the Research Problem

High quality customer service which is determined by their value, need and requirement, is the key to enhance a company's competitiveness. The Internet provides a dynamic stand for interactive business applications (Tan et al., 2003). The ways how organizations deliver the customer services include the core service towards their satisfaction that can judge a firm's success and failure.

The increased use of the Internet has suggested that there may be many advantages to its users through a wide range of applications, anywhere and at anytime, in a cost effective manner. Lin (2003) discusses that the use of Internet causes business competition under a new perspective, as it acts as a faster, easier and less costly platform both for consumers and businesses. This has inadvertently increased the importance of customer satisfaction, and thereby, made organizations to be more accountable to their customers (Alomaim et al., 2003). Therefore, to compete in the global market and perform well, organizations become highly dependent on the quality of Internet service delivered by the service provider (ISP). However, Internet utilization of Ethiopian businesses to serve their customers seems insignificant in comparison with many other nations. Due to globalization of the markets and a rapid growth of the economy (Ethiopian), the need for Internet services and their applications in performing business operations increased to 66.4% between 3rd and 4th quarters of 2001 E.C. (ETC Statistical Bulletin, 2009).

As visible that ETC is the only service provider in telecommunication and Internet sectors of the economy, customers have no choice to go beyond its operations and services. However, they may have an opportunity to be aware of, and compare the corporation's offerings with other international operators. Thus, not only the quality requirements but also the expectation level of the customers should be judged and appropriately served by the service provider, specific to Internet service.

Besides all efforts that ETC exerts in delivering quality service in order to satisfy its customers, the corporation still encountered with some visible problems those may probably affect customer satisfaction related to its Internet service. According to the

student researcher's preliminary observation and personal experience, inconsistency in company's promises and performance, unreliable connectivity and speed related issues, and customers' negative perception of company's monopoly, are few problem areas.

Thus carrying out a research in order to determine the factors affecting satisfaction of ETC's Internet customers seems to be significant in providing insights on major issues related to service and its delivery, and this in turn, will contribute to the company in achieving its goals in general and related to Internet operations, specifically.

By investigating the contributing factors to customer satisfaction, the study, intensively, attempts to answer the following major research questions:

1. What is the level of overall customer satisfaction with ETC's Internet services?
2. What determines Internet service quality in Ethiopian perspective?
3. What is the extent of association between customer satisfaction and customer perceived quality of Internet service at ETC?
4. How does customer-perceived value associate to customer satisfaction in the ETC's Internet service settings?
5. What kind of business applications Internet service subscribers of ETC are maintaining?

1.3 Research Objectives

The general objective of the study is to identify the factors affecting customer satisfaction with Internet service of the ETC. To address this concern, the study has the following specific objectives:

1. To examine the overall level of satisfaction of Internet service subscribers at ETC.

2. To identify the factors determining overall Internet service quality as perceived by the subscribers and the management of ETC.
3. To examine the role of overall service quality and customer-perceived value in estimating customer satisfaction.
4. To identify the types of applications the Internet subscribers use.

1.4 Significance of the Study

The study contributes to the existing literature on customer perceived service quality and satisfaction from Internet service perspective, while maintaining the subscribers/users those have experienced the service with the provider. Also, the study can be used as the stepping stone for future researches in the area of services marketing related to quality and customer satisfaction in general, and telecommunication sector, in particular. The research provides practical contributions to the Internet service sector by providing significant (service) dimensions affecting customer satisfaction with ISPs.

Furthermore, based on empirical analysis, the study is considered to be significant to the corporation's management in identifying the areas to focus upon and direct their resources to, in order to make the service subscribers happy. This only can be practiced after recognizing the dimensions/factors determining service quality and affecting the level of satisfaction with the service.

1.5 Delimitation of the Study

Operational delimitation- The study is delimited to the Internet service operations of ETC.

Time delimitation- The study covers only those subscribers who have subscribed the Internet services of ETC before February 2009.

Zone/Regional delimitation- The study is delimited to the customers who subscribed to the Internet services and operating in two zones (central and southern) of Addis Ababa.

However, ETC divides the capital city into six zones, and the nation into thirteen. The selection of the zones (two) for the study was made on the basis of largest subscriber base and serving both through dial-up and leased line Internet services.

1.6 Organization of the Thesis

This study is organized into five chapters and presented in the form of a flow diagram (Figure 1). After passing through introductory chapter, the literature review will appear followed by the methodology applied in order to carryout the research, and analysis of collected data. Finally, conclusions have been made together with implications of the results.

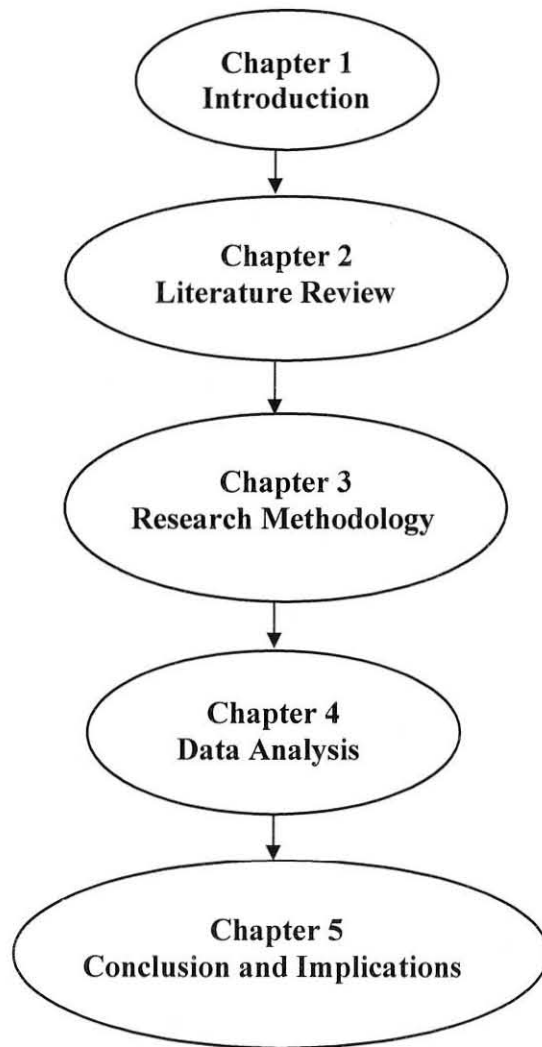


Figure 1: Outline of the Study

CHAPTER TWO

REVIEW OF LITERATURE AND RESEARCH FRAMEWORK

Customer satisfaction is the concept received great consideration in marketing literature due to its significant contribution to business sustainability in the competitive world. Moreover, measuring service quality both from management and customer perspectives has been given increased attention in the recent years. This chapter explores the available literature on service quality, customer-perceived value, and customer satisfaction. Finally, a model is proposed based on the identified relationship among these concepts.

2.1 Review of Literature

2.1.1 Customer Satisfaction

Derived from the Latin ‘satis’ (meaning enough) and the Latin ending– ‘faction’ (from the Latin ‘facere’ – to do/make), the word satisfaction first appeared in the English language during the 13th century (Parker and Mathews, 2001). According to Alomaim et al. (2003), customer satisfaction initially involves customer focus which addresses how an organization determines current and emerging customer requirements for the organizations success.

Customer satisfaction surveys especially in service industries are now become increasing because of the industry’s dominance in the business environment. Also, due to the theoretical and practical importance, studying customer satisfaction, its antecedents and consequences are considered to be significant in marketing. Even if, the common interest in customer satisfaction research was on customer’s experience with a product episode or service encounter (Yi, 1990; Anderson et al., 1994). Research on customer satisfaction should attempt to understand and measure customer satisfaction either from the customer’s or service provider’s perspective. Zeithaml and Bitner (2000), defined customer satisfaction as the “customers’ evaluation of a product or service in terms of whether that product or service has met their needs and expectations” while Hill and

Alexander (2003), defined customer satisfaction as a measure of how the organization's total product/service performs in relation to a set of customer requirements.

The other view of customer satisfaction is differentiating as transaction specific the other as cumulative (Boulding et al., 1993) transaction specific means the post choice evaluation but cumulative is an over all evaluation based on the total purchase and consumption experiences with a product or service over time. Another customers' satisfaction view by Valarie and Mary (2003), as the customers' fulfillment response which means the customers overall feeling of pleasure with customer interaction. It is a judgment that a product or service features, the product or service itself provides a pleasurable level of consumption, related fulfillment.

Internet subscribers have the purpose to have such a service like getting connected with information, relatives, business opportunities, customers, suppliers, transactional facilities, etc. This view is supported by Alomaim et al. (2003), as the main reasons why customers go to find the Internet are to find information or buy a product or service with an emphasis on convenience and speed. More over the concept of internet has raised customers' sensitivity to fast customer service. For that, adequate Internet service is required from the ISPs. The adequacy of the service is judged by the users or subscribers whether it fulfills their need satisfactorily or not (Woodruff, 1997).

On the other hand, the customer's overall satisfaction with the services of the organization is a function of all the encounters/experiences of the customers with that organization at multiple levels like satisfaction with the contact person, satisfaction with the core service, and satisfaction with the organization as a whole (Sureshchandar et al., 2002).

The nature of satisfaction remains ambiguous. On one hand it arises from cognitive process comparing perceived performance against some comparison standards. On the other hand, the feeling of satisfaction represents an affective state of mind. The extent, to which the satisfaction scale focuses on the cognitive or affective dimension, however

should have and impact in terms of both the antecedents that affect satisfaction and the consequences fostered by satisfaction (Eggert and Ulaga, 2002).

2.1.2 Importance of Measuring Customer Satisfaction

In today's environment, organizations provide central emphasis for customers whether they are public or private. Every effort, performance and investment is directed towards the customer. In business organizations, customer is considered as the key factor for success or failure the business performance and objective achievement. Organizations in the public sector are also trying to demonstrate their commitment towards their customers. That is why almost all companies set operational goals directed towards satisfying customers and it's common to see the value given to customers in most 'mission' statements. But it is rare in organizations to see whether such satisfaction factors are achieved or not. For this reason, measuring customer satisfaction becomes essential. Hill and Alexander (2003) state it as:

There is a widely accepted saying in the quality world that 'if you can't measure it, you can't manage it'. In order to know if the organization satisfies its customers or not measuring customer satisfaction is necessary even most organizations fail to do so. However, most companies measure component manufacture far more thoroughly than they do customer satisfaction.

Researches on customer satisfaction have continuing to be among the dominant one in marketing literature. This is not simply comes into practice but because of customers rapid changing needs which comes from the marketing efforts done by competing business companies in this 21st century. Customers have high options due to new entrepreneurial inventions, efforts and communication techniques which bring new products and services or approaches to serve the customer (Anderson et al., 1994).

The changing approach of marketers and globalization, backed by the global moves toward the use of information and communication technology, highly influences the customer behavior both in private and public domains. Donnelly et al. (1995) cited in (Dimitriades and Maroudas, 2007) explains this as “. . . the expectations of citizens

generally are continually shifting upwards. Levels of service which may have been tolerated a generation ago are now regarded as unacceptable.”

Customers of public business monopoly firms like ETC, have also their own measuring criteria for the company’s performances even if they have no choice to shift with. It is common to see a shift to liberalization of companies even in socialist countries like China (Wang & PoLo 2002), in order to fit with today’s business situation. This implies that customers have now become the major actors for change. However, Hill and Alexander (2003) state that the average business loses 10% to 30% of its customers each year, but they often do not know which customer they have lost, when, why, and how much on profit part. Far from worrying about customers they are losing, most companies have traditionally placed more emphasis on winning new customers.

2.1.3 Service Quality

In the services marketing literature, service quality has been a frequently studied topic. Efforts to understand and identify service quality have been undertaken in the last three decades. A topic of particular interest in service quality research is the issue of measurement (Kang and James, 2004). The service-quality construct from the side of customer’s perception perspective brings different broad conceptualizations in the related literature. Grönroos (1984) defined the dimensions of service quality in global terms as being functional and technical. He posits that the expected service and perceived service gap is determined by two dimensions: first, “technical” quality or what is received by the customer and second, “functional” quality or how a service is provided. He identifies the latter as the most critical aspect. This implies service firm’s delivery of the service matters for the customer to judge whether it is quality or not.

According to Chen and Dubinsky (2003), a consumer’s perception of quality is different from objective quality which is determined by settled standards. Perceived quality is rather a higher-level abstraction, a global assessment, and highly subjective owing to the specific consumption setting. This is particularly true in the virtual setting, where consumers generally have no intrinsic attributes to generate objective judgment about the

quality in the pre-purchase stage. As such, consumers perceive a lower level of tangibility because of the lack of demonstrable proof about the performance.

Parasuraman et al. (1988), identified service-quality dimensions using terms that describe service-encounter characteristics (reliability, responsiveness, empathy, assurances, and tangibles). Rust and Oliver (1994), considered overall perception of service quality to be based on the customer's evaluation of three dimensions of service encounters: the customer-employee interaction, the service environment, and the service outcome.

According to Crauna and Pitt (1997), management needs to determine what actions it needs to undertake to ensure that it delivers service quality rather than focusing only on the customers' perspective. While it is difficult to disagree with the practical wisdom of this, it should also be remembered that customer expectations are learned partly from experience, and that the very act of over delivering will increase expectations for the next encounter. It is probably easier, and better practice in the long run, for organizations to deliver exactly what they promise, every time (ibid).

Berry and Parasuraman (1991) have directly addressed the problems and issues involved in the management of customer expectations. They advise that management in service organizations should know service promises are antecedents to expected service. Parasuraman et al. (1994), emphasizes on service reliability as the most important with regard to keeping promises and also as an aspect of managing expectations while Berry and Parasuraman (1991), as performing the service dependably and accurately. Alomaim et al. (2003), further emphasizes that without a quality management approach that guarantees quality from its systems, staff and suppliers, a business will not be able to deliver the appropriate level of service quality to satisfy its customers. Thus, these authors advise that, managers need the information to obtain a greater commitment to the benefits of quality to maintain customer satisfaction.

Moreover, Grönroos (1991) emphasized the importance of long-term relationship management through effective communication internally between divisions and externally with customers as a key to management service quality assurance. As a result,

recruiting and training employees, and proper system design are stated as keys to assure service quality. The model also proposes that a service organization's image functions as a filter in the perception of service quality. Additionally, this implies there are direct relationships between service quality perception and the technical and functional quality dimensions, in addition to the indirect effects of technical and functional quality on service quality perception.

2.1.4 Service Quality Dimensions

Understanding about the nature of Internet service is important for the modification of well-established quality service measures which are developed for measuring traditional customer service in order to suit the new information technology context (Caruana and Pitt, 1997). Moreover, the nature of monopoly firms operation also influences not to directly apply the quality service measures which are designed for competitive firms. For instance, expectations of monopoly customers may not have significant contribution in the satisfaction judgment (Mandel, 2001).

Cronin and Taylor (1992) are amongst the researchers who leveled maximum attack on the SERVQUAL scale. They questioned the conceptual basis of the SERVQUAL scale and found it confusing with service satisfaction. They, therefore, opined that expectation (E) component of SERVQUAL be discarded and instead performance (P) component alone be used. They proposed what is referred to as the 'SERVPERF' scale.

Being an alternate of the SERVQUAL, while containing perceived performance component alone, 'performance only' scale/measurement is comprised of only 22 items. A higher perceived performance implies higher service quality. The performance only measure requires data on customers' perceptions alone, thus considerably obviating the data collection task. While the number of items for which data are required are only 22 for the SERVPERF scale. Besides making the questionnaire short- respondents not to hesitate to fill it up, ease of data coding tasks and additional data can be added based on requirements (ibid).

The SERVPERF scale also considered as a fitting area for managerial intervention because the perceived performance level in respect of this attribute is far less than the maximally attainable value. This, however, is not the case with the SERVQUAL scale. Since the customer perceptions of performance are above their expectation level, there seems to be no supposed justification in further trying to improve the performance in this area. Since this is interpreted as the customers are already getting more than their expectations (ibid). But another view point rose by Carrillat et al. (2007), leads to the understanding that both the SERVQUAL and SERVPERF are equally valid measures of overall service quality.

Arguments in favor of SERVPERF are based on the notion that performance perceptions are already the result of customers' comparison of the expected and actual service (Babakus and Boller, 1992; Dimitriadis and Maroudas, 2007). Therefore, performance only measures should be preferred to avoid redundancy. 'Performance only' scale is comprised of only 22 items and allowing to add questions based on the requirements of specific service quality (Cronin and Taylor, 1992).

According to Caruana and Pitt (1997), the emphasis of studies of service quality has quite rightly focused on the customer side. However, management needs to determine what actions it needs to undertake to ensure that it delivers quality service. This needs to contribute further to the knowledge concerning service quality and business performance, by using an internal measure of service quality utilizing the model developed by Parasuraman et al. (1985). Therefore, INTQUAL focuses on internal actions that management needs to take to implement and ensure a quality service to customers.

The availability of INTQUAL, as an internal measure, enables the study of various relationships, particularly with other internal constructs such as entrepreneurial orientation, managerial ethics, organizational commitment, market orientation and excellence. INTQUAL also offers an opportunity to investigate the link between quality and performance among non-profit making organizations including government. Although such entities measure performance in terms of criteria other than profitability it

would be interesting to investigate whether the provision of a quality service does have an effect on these other performance measures (Caruana and Pitt, 1997).

2.1.5 Internet Service Quality

Internet comes from two English language words 'International' and 'Network'. The Internet which is alternately known as the 'information super – highway", is essentially a communications network interconnecting the computer networks of countries world wide by means of telephone lines, satellites and other telecommunication. Now-a-days it is not limited to personal computers but also can be accessed through web based cell phones, wireless handheld devices, home wireless networks connecting multiple devices and other shared resources.

ISPs are the companies that provide access to the Internet. They do this in a variety of ways. Generally, when one signs up for an account, one gets a username, password, a list of telephone numbers that one could dial to access the Internet and the appropriate software. Consumers will normally be provided with dial-up access to their ISP using their standard telephone line though this is starting to change as cable organizations, and others, provide higher capacity lines using other access methods. Commercial and larger organizations may use other connection methods which offer higher capacity (greater bandwidth) and provide "always on" services to avoid the delay whilst a telephone connection is established. The commonest access is by leased lines offering a permanent connection to the Internet. Apart from connectivity, ISPs generally provide value-added services such as Web hosting (allowing the customer to set up a Website on the ISP's Web server), virtual private networks (VPN) where the customer's organization which may have a number of branches seems to have its own private network connecting those branches), voice over Internet (offering low quality but cheap telephone calls across the Internet) etc. (Rao, 2000).

The internet with its requirement for high-quality, high- speed connections, places heavy demands on telecommunication infrastructure. In most LDCs, however, national and international Internet connectivity is in short supply: optical fibers may not be available,

satellite links are limited and expensive, and internal telecommunication infrastructures are typically concentrated in a few main cities and present severe shortcomings in rural areas. These obstacles, together with lack of clear telecommunication policies and regulations and an internal market that is often closed to competition, result in a lack of investment and highly-priced services, all of which hinder Internet penetration. The degree of connectivity of a given country depends partly on technical factors, but also depends on the regulatory environment: liberalization and privatization can transform the telecommunication market, the diffusion of Internet services and, above all the cost of these services to end-users (Sarrocco, 2002). This implies, Internet service quality is highly dependent on the level of connectivity required by subscribers.

The rapid growth of Internet adoption led firms to apply Internet based services for achieving their marketing goals. But to use this technology for business activity, the internet service quality may appear as a challenge if it is not adequate with customers' requirements (Wang et al., 2003). The quality of internet service has become a key indicator of how well an ISP is likely to satisfy its customers. The service quality outcome and measurement is dependent on type of service setting, situation, time, need etc factors. In addition to this, the customer's expectations towards particular services are also changing with respect to factors like time, increase in the number of encounters with a particular service, competitive environment, etc.

Even if there is no significant study found that solely focuses on the Internet service quality from the marketing perspectives rather than the technical aspect, ample literature exists about online/web-based service quality. But as World Wide Web (www) is the graphical interface of the Internet, its service quality determinants in some way may fit with Internet service quality. Most of the literature on Web-based service quality focuses on the system performance and functionality, rather than on customer service quality. The challenges in developing a framework for Web-based service quality measurement arise from complexity of internet systems, diversity of internet user types, and variety of internet application needs (Sohail and Shaikh, 2008).

Zeithaml et al. (2000) provide e-SERVQUAL model by stating that customers could articulate with ease the nature and sources of their expectations for traditional service quality. They had difficulty, however, in expressing preconception standards when buying and owning technological products. Their expectations are subject to change as life circumstances shift. Therefore, as Boulding et al. (1993, 1999) express, traditional service quality measures based on a service gap between customer expectation and perception may not be applicable in new technology based circumstances.

It is possible to build a customer service framework based solely on Internet-users' perception on performance. This idea is supported by Choi et al. (2008) as development of the Internet and related technologies led us to various new opportunities for transaction, providing firms with new ways to conduct business and exchange/communicate information through the development. Computer-aided services have grown in number and significance in proportion to the rapid growth of Internet adoption which in turn changed customer perception and behavior (Udo et al., 2008).

One such new challenge is the quality of the electronic service (e-service) provided by company website and other electronic medias. The quality of enterprise web sites has become a key indicator of how well a company is likely to satisfy its customers (ibid). The need to develop scales for assessing internet service quality, the literature has seldom addressed the measurement of customer perceptions of electronic service quality (Wang et al., 2003). Traditionally, SERVQUAL as proposed by Parasuraman et al. (1988, 1991) has been used as a generic instrument for measuring service quality of service firms with modifications to suit individual needs. However, IS-SERVQUAL scales developed in general for information systems environment have not been appropriate for the internet customers, in which there is usually a need for providing customer support and measuring purchase behavior (Wang et al., 2003). Furthermore, Loiacono et al. (2000) developed a scale called WebQual for rating websites on 12 dimensions. However, the focus is on the technical quality of the website, rather than on the service quality as experienced by customers through the website. A recent research study, which elicits comprehensive dimensionality of electronic service quality, is the E-S-QUAL scale, a multiple-item scale developed by Parasuraman et al. (2005) for measuring the service quality delivered by

web sites on which customers shop online. Thus, all these implies, there was no significant Internet service quality dimensions identified by scholars by considering both the service subscribers and the management perspective.

2.1.6 Customer Value and Internet Service

Mostly, the scholars have given emphasis to the summation of benefits minus the sacrifices while defining customer-perceived value. This results as a consequence of a customer using a product or service to meet certain needs and is determined in the context of customer use. Furthermore, Simpson et al. (2001) supports that the value includes total benefits, including direct and indirect benefits derived from attributes and consequences, less total direct and indirect costs, and should be determined from the customer perspective. From the standpoint of marketing strategy, creating customer value in consumer marketing means meeting target customers' needs and increasing customer satisfaction (Porter, 1985).

Perceived benefits are a combination of physical attributes, service attributes and technical support available in relation to a particular use situation (Monroe, 1990). Customer values have a relation not only with what customers can get, but also with what they have to give up, that is customer perceived sacrifice. And this Sacrifice refers to what is given up to acquire a product or service (Zeithaml, 1988). However not only price is considered as the element of sacrifice, but also other non-monetary factors are believed to be closely related to sacrifice. Therefore, it is obvious that there are two broad kinds of sacrifice: monetary costs and non-monetary costs. The former is price of the service and the latter can be defined as time, effort, energy, distance and conflict invested by customers to obtain the service (Wang and PoLo, 2002). Monroe (1990) also points out that, buyers tend to be more sensitive to a loss than a gain.

A reduction in customer perceived costs may be a real contribution of providing the total value to the customer. Customer value is a reduction in sacrifices more than an increase in benefits. Also, Ravald and Gronroos (1996) comment that the perceived sacrifice includes all the costs the buyer faces when making a purchase: purchase price, acquisition

costs, transportation, installation, order handling, repairs and maintenance, risk of failure or poor performance. Therefore, the total non-monetary costs as well as the price will have an impact on the customer's evaluation and value perception process. But as Sarrocco (2002) states more expensive Internet fee charged by the ISPs especially in least developed countries than in developed countries, as one of the main obstacles of internet diffusion.

Lin (2003) states value perception as a process of what customers do in evaluating, obtaining, using and disposing of the product or service. Values can be defined as principles or standards of an individual as a whole. They reflect an individual judgment as to what is valuable or important in life. Thus customer value is something that is perceived by customers rather than determined by the seller. This indicates that the customer already perceives the value of a product or a service during the acquisition (purchase) stage.

A customer might evaluate the same product or service differently on different occasions and different customers may have different perceptions of the value of offering. Value is subjectively perceived construct as different customer segments perceive different values within the same product and it is relative to competition. Delivering a better trade-off between benefits and sacrifices in a product or service, i.e. offering better value than competition, which help a company to create sustainable competitive advantages (Eggert and Ulaga, 2002) and according to Kenny (1994), value affects customers in determining evaluative criteria.

The other view by Tracy and Wiersima (1995) cited in (Khalifa, 2004) states that, the components of customer value include low price, speedy response, premium service, and high quality. These components of customer value are similar to what is labeled as "value added" and customer perceived value equals to core value plus or minus added value. The added value is positive when the additional services can be provided without unnecessary or unexpected costs, while it can be negative (and destroy the core value) when the contacts and processes in the customer relationship are not managed as services or when the additional services cause unnecessary (unexpected) costs.

According to Khalifa (2004), the components of customer value are high quality, faster response or delivery, and lower cost/price but it totally depends on the customers to judge whether a product or service is valuable or not. Moreover, Kenny (1994) states that perceived values by their very nature are abstract, vague and subjective. So, perceived value has proven to be a difficult concept to define and measure (Woodruff, 1997).

Whittaker et al. (2007) define value in business markets as the perceived worth in monetary units of the set of economic, technical, service and social benefits received by a customer firm in exchange for the price paid for a product offering, taking into consideration the available alternative suppliers' offerings and prices. Here, value's get-and-give elements are acknowledged as well as its perceptual and comparative nature. However, unlike consumer research that is dominated by issues related to the way that an organization creates value for consumers the business-to-business literature emphasizes value creation as a networking or relationship building process (ibid). By supporting this idea, Cheng et al. (2009), states as substantial number of organizations now are using the internet as one of their multiple channels so as to provide customers with more value.

Technology starts changing views about traditional values. Other than expressed above, empowerment also become one benefit for customers when they are backed by Internet based services. Thus, to consumers, the benefits of the Internet are tremendous. As an alternative channel, Web shopping is convenient and time saving; with rich, free information available, consumers can easily compare prices and product features across suppliers. By empowering consumers, the Internet has also raised consumers' expectations of retailers. Indeed, they seemingly expect from on-line shopping as much as, or even more than, what they expect from other alternate channels (Chen and Dubinsky, 2003). Perceived value has a big impact on using the internet as a medium for search for and procurement of goods, services or information (Cheng et al, 2009).

2.1.7 Internet Based Applications for Business

To be competitive in today's "high tech" world, firms will need to develop an innovative customer-focused strategy by employing the new technologies. Among these new technologies internet is the dominant role player especially in the business environment.

A positive relationship between the intensity of internet based marketing adoption and firm performance is identified by (Brodie et al., 2007) which is reflected by using Internet as interactive technologies to create and mediate dialogue between the firm and identified customers. According to Wu et al. (2003), the intensity of internet based business adoption was measured by the extent to which internet is used in four generic business processes: communications, internal administration, order taking, and procurement. Accordingly, to their analysis the adoption of internet in business was positively related to four performance measures: business efficiency, sales performance, customer satisfaction, and relationship development.

The success of the Internet as a commercial platform is the result of the medium's ability to create and deliver superior value (Cheng et al., 2009). Internet is applied in business firms in different ways such as direct sale and delivery (publications, soft wares, tickets...), sale but manual in house delivery (for tangible goods), promotion or facilitating customer relationship through ad and interactive web pages, searching for suppliers and buyers, ordering, transacting payment, research etc.

Internet's contribution in transforming marketing functions. It is not only reduce costs but also increase the speed and responsiveness of transactions by factors like removal of layers of value chain, customer relations management, mass customization, sales force automation, marketing decision support information, and collaboration and coordination. Internet opens up substantial opportunities for business companies by widening their global reach irrespective of the geographic distance.

Mandel (2001), further expressed internet as a globe-spanning technology through which knowledge can be easily tapped and exchanged by people in every corner of the earth. The result: an explosion of economic and productivity growth. At this time, the traditional factors of production— capital and skilled labor are no longer the main determinants of the power of an economy. Now, economic potential is increasingly linked to the ability to control and manipulate information. New growth theory predicts that as the size of the global market gets bigger the rewards for uncovering lucrative new

ideas get bigger and bigger. With new ideas diffusing quickly, there is little chance of protecting a monopoly.

Moen et al. (2003), argue that the Internet will revolutionize the dynamics of international commerce and, in particular, lead to the more rapid internationalization of even for small firms. They also expect that with Internet marketing, technology will be a more important source of competitive advantage than size, making it easier for small companies to compete on Internet commercialization. Quelch and Klein (1996), cited in (Moen et al., 2003), added that the Internet's low-cost communications enable firms that have limited capital to become global actors at an early stage in their development. Most of the small firms can use the Internet to search for information about possible customers, distributors, and partners from wherever in the world. Also, Hanson and Kalyanam (2007) supported the previous view firms can compete on a much more even footing with the largest companies in the world. Customers found they could quickly find product and company information at the click of a mouse. Even companies and customers could engage in a dialogue and learn from each other.

Certainly, the Internet offers customers flexibility and accessibility that traditional methods have been unable to provide. Furthermore, customers can create their own service packages allowing them maximum customization. It is also possible for organizations to track customer search and purchase behavior on the Internet which in turn can be used to further customize offerings and potentially improve performance. Further, it is argued that electronic technology can enhance customer-organization interactions and enable increased levels of service and customer satisfaction (Drennan & Mccoll-Kenedy, 2003).

The level of Internet importance should be supported with the operation skill and reliable connectivity provided by ISPs to bring satisfaction. In supporting this, Udo et al. (2008), express one difference between traditional service encounters and e-service experiences as, the e-customer relies entirely on his or her ability to use technology to obtain the service. The general belief is that the more technologically skillful a customer is the better he or she can handle e-service technology and get satisfaction through perceiving

its quality and values. All this would suggest that appropriate use of the Internet by organizations should have a direct positive effect on performance which led to customer satisfaction. But all these can be applied when customers are well aware of using such technology based services. Yi and Gong (2008) expressed in their research the role of customer potential or operational skill in electronic services determines quality perception and then satisfaction on information systems and the Internet based service delivery.

Finally, Drennan & Mccoll-Kenedy (2003) suggests that to be competitive, firms will need to offer specialized services. The Internet provides a range of ways to assist firms to increase their performance and profits. Although firms may opt to implement different Internet strategies, all have opportunities to use the Internet to improve their access to information, build and maintain their customer base, and increase benefits for their customers.

2.1.8 Interrelationship between Service Quality, Customer Value and Customer Satisfaction

A large proportion of the academic published work is devoted to establishing the causal link between service quality and customer satisfaction. Satisfaction judgments, in contrast to perceived service quality, can result from any dimension– some related to quality, and some not. To conceptualize perceived service quality, distinguishing differences between quality and satisfaction by noting that the dimensions underlying quality judgments are rather specific – whether they are cues or attributes (Bolton and Drew, 1991).

Expectations of quality are based on ideals or perceptions of excellence, whereas a large number of non-quality issues – including needs and equity or fairness – help in the formation of satisfaction judgments. Rust and Oliver (1994) stated that “... quality is one dimension on which satisfaction is based.” According to Lin (2003), other factors determining the extent of expectations include customer needs, total customer value and total customer cost.

Jamali (2007), reported satisfaction and quality like twin concepts, both revolving around expectation, experience, perception and evaluation of service as key variables. We agree with the conclusion, however, satisfaction is a super-ordinate construct to service quality, and that management-by-satisfaction approach will necessarily need to integrate the various quality dimensions. Satisfaction is a super-ordinate construct because it can result from a large variety of dimensions that may lie beyond those specified in the gap model and for this, aside from an assessment of the basic service quality dimensions, a number of affective processes (equity considerations, emotions, attributions, cost benefit analyzes, and tolerance zones) have also been found to influence customers' subjective assessments and their overall satisfaction.

Customer perceived value and customer satisfaction can be conceptualized and measured as two distinct yet complementary constructs i.e. value is not a substitute for satisfaction (Eggert and Ulaga, 2002; Woodruff and Gardial, 1996). Strong interactions between the two concepts do exist. Woodruff (1997) emphasized the necessity of satisfaction indicators and customer value measurements integration for marketing decision making.

Therefore, customer satisfaction will always be in conjunction with customer value, either it becomes the predecessor of value (Khalifa, 2004) or the successor of the value (Liu et al., 2005). In the purchase context and the service context, customer satisfaction becomes the successor of perceived value; while in the product use context, satisfaction is the predecessor of received value. Perceived value, customer satisfaction, and received value are the “representation” of value during acquisition (purchase) and use.

One way of achieving customer satisfaction is through understanding customer value, as perceived value is considered an important contributor to customer satisfaction (Woodruff, 1997). Customers want a meeting between their values (needs and wants) and the object of their evaluations. More over, Alomaim et al (2003), states customer satisfaction is derived from customer priorities which is made from a focus on value, combining quality and cost integration according to the perception of the customer.

2.2 Theoretical Research Framework

The objective of this research is to examine comprehensively the factors that affect customer satisfaction in Internet service delivery. Overall service quality and customer-perceived value are considered to be the determinants of satisfaction. Therefore, the researcher developed and proposed the following model (Figure 2). Additionally, overall service quality is viewed as consisting of two primary dimensions: internal/managerial service quality determinants and customer-perceived factors- a two way service quality perception by the management/employee and by the customers/subscribers of the service. Perceived value was viewed as benefits received relative to costs. However, customer satisfaction is viewed as the overall assessment of the service provider. The model is believed to provide the opportunity to examine the relative importance of service quality and perceived value in determining customer satisfaction.

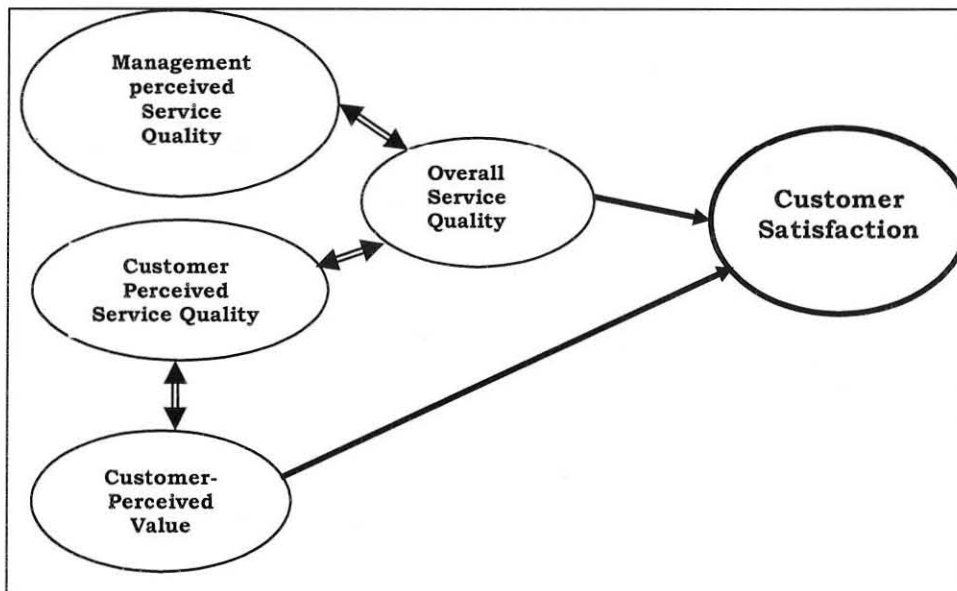


Figure 2: Theoretical Framework

CHAPTER THREE

RESEARCH METHODOLOGY

Based on the theoretical framework, the study developed with the methodology applied for preparing instruments of data collection, sampling and data analysis. This chapter deals with the specific steps followed while collecting data, sample selection, and ethical grounds maintained in accomplishing research objectives.

3.1. Research Approach

The objective of the study was to identify and assess the determinants of service quality and satisfaction in ETC's Internet service delivery. To carry out the study, descriptive survey method was employed. This method was preferred on the ground that customer satisfaction is mainly perceived and can be evaluated from the opinion survey through service quality and perceived value (as being determined in the proposed research framework). Moreover according to Malhotra (2005) descriptive survey method helps in picturing the existing situation and allows gathering of relevant information using appropriate data collecting instrument and document analysis.

3.2. Population and Sampling

The sample population for the study comprised of two types of respondents– Internet subscribers/users and the ETC's managerial staff.

Target Population: The total number of ETC's internet customers up to February 2009 was 44,671 (both Dial-up and leased line subscribers: 43,512 and 1,159 respectively) (Annex I).

Sample Size: The targeted zones (Central Addis Ababa and Southern Addis Ababa) maintain total population of 18,256 service subscribers. These zones were selected on the basis of highest subscriber representation and serving both dial-up and leased line internet services among the zonal divisions throughout the country.

The percentage of subscribers from these two zones covers approximately 40% of the total, however, of these, 2,403 were found under business category. Business customers were targeted because they use internet for further selling or utilization to perform marketing transactions/activities.

Table 1: Sample Size Identification

*Source: (Annex I)

Selected Zones for the study	Number of zonal internet subscribers	Percentage from the total (Ethiopia)	Business subscribers in the zone	Percentage of zonal business subscribers
Central Addis Ababa Zone (CAAZ)	14,928	33%	1,511	10%
Southern Addis Ababa Zone (SAAZ)	3,328	7%	892	27%
Total	18,256	40%	2,403	37%

Table 1, is used to reflect how the sample of respondents were identified. The sample of customers consists of 240 respondents, 10% of the two targeted zones business customers as both dial up and leased line subscribers. This is determined based on Hill and Alexander (2003) explanation as stated below:

In practice, once a sample size exceeds 200 in a customer satisfaction survey (whatever the size of the total population) it is likely to give an acceptable degree of accuracy provided it is a probability sample. With a sample size in excess of 200 the data generated by the survey will conform to the normal distribution curve.

Additionally, Malhotra (2007) suggests that more than 200 sample respondents are appropriate to make generalization towards the total population for the problem under study. Then distribution was made based on number of subscribers' proportion of the two zones and convenience sampling was applied to select 150 and 90 from CAAZ and SAAZ business subscribers, respectively.

All the study respondents were contacted personally by the researcher by following convenience sampling, and the selections were made at the zonal payment offices and by

visiting business organizations (those are the Internet service subscribers of ETC) in two zones. This approach was selected as ETC declined to issue the list of business subscribers from the stated zones to the researcher. Also, the respondents were found to be non-cooperative to participate in the study while contacted through e-mails.

In addition, 36 managerial staff (senior level and divisional level), who have direct concern to the internet service delivery and located at the ETC's head office and the two zones, were selected purposively and their responses were scored separately on the issues of service quality and customer satisfaction.

3.3. Data Collection Instruments

Both secondary and primary sources were explored to obtain the data relevant for the study. Secondary data source include Journal articles, books, published and unpublished research papers, and the corporate publications, however, in order to gather primary data, two self-administered questionnaires- directed to the service subscribers/users and ETC's managerial staff- were developed and used.

Questionnaire directed to service subscribers- Customers' perspective was measured through Modified- SERVPERF dimensions while additionally added the other three dimensions of Importance, Connectivity and Skills to the original five dimensions (Tangibles, Empathy, Responsiveness, Reliability and Assurance). Tangibles dimension pertains to physical facilities, equipment, and appearance of personnel. Assurance reflects the knowledge and courtesy of employees and their ability to inspire trust and confidence towards customers. Reliability focuses on the ability to perform the promised service dependably and accurately. Empathy pertains to the caring and individualized attention the employee provides to customers. Finally, responsiveness reflects the willingness to help customers and provide prompt service.

Moreover, Internet Importance has five items which were modified from studies undertaken by Drennan & Mccoll (2003). However, four items leading to Connectivity and three to Operational skills were designed independently by the researcher to present in the questionnaire. These additional dimensions were generated to improve the

predictability of items/dimensions in determining customer satisfaction with Internet service. Finally, all the statements were placed on a 7 point Likert-type scale (1 for Strongly Disagree and 7 for Strongly Agree).

Moreover, questions about Internet applications or service usage were adapted from the studies undertaken by Drennan & Mccoll (2003), and modified to ETC service context together with obtaining the background information of the business firms/respondents such as, nature of the business, type of Internet service subscription, monthly Internet costs, duration of subscribing the service, frequency of use, and the respondent's employment level at the firm.

Finally, the items were prepared in English language, and the first draft was issued arbitrarily to 30 respondents for pilot testing, in order to ensure that the wording, format, and sequencing of questions were appropriate. During pilot study, respondents were provided with ample space to make any further comments on the study area and additional dimensions/factors that they may find relevant to determine their satisfaction with the service, Internet service quality and perceived-value. Feedback from the pilot study had been used to improve questions which were ambiguous, difficult to understand, or irrelevant for Internet service sector.

In this way, the instrument is refined to be used for the final study, and administered with 240 respondents by using both English and Amharic versions (Annex II A&B).

Questionnaire directed to ETC's managerial staff- Regarding the company's practices towards the concern to assure service quality, the INTQUAL dimensions were adapted and modified to ETC's Internet services, and placed on a 7 point Likert type Scale (1 for Strongly Disagree and 7 for Strongly Agree). The questionnaire was designed in English, and was administered with 10 pilot respondents (ETC's managerial staff) to seek any improvements on language or the content parts (Annex III).

Finally, the questionnaire for concerned management staff, whose task is directly linked with providing/facilitating Internet service in the corporation, focusing on management

perspective towards delivering quality Internet service to the subscribers and ensuring their satisfaction, was administered with 36 staff.

3.4 Data Collection Procedure

All the study respondents were contacted personally by the researcher as per the convenience at the zonal payment offices, since some of the subscribers' arrived there for facilitating payments. However, most of the individuals who visited the payment offices were not the required respondents (most of them were office messengers), therefore, the researcher is obliged to visit business offices personally at these to zones. By describing the purpose of the study, the researcher encouraged and asked the respondents to fill out the questionnaires and return back on-the-spot. However, from those who asked for extra time, the questionnaires were collected lately.

For the managerial staff at ETC, the researcher first asked the Chief Technical Planning Officer to identify those managerial members who have a direct concern to the Internet service delivery. By scoring his support, all the questionnaires were sent to each of the offices with cover letter and collected back afterwards.

3.5 Data Analysis Approach

The responses obtained from the questionnaire were analyzed by descriptive and inferential statistical techniques (correlation and regression analysis). While, Parasuraman et al. (1988) cited in (Ephrem, 2008) suggested that overall service quality can be obtained in the form of an average score of the stated dimensions, others advocate to measure overall service quality directly, by using a separate statement/item. Therefore, the researcher used additional items each for measuring overall service quality and customer satisfaction. However, average (item) scores were used in computing perceived-customer value.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

Data collected, by following the methodology as presented in the last chapter, were exposed to various statistical analyses to generate the results inline with research objectives. This chapter explores the techniques used in computing scale reliabilities and analyzing data associated with general profile of the respondent business organizations, service quality, customer value, and overall customer satisfaction.

4.1 Data Analysis

4.1.1 Factor Analysis- Customers' Response

Factor analysis was carried out to assess the unidimensionality and validity, thus suitability of the service quality constructs for the subsequent analyses. The principal components method of extraction with *Direct Oblimin* rotation was employed considering all the proposed 8 dimensions (5 representing SERVPERF and 3 newly added) are conceptually linked. This further facilitated to keep the internal consistency of the dimensions as high as possible. Also, the items those were found below a factor loading of 0.50 were removed from the analysis. In this way, 32 out of 34 items determining Internet service quality were found to be fit within 6 dimensions/factors, by omitting the third item from tangibility dimension and fifth item from reliability dimension (Annex II). Omitting these items increases the extraction sums of squared loadings cumulative from 67.579% to 69.458%.

A second factor analysis was carried out to assess the validity and suitability of the items stating customer-perceived value. The principal components method of extraction with varimax rotation was employed to check the unidimensionality of 7 proposed items. Finally, all the items were found to be loaded into one factor with 0.50 or higher value, and perceived to be the dimension representing customer value.

Furthermore, Cronbach coefficients (alphas) were computed to observe the construct validity and scale reliability of each survey item and dimension.

Table 2: Exploratory Factor Loadings (Service Quality from Customer Perspective)

Item	Dependable Employees	Internet Importance	Operation Skill	Responsiveness	Connectivity Effectiveness	Tangibility and Reliability
DE1	0.531					
DE2	0.591					
DE3	0.525					
DE4	0.654					
DE5	0.713					
DE6	0.808					
DE7	0.749					
DE8	0.826					
IM1		0.845				
IM2		0.858				
IM3		0.814				
IM4		0.845				
IM5		0.806				
SK1			0.833			
SK2			0.840			
SK3			0.801			
RS1				0.531		
RS2				0.808		
RS3				0.762		
RS4				0.823		
CO1					0.890	
CO2					0.849	
CO3					0.925	
CO4					0.896	
TR1						0.652
TR2						0.605
TR3						0.527
TR4						0.845
TR5						0.819
TR6						0.830
TR7						0.811
TR8						0.650

Table 2 shows the value of factor loadings for the newly identified analysis from the customers' response factor analysis.

4.1.2 Factor Analysis– ETC's Management Response

Another round of factor analysis was carried out on INTQUAL items response obtained from management staff, showing perceived Internet service quality, by using principal components method of extraction with varimax rotation. Items those were found with a

factor loading of 0.50 or higher were considered for further analysis. In this way, all 17 service quality items were found to be fit within 4 dimensions, and maintained for testing scale reliability using Cronbach alphas (Table 3). Additionally, if all items being measured are drawn from the domain of a single construct, responses to those items should be highly inter-correlated.

Table 3: Exploratory Factor Loadings (Service Quality from Management Perspective)

	Serving Expectations	Service Employees	Service Effectiveness	Communication and Concern
EX1	0.806			
EX2	0.722			
EX3	0.782			
EX4	0.703			
EX5	0.673			
EM1		0.899		
EM2		0.740		
EM3	0.526	0.590		
EM4		0.799		
EM5		0.659		
EF1			0.738	0.562
EF2			0.840	
EF3			0.737	
EF4			0.805	
CC1				0.539
CC2				0.625
CC3				0.880

Table 3 shows the value of factor loadings for the newly identified analysis from the management response factor analysis.

4.1.3 Reliability Analysis – Customers’ Response

To review the internal consistency of the identified Internet service quality scale items, Cronbach coefficients (alpha) were computed and found to be 0.902 (Table 4), another indication of acceptability of the items. Moreover, the 6 dimensions demonstrated internal consistencies as highest as 0.894 to the lowest 0.725.

The analysis also considered the statistics of “alpha if item deleted”, which implies the increase of total Cronbach alpha coefficient if corresponding item is excluded from the construct for the rest of the scale. By considering this, CO1, TR4 and TR5 were excluded

from the further analysis; however, SK1 was maintained as considered to be important by the researcher. This deletion resulted with the increment of Cronbach alpha coefficient for the total scale to 0.914 with 29 items those were exposed to the next round of analysis.

Table 4: Scale Reliability (Cronbach Alphas)- Service Quality

Dimension	Items	Alpha Coefficients for dimensions	Alpha coefficients if item deleted
Dependable Employees	DE1	0.852	.896
	DE2		.899
	DE3		.898
	DE4		.898
	DE5		.899
	DE6		.897
	DE7		.897
	DE8		.898
Importance of Internet	IM1	0.894	.900
	IM2		.898
	IM3		.899
	IM4		.898
	IM5		.897
Operation Skill	SK1	0.778	.905
	SK2		.903
	SK3		.904
Responsiveness	RS1	0.754	.898
	RS2		.898
	RS3		.901
	RS4		.898
Connectivity Effectiveness	CO1	0.725	.906
	CO2		.898
	CO3		.898
	CO4		.898
Tangibility and Reliability	TR1	0.732	.897
	TR2		.895
	TR3		.898
	TR4		.905
	TR5		.906
	TR6		.901
	TR7		.898
	TR8		.899
Reliability of the total scale 0.902			

Therefore, the following dimensions/items were considered to be the factors determining quality of Internet service from customer's perspective (Table 5).

Table 5: Internet Service Quality Dimensions/Items

Coded Items	
DE1	Employees deliver the service as per promised time
DE2	Employees are trustworthy
DE3	Employees keep Internet service subscribers security
DE4	Employees are polite to service subscribers
DE5	Employees are knowledgeable to answer queries of customers
DE6	Employees can give attention to individual requirements of customers.
DE7	Employees deal customers in a caring fashion.
DE8	Employees can understand customers' needs.
IM1	Internet service improves active performance of the firm
IM2	Internet service improves productivity of the firm
IM3	Internet service is useful to handle the firm's work effectively
IM4	Internet service encourages innovativeness
IM5	Internet service helps to make better decisions supported by more information
SK1	<i>The potential to operate internet based services easily</i>
SK2	Simplicity of finding information from the internet through search engines
SK3	Knowing how to access information from different web pages
RS1	Informing the reason when any service blockage occurs
RS2	Quick service by employees
RS3	Full assistance by a toll free phone
RS4	Employees are responding to customers' requests, even when they are busy.
CO1	<i>Fast Internet connection is highly required to run the firm's business</i>
CO2	Attaching documents quickly on internet service supplied by the ISP
CO3	The ISP's internet connection speed facilitates easy download of documents/programs
CO4	Satisfaction level with respect to the consistent connection speed
TR1	Keeping promises made through promotion
TR2	Employees reflection of genuine interest to solve problems
TR3	Providing accurate service related information
TR4	<i>Operations are based on Internet service subscribers' best advantage.</i>
TR5	<i>Convenient working hours for internet related services</i>
TR6	Attractive web site with up-dated information
TR7	Visually attractive corporal facilities
TR8	Comfortable office furnishings

Additionally, to review the internal consistency of the customer-perceived value items, another set of Cronbach coefficients (alphas) was computed and the total scale reliability was found to be 0.837 (Table 6), another indication of acceptability of the items for further analysis. Moreover, similar to that of previous section, the “alpha coefficients if item deleted” were computed, however, not found to be useful as deletion of any of the items was not found to be contributing to improve scale reliability.

Table 6: Scale Reliability (Cronbach Alphas)- Perceived Value

Dimension	Items	Alpha coefficients for dimensions	Alpha coefficients if item deleted
Dependable Employees	V1	0.837	.802
	V2		.826
	V3		.830
	V4		.816
	V5		.836
	V6		.792
	V7		.793

Additionally, the following were the seven items used to state customer-perceived value about ETC’s Internet service delivery (Table 7).

Table 7: Internet Customers’ Perceived Value Items

Coded Items
V1 Swiftly solving technical failures
V2 Charging affordable price
V3 Compared to the price the ISP delivers reasonable service quality
V4 Compared to the ISP’s service quality charges are fair
V5 A well known billing procedure by internet service subscribers
V6 Internet service saves the time of handling the firm’s communication task
V7 Received communication benefits by using the Internet service

4.1.4 Reliability Analysis– ETC’s Management Response

To review the internal consistency of the management-perceived service quality items, Cronbach coefficients (alpha) were computed and found to be 0.900 (Table 8), an

indication of acceptability of the items. Moreover, 4 dimensions demonstrated internal consistencies between 0.713 and 0.879. The statistics of “alpha if item deleted’ was computed and the items EF1 and CC3 were found to be statistically less contributive to the respective dimensions, however, maintained by considering, important for the study.

Table 8: Scale Reliability (Cronbach Alphas) – Management Perception

Dimension	Items	Alpha Coefficients for dimensions	Alpha coefficients if item deleted
Serving Expectation	EX1	0.863	.893
	EX2		.888
	EX3		.890
	EX4		.893
	EX5		.892
Service Employees	EM1	0.879	.892
	EM2		.890
	EM3		.889
	EM4		.894
	EM5		.893
Service Effectiveness	EF1	0.803	.905
	EF2		.897
	EF3		.895
	EF4		.899
Communication and Concern	CC1	0.713	.891
	CC2		.895
	CC3		.904
Reliability of total scale = 0.900			

After this analysis, the following items/ dimensions were considered to be ETC’s management perceived quality items/dimensions of Internet service delivery practices (Table 9).

Table 9: Management Perceived Service Quality Dimensions/Items

Coded Dimension/Items	
Serving Expectation	
EX1	Having integrated responsibility to assure quality
EX2	Attempt to realize customers' expectation
EX3	Facilitating communication between different sections to identify customers' requirements
EX4	Delivering the service as expected by customers is one of the main priorities
EX5	Employees attempt to delight customers by delivering higher than their expectations
Service Employees	
EM1	Recruiting employees those believe in the value of quality service delivery
EM2	Training programs in the ISP focus on how to provide quality service to customers
EM3	Employees are trained to reflect how much the organization cares for and values customers
EM4	Customer expectations of services are used as measure against performance
EM5	Employees has a good idea about what customers require
Service Effectiveness	
EF1	Quality service is a worthwhile goal the service provider strive for
EF2	Managers are convinced that providing quality service will improve marketing effectiveness
EF3	The service provider spends considerable sums of money to ensure effective service.
EF4	Employees fully appreciate the importance of delivering the service correctly and timely promised
Communication and Concern	
CC1	Senior managers maintain regular communication with employees on delivering quality service
CC2	Communication medias stress the importance of delivering quality service
CC3	The quest for providing quality services is in the mission statement of service provider

4.1.5 Respondents' Organizational Profile

Descriptive statistics were applied to summarize percentages of the kinds of internet applications in use by business organizations, organizational profile related to type of the business operation, internet subscription type, monthly cost, daily usage, usage years and respondent's positional level in the organization.

The internet application type used by the respondents' business firm was found to be dominated by email applications (94%), followed by using internet as an information source (84%), for research data gathering (53%), and for ordering goods and/or services online (27%). However, internet usage for online-payment (14%) and for selling goods/services (18%) was hardly found to be utilized. Moreover, less than one-fifth (17%) of the respondents reported to be subscribing the Internet services for reselling purpose (internet cafes), while less than half (43%) claimed to be managed with a website for business/marketing application purposes (Table 10).

The business profile of the responding organizations implies one-fourth (25%) as belonging to manufacturing, however the remaining (75%) participates in service sector. Regarding the subscription type, less than half (46%) of the business respondents subscribed for dial-up connections, while the remaining (54%) subscribed with leased line. Less than half (45%) of the respondent firms' were found to be paid an internet cost of less than ETB 1000, other less than one-third (31%) claimed to be with above ETB 3000. Moreover, less than half (44%) of the respondents utilize internet for business as a subscriber for more than 6 years, however, the remaining (56%) who used the service one up to six years. When the average hourly internet use is considered, less than half (41%) of the firms found to be using internet for more than 8 hours per day, followed by 4-8 hours (40%), and the remaining (19%) for less than 4 hours.

On the part of respondents position in the respective organization, less than half (41%) reported to be with managerial (top and middle level) positions, followed by little over one-third (34%) who were claimed to be serve as clerical/operating personnel (Table 10).

Table 10: Internet Service Subscription and Usage Profiles

Characteristics		%
Internet Application Types		
	Email	94
	Searching for information	84
	Selling goods or services	18
	Ordering goods and/or services	27
	Paying for purchases via the Internet	14
	Research data gathering	53
	Own Web site for marketing activities	43
	Reselling internet service for users	17
Type of Business		
	Manufacturer	25
	Service Provider	75
Internet Subscription Type		
	Dial up	46.5
	Leased	53.5
Monthly Internet Cost (Birr)		
	Less than 500	20
	500-1000	25
	1001-2000	14
	2001-3000	10
	3001-4000	14
	Over 4000	17
No. of Years Service Usage		
	1-3	27
	4-6	29
	Above 6	44
Average Hours of Daily Internet Use		
	Less than 4	19
	4-8	40
	8-12	23
	More than 12	18
Position of the Respondent in the Organization		
	Owner	1
	Top level Manger	20
	Middle level Manager	21
	Clerical/ Operational personnel	34
	IT related personnel	24

4.1.6 Management Profile: Related to Internet Service

Descriptive statistics were applied to summarize percentages of respondent's experience on the managerial position with the level of position and personal experience in using internet. Half of the respondents (50%) were claimed to be managing Internet service at ETC over last six years, followed by less than half, who claimed to with 4-6 years

experience. While Over three-fourth (78%) of the respondents claimed to be serving as divisional managers, the remaining (22%) serve at senior levels. Additionally, Over three-fourth (80%) were reported to be having more than six years of experience of Internet usage (Table 11).

Table 11: Management Respondents' Profiles

Characteristics		%
Experience at management level in years		
	Less than 1	8
	1-3	-
	4-6	42
	More than 6	50
Level of managerial position		
	Senior level manager	22
	Division level manager	78
Internet Usage Experience in years		
	Less than 1	-
	1-3	3
	4-6	17
	More than 6	80

4.1.7 Customers' Service Quality, Value Perceptions and Overall Satisfaction

The higher the mean score for perception (more than middle value 4) implies the higher the respondents' agreement for the stated items, since the SERVPERF framework suggests performance only '7' point scale this study's two extreme ends for service quality perception are '1'-strongly disagree and '7'-strongly agree. The positively stated items taken from the newly identified six service quality and one value dimensions are mentioning about ETC's performance as perceived by the customers as per their organization's internet requirement. Thus, the score below '4' for the items under the first five dimensions is interpreted as ETC's cannot deliver the stated criteria as perceived by the customer for business practices since it directs toward disagreement, and above '4' implies agreement which becomes strong as the scale approaches '7' point and '4' point implies the respondent do not know or want to stay neutral. But Internet Operation Skills is seen from the point of view customers' perception towards his/her knowledge to use

internet not about ETC's performance, and below '4' score implies his/her poor internet usage skill at increasing rate towards '1'.

As shown in the Table 12, ETC performs better as customers' are approaching to agreement with the importance of Internet to their business (4.39), as it improves the firms' performance (4.37), firms' productivity (4.37), and considered to be useful to handle work effectively (4.63), while allowing them to be innovative by providing access to information (4.33), and providing the opportunity to access world wide information (4.29).

However, the dimension of connectivity effectiveness (2.69) perceived to be the lowest by respondents, with statements focusing on the necessity of internet connection capacity to provide quick attachment of documents (2.96) and quick download of documents/programs (2.66) and satisfactory consistent availability of speedy connection (2.47). This dissatisfaction is continue to be followed by responsiveness dimension (3.40), since customers' perceive that ETC performs less in informing customers when failure occurs and giving full assistance with quick response.

Regarding respondents' perception about ETC's tangibles and reliability dimension, the response level almost approached to the neutral (3.99), i.e., customers are not sure about the tangible aspects of ETC like webpage, corporal and furnishing facilities with reliability by showing genuine interest to provide information and performing as per the information. By exceeding a bit from neutral level consumers perceive about ETC employees dependability (4.06), who are courteous and knowledgeable enough to understand customer needs and also can keep promises and customers' security (Table 12).

The respondents' personal perception about their potential to internet operation skill is some what higher (5.68): with regard to having a potential to operate internet based services easily (5.45), easy finding of what is needed by using search engines (5.64) and knowing how to access required information easily from different web pages (5.96).

Table 12: Customer Perceived Service Quality, Value and Satisfaction

Dimensions	Items	Mean	Standard Deviation
Dependable Employees		4.06	1.119
	DE1	3.59	1.822
	DE2	4.00	1.458
	DE3	4.80	1.575
	DE4	4.36	1.645
	DE5	4.25	1.554
	DE6	3.71	1.646
	DE7	3.83	1.467
	DE8	3.94	1.585
Importance of the Internet		4.39	1.458
	IM1	4.37	1.689
	IM2	4.37	1.714
	IM3	4.63	1.746
	IM4	4.33	1.743
	IM5	4.29	1.811
Internet Operation Skills		5.68	0.961
	SK1	5.45	1.212
	SK2	5.64	1.117
	SK3	5.96	1.133
Responsiveness		3.40	1.359
	RS1	3.05	1.918
	RS2	3.53	1.643
	RS3	3.68	1.861
	RS4	3.35	1.733
Connectivity Effectiveness		2.69	1.522
	CO2	2.96	1.693
	CO3	2.66	1.707
	CO4	2.47	1.615
Tangibility and Reliability		3.99	1.163
	TR1	3.27	1.745
	TR2	3.77	1.783
	TR3	3.99	1.750
	TR6	4.77	1.480
	TR7	4.12	1.589
	TR8	4.01	1.437
Perceived-Value		3.54	1.255
	V1	3.93	1.839
	V2	4.02	1.872
	V3	3.21	1.666
	V4	3.36	1.864
	V5	4.27	1.673
	V6	3.02	1.689
	V7	2.96	1.749
Overall Service Quality		2.81	1.735
Overall Customer Satisfaction		2.66	1.711

Additionally the result reflected as customers' perceived value (3.54) not being delivered effectively by ETC. For this, customers perceive reasonableness of internet charges relative to quality (2.96), internet service quality relative to price (3.02), timely solution for technical failures (3.21), affordability of the internet price (3.36) and they have some uncertainty about saving time to handle task (3.93), getting communication benefit (4.02) by using internet service delivered by ETC and well-known billing procedure followed by ETC (4.27) respectively since their response is around the neutral level.

Finally, regarding the overall satisfaction, customers respond ETC's internet service was unsatisfactory with the mean score (2.66) with lower internet service quality (2.81) and perceived value (3.54) scores respectively (Table 12).

4.1.8 Internet Service Quality: Management Perspective

The higher the mean score for perception (more than middle value 4) implies the higher the respondents' agreement for the stated items, as the '7' point scale INTQUAL framework suggests. The 17 positively stated items taken from INTQUAL and now categorized under the 4 management's perceived service quality dimensions (Serving expectations, Service employees, Service effectiveness and Communication and concern) are mentioning about ETC's performance as perceived by the management personnel of ETC (Table 9). Thus, the score below '4' for the items under these dimensions is interpreted as ETC's cannot deliver the stated criteria as perceived by the management personnel since it directs toward disagreement, above '4' implies agreement which becomes stronger as the scale approaches to '7' point.

As shown in the Table 13, the management personnel believe ETC performs better in service effectiveness (5.60): quality internet service as among the major goals of ETC (5.69), being convinced that providing quality internet service will improve marketing effectiveness of customers business (5.83), ETC spends considerable sums of money to ensure that the internet service effective performance (5.72) and the importance of delivering the internet service efficiently (5.17) as considered by ETC management.

The management members perceive that ETC performed less with regard to serving customers' expectation (3.38): having responsibly assigned teams for service quality delivery assurance from various functional areas(3.33), managerial attempt to understand what customers can expect in the internet service delivery(4.11), facilitation of internal regular communication as to understand customers expectation (3.81), attempt to delivering quality internet related service as a main priority as per requirement of customers (4.36) and its employees attempt to delight customers by serving more than their expectation (3.56).

Table 13: Management Service Quality Perception

Dimensions	Items	Mean	Standard Deviation
Serving Expectation		3.83	1.166
	EX1	3.33	1.493
	EX2	4.11	1.450
	EX3	3.81	1.527
	EX4	4.36	1.606
	EX5	3.56	1.132
Service Employees		4.10	1.206
	EM1	3.86	1.477
	EM2	4.00	1.531
	EM3	3.81	1.283
	EM4	4.19	1.527
	EM5	4.64	1.515
Service Effectiveness		5.60	1.009
	EF1	5.69	1.451
	EF2	5.83	1.183
	EF3	5.72	1.137
	EF4	5.17	1.298
Communication and Concern		4.26	1.120
	CC1	3.53	1.341
	CC2	3.64	1.570
	CC3	5.64	1.291

With regard to ETC's effort towards its employees efficiency and effectiveness to assist in delivering a quality internet service from recruitment up to training and maintaining internal communication; the management's personnel perception score (4.10) implies they are inclined to reflect uncertainty by approaching to the neutral level. In addition, similar perception is reflected about ETC's management concern towards maintaining service quality (4.26) through proper communication efforts (Table 13).

Finally, it can be seen that while the organizational (subscribers) respondents were identified dependable employees, internet importance, operation skill, responsiveness, connectivity effectiveness and tangibles and reliability as the dimensions contributing to determine Internet service quality, ETC's management found to be reported with serving expectation, Service employees, service effectiveness and communication and concern as the determinants of service quality in Internet perspective.

4.1.9 Correlation Analysis

Correlation analysis helps to define the direction of the relationship of the variables (between -1 and +1) and also helps to gain insight in to the strength of their relationship.

Table 14, illustrates the simple bi-variate correlations between various variables under study. It can be explained that the overall customer satisfaction and overall service quality were found to be significantly ($p < 0.001$) associated, positively, with Dependable Employees, Responsiveness, Connectivity, Internet Importance, Tangibles and Reliability, Customer Perceived Value dimensions.

Table 14: Summary of Correlation Coefficients

	OSQ	OCS	DE	RS	CO	IM	SK	TR	V
OSQ	1								
OCS	.879**	1							
DE	.398**	.431**	1						
RS	.379**	.367**	.508**	1					
CO	.453**	.504**	.485**	.408**	1				
IM	.465**	.496**	.419**	.334**	.370**	1			
SK	-.028	-.037	.056	.031	-.145**	.053	1		
TR	.413**	.444**	.659**	.568**	.419**	.392**	.055	1	
V	.178**	.183**	.129**	.108**	.085**	.063*	.050	.050	1

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

* Correlation is significant at the 0.05 level (2-tailed).

Note: OSQ – Overall Service Quality, OCS – Overall Satisfaction, DE- Dependable Employees, RS- Responsiveness, CO- Connectivity, IM- Internet Importance, SK- Operation Skill, TR- Tangibles and Reliability, V- Customer Perceived Value.

Similarly, the significant association between the overall customer satisfaction and five service quality dimensions and perceived value was reported: from higher to lower

Connectivity effectiveness (0.504), Internet importance (0.496), Tangibility and Reliability (0.444), Dependability of Employees (0.431), Responsiveness (0.367), and Overall perceived value (0.183).

On the other hand, individual personal operational skill was found to be negatively associated with overall service quality perceptions ($r=-0.028$, $p<0.01$) and overall satisfaction ($r=-0.037$, $p<0.01$), as evident from Table 14. The rationale for this is supported as the more skillful the customer, perception of service quality together with satisfaction decreases to some extent.

This shows that the existence of significantly higher correlation coefficient values (positive or negative) of customer satisfaction and service quality with all predictor variables (6 service quality and 1 perceived value dimensions) shows that the constructs are both conceptually and empirically distinct from each other and together determines strong predictive power as a result of present study. It may thus be assumed to model overall customer satisfaction using service quality and value dimensions as perceived by the users/ subscribers of internet service, subjected to test the condition of multi-collinearity.

4.1.10 Modeling Overall Service Quality, Customer-Perceived Value and Satisfaction

All the above outcomes allow for further analysis to determine how well the measures underlying each construct and the conceptual factors relationship to each other. Therefore, regression analysis was undertaken hierarchically to test for significant interaction effects over and above the simple effects of the independent variables. As suggested by statisticians, if correlation coefficient matrix demonstrates the degree of association between variables about 0.75 or higher, there may be multi-collinearity, and be resolved before using such variables as predictors in regression analysis. Since the correlation coefficients of the service quality dimensions and customer perceived value are below the standard, regression analysis was undertaken. As per recommended practice, the variables customer perceived service quality, perceived value and overall customer satisfaction were standardized prior to forming the interaction variables, to

prevent from causing unacceptable levels of multi-collinearity. The five independent service quality the perceived value dimensions and have found maintaining significant ($p < 0.001$) association with overall customer satisfaction (Table 14) and only one (operation skill) dimension among the service quality determinants have found maintaining insignificant negative association. Finally, regression analysis was carried out first by taking perceived service quality as independent and overall service quality as dependent and then overall service quality and perceived value (average of the 7 items) as independent and overall customer satisfaction as dependent (Figure 3).

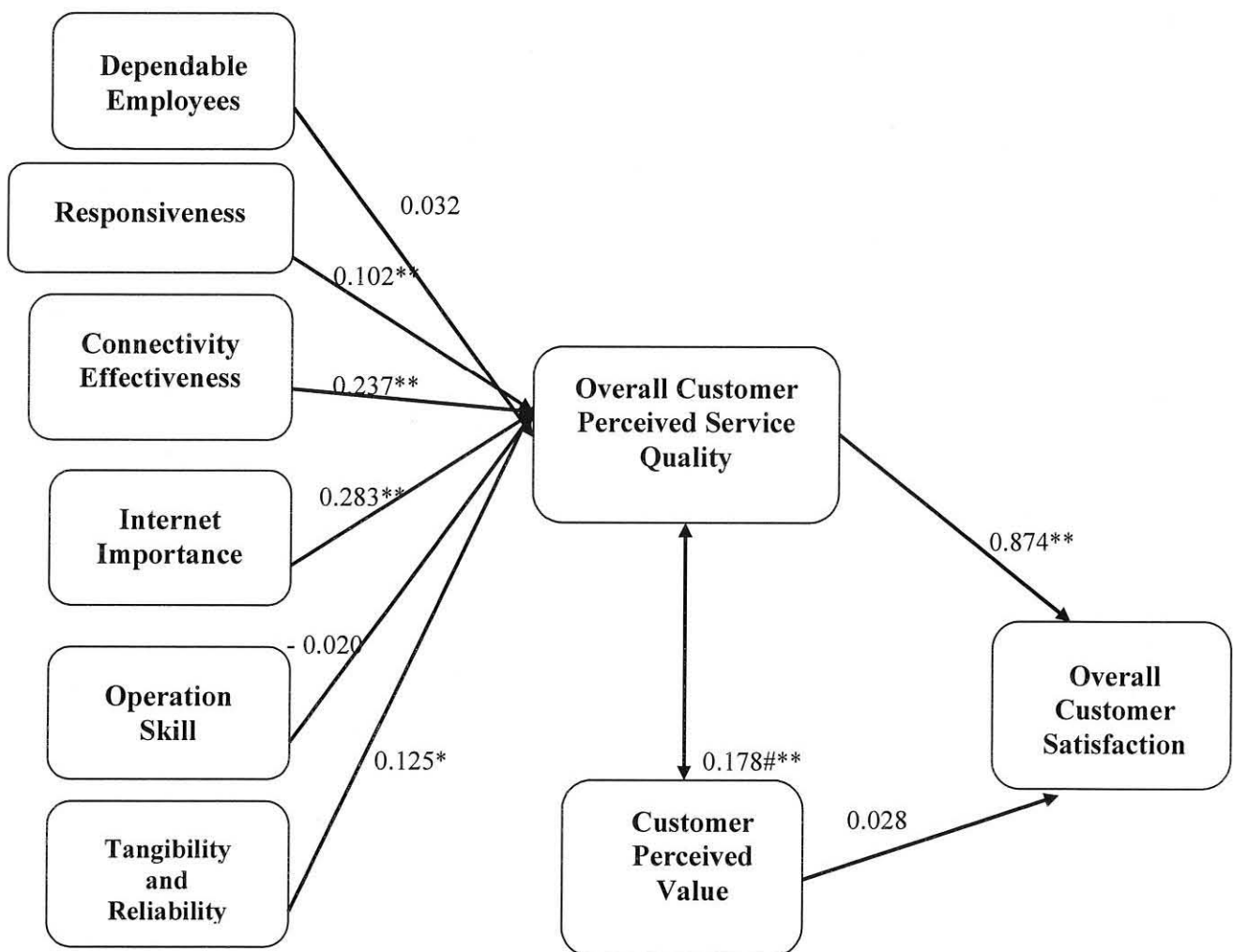


Figure 3: Framework for Overall Service Quality, Customer Value and Satisfaction

Notes: All the values are standardized regression coefficients except; # correlation coefficient;
 ** Correlation is significant at the 0.001 level (2-tailed).
 * Correlation is significant at the 0.05 level (2-tailed)

4.2 Findings

In the present study, when the internet customer response on overall satisfaction analyzed, most customers were found to be dissatisfied (mean score of 2.66) by ETC's internet delivery practices provided by a separate single question about their satisfaction level (Table 12).

For the study, the researcher was also adapted and modified the items from the SERVPERF instrument in the context of internet service delivery of ETC to measure service quality. Based on the data analysis carried out, five of the traditional SERVPERF dimensions were found to be merged to three dimensions and appeared as- tangibles and reliability, dependable employees and then responsiveness alone. The results can be seen as to some extent supporting the successful application of SERVPERF in the context for measuring internet service quality since the dependable employees and operation skill has maintained insignificant relationship with overall customer perceived service quality after regression analysis have been maintained.

In addition to these SERVPERF dimensions, from the added three dimensions Internet importance and connectivity effectiveness were found to be successful contributors in determining internet service quality. The dimension Internet importance measures to what extent the availability of internet helps business organizations to improve performance, to be productive, to be innovative and to make effective decisions. Moreover, the connectivity effectiveness measures the rate at which opportunity to easy download and attachment possibility with consistent speedy connection determines customers' satisfaction as well as service quality. But internet operation skill, among the added was found having insignificant contribution in determining internet service quality as per the regression analysis result. Operation skill is about the individual's personal skill to use internet for the purpose of using internet related services like browsing information and assessing web pages.

Among the identified dimensions which have significant relationship with overall customer satisfaction, connectivity effectiveness and internet importance found to be

having the strong association followed by tangibles and reliability and dependable employees respectively. Next to these responsiveness has the lowest degree of significance compared to the above dimensions as per the result of correlation analysis (Table 14).

Based on regression analysis, after the impact of the newly identified customer perceived quality dimensions were observed and found to be significantly ($p < 0.001$) contributed to customer satisfaction (Figure 3), while maintaining a significant relationship with each other ($r = 0.585$, $p < 0.001$). On the other hand, overall customer perceived quality (0.874) was found to have more significant effect in determining overall customer satisfaction, but customer perceived value (0.028) have insignificant effect in determining overall customer satisfaction.

The empirical results provide strong evidence for the descriptive power of the resulted model to assess internet customers' satisfaction. The most important contribution of this research is that it provides new dimensions to be applicable in the analysis of customer perceived service quality, perceived value and also customer satisfaction in the context of internet service providers' industry.

Furthermore, the results also showed that the majority of business subscriber's of internet service use it for email purpose followed by information search and research data; even nearly half these businesses have their own website for marketing purpose. The result also showed that, using internet application for commercial transactions is unusual by most businesses like performing selling, paying and ordering goods and services. This can be taken as an implication for underutilization of internet capacity in Ethiopia compared to the today's world practices.

Regarding the respondents' profile most of internet subscribers are service firms compared to manufacturers. This might be because the logic that; when the economy grows service industry will also be growing in alarming rate or the need for internet service or communication is higher for service firms than manufacturers. The subscription type whether to be dialup or leased line is almost equally distributed among

business firms as the result shows. And the results from this study can be used as reliable because most of the responding business firms are being higher payers for internet (more than one thousand per month), well introduced with internet services for more than one year and most of them maintain more than four hours average daily internet use. And by representing their organizations top and middle level managers, clerical employees and information technology specialists were participated.

The adapted INTQUAL items for ETC management personnel in order to assess their perception about internet service quality were found to be successful to be applied in the context of internet service providers. Based on the analysis carried out, four dimensions were found to be used as a measure for management perceived service quality factors. Serving expectation is about whether the service delivery practice is in accordance with the expectation of customers; Service employees is about keeping up employees to deliver quality internet service through training and creating awareness about customers' expectation; Service effectiveness is about efforts made to address service quality requirements and Communication and concern is about internal and external communication efforts to maintain internet service quality by the management with alpha coefficient rates higher to 0.879 and as low as 0.713 (Table 8). Among these dimensions, the management personnel believed that ETC performed less with regard to serving expectation and high with regard to service effectiveness (Table 13).

The implication of this result is the management's perception of service quality determinants is some how different from the customers' perceived service quality in direct context, even if the stated dimensions on the customer side and the management side have theoretical interlink. Additionally, the response is found to be reliable since the majority of responding managers have above four years experience in ETC, with higher managerial level and also experience internet use for more than six years.

This paper presents important theoretical and practical contributions. On the theoretical side, it provides a better conceptualization of the formation of customer satisfaction in ETC by examining customer perceived service quality and customer value in the customer side and perceived quality attributes from the management side. On the

practical side, the empirical results provide a better understanding of the respective roles and relative importance of the determinants of satisfaction in ETC's internet service delivery practices again from both customers and management's perspective.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND DIRECTIONS FOR FUTURE RESEARCH

Based on the analysis carried out and the findings reported, this chapter presents the summary, conclusion and recommendations. Further, it provides some directions to future research.

5.1 Summary

This study was conducted based on the objective of identifying factors which affect internet customers' satisfaction. It was focused on the business customers' since it was believed that business customers can represent other customers' due to the derived nature of demand on business to business transactions.

This paper presents important theoretical and practical contributions. On the theoretical side, it provides a better conceptualization of the formation of customer satisfaction in ETC by examining customer perceived service quality and customer value in the customer side and perceived quality attributes from the management side. On the practical side, the empirical results provide a better understanding of the respective roles and relative importance of the determinants of satisfaction in ETC's internet service delivery practices again from both customers and management's perspective.

When the internet customer response on overall satisfaction analyzed, most customers were found to be dissatisfied by ETC's internet delivery practices. The resulted with six service quality factors and one value dimension from the customers' perspective which includes Dependable employees, Tangibles and reliability, Responsiveness, Operational skill of the respondent, Connectivity effectiveness and Internet importance to run their business. And four service quality factors were identified by the management as determinants for customers' satisfaction which include Service employees, Serving expectation, Service effectiveness and Communication and concern of management.

The empirical results provide strong evidence for the descriptive power of the resulted model to assess internet customers' satisfaction. The most important contribution of this research is that it provides new dimensions to be applicable in the analysis of customer perceived service quality, perceived value and also customer satisfaction in the context of internet service providers' industry.

Furthermore, the results also showed that the majority of business subscriber's of internet service use it for email purpose followed by information search and research data; even nearly half these businesses have their own website for marketing purpose. The result also showed that, using internet application for commercial transactions is unusual by most businesses like performing selling, paying and ordering goods and services. This can be taken as an implication for underutilization of internet capacity in Ethiopia compared to the today's world practices.

5.2 Conclusion and Recommendations

The aim of this research is determining factors that affect internet customers' satisfaction with the case of ETC internet service delivery practices. For this, it uses customers' perceived quality and value factors to identify how customers perceive ETC's internet service and value delivery practices towards satisfaction and also to identify factors those are perceived to be service quality factors by ETC's management members.

Regarding the results, the majority of the findings of the study supported the applied theory indicating strong relationship between perceived customer value, service quality and satisfaction for internet service providers' context.

Since internet service providers contribute a lot for the modernization process by providing internet and related technologies which in turn significantly facilitate various new opportunities for transaction, and providing firms with new ways to conduct business. Firms like ETC as internet service providers, should emphasize on identifying, anticipating and satisfying customer requirements profitably. For this, the output of this research can contribute a lot for ETC to gain an insight as to how satisfaction of internet customers can be maintained. Furthermore, it has nationwide contribution since the

country's economy is highly demanding such kinds of modern services to have business firms which can interact worldwide.

It is evident from the study that ETC executives are expected to improve performance in each quality and value construct in order to insure customers' satisfaction together with the identified management perceived service quality factors.

Accordingly, the following conclusions may be drawn together with the recommendations to the management:

1. As the analysis result implies internet customers' are dissatisfied by the ETC's internet service delivery practices. For this, the management has to devote towards improving the identified internal and external dimensions in order to assure customer satisfaction. While the managers perceive serving expectations, service employees, service effectiveness and communication and concern significantly contribute to internet service quality users/ subscribing customers' found dependable employees, operational skill, internet importance and tangibility and reliability are found to be contributors for service quality then to customer satisfaction. Additionally, customer perceived value constructs are contributing to service quality and customer satisfaction. So, these 11 factors with their specific constructs can be used as inputs to design a well integrated customer satisfaction –centered program.
2. Since internet customers of ETC perceive that connectivity effectiveness and internet importance as key factors to influence their satisfaction, ETC management should give priority to improve these factors by maintaining technical consideration to provide higher and sustainable connection speed to serve the importance of Internet for firms productivity, innovativeness, performance and totally to support their achievement to themselves and to the economy.
3. Since the research examines that the business internet application is widely dominated by email and information searching, much attention should be given to

provide to improved internet service quality and facilitate the business firms and users to realize internet based business opportunities and e-commerce transactions which are now widely used in the rest of the world but uncommon in Ethiopia.

4. From the management view point ETC less performs towards delivering service as per the expectation of customers. For this, it's recommended that management have to enhance integrated responsibility towards quality assurance in and between different divisions by considering what customers are expected from its internet delivery practices.
5. Similarly, factors with less contribution to determine service quality and then for customers satisfaction (operation skill and employees dependability) should not be neglected by the corporation, considering it can focus on these factors to identify more satisfaction determinants.

5.3 Directions for Future Research

As per the researcher's opinion, this study only focused on identifying customer satisfaction determinant factors from the point of view of customers' quality and value perception and management quality perceptions. But while investigating these factors, there can be a possibility to several other related issues which are not raised in this research. Among these directions leading to future researches the following are better to be considered:

- Research should be conducted to examine whether other factors can be identified in order to increase determinants service quality, perceived value and customer satisfaction,
- The developed customer perceived service quality model need to be applied in similar contexts for further validation,
- Further research should be conducted in order to compare management and customer service quality perceptions and to design a new model tries to identify

not only customer's perception of quality but also management's perception of quality determine the overall quality delivery practice in service business context,

- Identifying whether there is existing interrelationship between the identified management and customer perceived service quality determinants by applying for further analysis.
- Moreover, with regard to internet application for business purpose in Ethiopia; additional research need to be conducted in order to identify the basic requirements and gaps for internet utilization to suggest remedies, which will be helpful for the country's adaptation practice too.
- The data was collected by leveraging personal contacts with private firms by using paper based questionnaire. But as the subject of study directed to internet users internet questionnaires can be applied easily to access a large number of respondents. Using this approach would allow for quicker, more efficient and less expensive data gathering methods. It is expected that this initiative would be initiated by the local ISP – ETC, which the researcher tried to use but the attempt was not successfully accepted by it.

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ANNEX I: CATEGORY AND STATISTICS OF INTERNET SUBSCRIBERS (Up to February 2009)

Zone/ Region	Description	Business(a)	Residence (b)	Government (c)	Others (d)	Total Subscribers (e=a+b+c+d)	ETC Service (f)			Total (g=e+f)
							Office Service	Test No	Total	
CAAZ	Dial UP	1246	2929	548	9585	14308	-	-	-	14308
	Leased	265	255	8	92	620	-	-	-	620
EAAZ	Dial UP	3261	1143	156	2809	7369	-	-	-	7369
	Leased						-	-	-	
NAAZ	Dial UP	809	4283	221	79	5392	-	-	-	5392
	Leased						-	-	-	
SAAZ	Dial UP	740	1327	100	956	3123	2	-	2	3125
	Leased	152	2	30	21	205	-	-	-	205
SWAAZ	Dial UP						-	-	-	
	Leased						-	-	-	
WAAZ	Dial UP	508	2010	117	75	2710	-	-	-	2710
	Leased						-	-	-	
Zone Total	Dial UP	6564	11692	1142	13504	32902	2	-	2	32904
	Leased	417	257	38	113	825	-	-	-	825
ER	Dial UP	512	317	439	100	1368	-	-	-	1368
	Leased	4	23	23	6	56	8	-	8	64
NR	Dial UP	654	413	368	75	1510	3	-	3	1513
	Leased	-	17	13	8	38	-	-	-	38
NER	Dial UP	156	288	309	69	822	7	-	7	829
	Leased	-	-	10	3	13	-	-	-	13
NWR	Dial UP	297	447	759	209	1712	-	-	-	1712
	Leased	10	9	60	6	85	-	-	-	85
SR	Dial UP	293	636	492	192	1613	-	-	-	1613
	Leased	9	1	12	3	25	-	-	-	25
SER	Dial UP	402	993	222	63	1680	-	2	2	1682
	Leased	2	5	27	1	35	-	-	-	35

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Zone/ Region	Description	Business(a)	Residence (b)	Government (c)	Others (d)	Total Subscribers (e=a+b+c+d)	ETC Service (f)			Total (g=e+f)
							Office Service	Test No	Total	
SWR	Dial UP	156	204	221	61	642	-	-	-	642
	Leased	1		6	3	10	-	-	-	10
WR	Dial UP					-	-	-	-	-
	Leased					-	-	-	-	-
SSWR	Dial UP	135	214	235	119	703	-	-	-	703
	Leased						-	-	-	
ASSOSA	Dial UP	14	15	97	23	149	1	-	1	150
	Leased			3	1	4	-	-	-	4
GAMBELA	Dial UP	19	21	55	28	123	4	-	4	127
	Leased					-	-	-	-	-
JIJIGA	Dial UP	24	50	71	6	151	-	-	-	151
	Leased	6	31	31		68				68
SEMERA	Dial UP	14	35	87	1	137	2	2	4	141
	Leased					-				-
REGION TOTAL	Dial UP	2676	3633	3355	946	10610	17	4	21	10631
	Leased	32	86	185	31	334	8	-	8	342
GRAND TOTAL	Dial UP	9240	15325	4497	14450	43512	19	4	23	43535
	Leased	449	343	223	144	1159	8	-	8	1167

Annexure II (A): Questionnaire for ETC Internet Customers

**ADDIS ABABA UNIVERSTIY
School of Graduate Studies
Department of Business Education
MA-Marketing Management Education**

Questionnaire to score ETC Internet Service subscribers' responses on service delivery and quality

Dear Respondent:

My name is Azeb Assefa, the prospective graduating student from Addis Ababa University – MA in Marketing Management. For this reason, I am undertaking a research with the aim of assessing customers' satisfaction on the Ethiopian Telecommunications Corporation (ETC) internet service delivery. Thus, I kindly ask you to fill the questionnaire with sense of responsibility. This information will be used for academic purpose and the responses will be treated in strict confidentiality. Thank you in advance, for your time and active cooperation.

- No need of writing your name or your organization's name.

PART I

	Your level of Agreement						
	Strongly Agree	Agree	Slightly Agree	I don't know	Slightly Disagree	Disagree	Strongly Disagree
The following set of statements relate to your feelings/experience, as a subscriber/user, of ETC's Internet Service. For each statement, please show the extent to which you believe ETC provides the service as per the characteristic described below. Kindly circle the number which reflects your level of agreement.							
1 ETC's web page (www.ethionet.et) has attractive design for providing updated information about its Internet Service.	7	6	5	4	3	2	1
2 Being provider of Internet Service, ETC's corporal facilities are visually attractive	7	6	5	4	3	2	1
3 ETC employees dealing in Internet Services wear professionally	7	6	5	4	3	2	1
4 At ETC, the appearance of the office furniture and arrangements give comfort for Internet Service customers.	7	6	5	4	3	2	1
5 ETC provides Internet Services connection as per the promise made through promotion	7	6	5	4	3	2	1
6 ETC shows genuine interest for handling Internet service subscribers' problems	7	6	5	4	3	2	1
7 ETC provides correct and accurate information about its service for Internet subscribers	7	6	5	4	3	2	1
8 ETC delivers Internet related services on the promised time.	7	6	5	4	3	2	1
9 ETC keeps Internet customers' records updated and free from errors	7	6	5	4	3	2	1
10 When the Internet service is blocked, ETC informs the reason for subscribers	7	6	5	4	3	2	1
11 ETC employees serve internet service subscribers quickly	7	6	5	4	3	2	1
12 Internet service subscribers can always get full assistance from ETC by calling its payment free phone (997).	7	6	5	4	3	2	1
13 ETC Employees are willing to respond to Internet customers requests, even when they are busy.	7	6	5	4	3	2	1
14 ETC employees instill confidence in Internet subscribers in their transactions	7	6	5	4	3	2	1
15 ETC employees keep Internet service subscribers security (e.g. password)	7	6	5	4	3	2	1
16 ETC employees dealing in the Internet service are polite to service subscribers	7	6	5	4	3	2	1
17 ETC employees are knowledgeable to answer queries of the Internet service subscribers	7	6	5	4	3	2	1
18 ETC gives attention to individual requirements of Internet service subscribers'.	7	6	5	4	3	2	1
19 ETC employees deal with internet service subscribers in a caring fashion.	7	6	5	4	3	2	1
20 ETC employees can understand Internet service subscribers' needs.	7	6	5	4	3	2	1

21	ETC designs its operations based on Internet service subscribers' best advantage.	7	6	5	4	3	2	1
22	ETC has convenient working hours for internet related services	7	6	5	4	3	2	1
23	Internet service provided by ETC improves my firm's active performance	7	6	5	4	3	2	1
24	ETC's Internet service improves my firm's productivity	7	6	5	4	3	2	1
25	Internet service provided by ETC is useful to handle my work effectively	7	6	5	4	3	2	1
26	Internet service of ETC allows me to be more innovative by providing the opportunities to access more information	7	6	5	4	3	2	1
27	ETC's Internet service helps me to make better decisions through accessing and analyzing worldwide information	7	6	5	4	3	2	1
28	Without fast Internet connection, running my firm's business will be difficult	7	6	5	4	3	2	1
29	I can attach documents quickly on internet service supplied by ETC	7	6	5	4	3	2	1
30	ETC's internet connection speed facilitates easy download of documents/programs	7	6	5	4	3	2	1
31	I am satisfied with the connection speed provided by ETC that is always available	7	6	5	4	3	2	1
32	I have the potential to operate internet based services easily	7	6	5	4	3	2	1
33	It is simple to find what I need from the internet through search engines	7	6	5	4	3	2	1
34	I know where to click in order to obtain required information from different web pages	7	6	5	4	3	2	1
35	ETC's Internet service saves the time of handling the firm's communication task	7	6	5	4	3	2	1
36	My firm has received extreme communication benefits by using the Internet service provided by ETC	7	6	5	4	3	2	1
37	When any technical failure occurs with respect to Internet service, ETC solves it swiftly	7	6	5	4	3	2	1
38	The price that ETC charges for Internet services is affordable	7	6	5	4	3	2	1
39	ETC maintains a billing procedure that is well-known by internet service subscribers	7	6	5	4	3	2	1
40	Compared to the price my firm pay for Internet services, ETC delivers reasonable service quality	7	6	5	4	3	2	1
41	Compared to the Internet service quality being delivered by ETC, charges are reasonable/fair	7	6	5	4	3	2	1
42	Overall, I find ETC's Internet service as quality	7	6	5	4	3	2	1
43	Overall, I am satisfied with the Internet service of ETC	7	6	5	4	3	2	1

PART II

1. Please put a tick (✓) mark on the application types that your firm maintains through internet service:

- 1. E-mail
- 2. Searching for information
- 3. Selling goods or services;
- 4. Ordering goods and/or services;
- 5. Paying for purchases via the Internet;
- 6. Research data gathering
- 7. Own Web site for marketing activities.
- 8. Reselling internet service for users
- Other (if any) _____

2. Your firm's category based on the nature of business

- Manufacturer
- Service Provider

3. Type of subscription your firm is using

- Dial Up
- Leased line/Broadband

4. Monthly internet costs (amount paid) in ETB

- Less than 500
- 501-1000
- 1001-2000
- 2001-3000
- 3001- 4000
- More than 4000

5. How long your firm has been using ETC's internet service?

- 1 year- 3years
- More than 6 years
- 4 years- 6 years

6. On average, how many hours does your firm use internet service each day?

- Less than 4 hours
- 4 - 8 hours
- 8- 12 hours
- more than 12 hours

7. Your occupation in the firm _____

Thank you!

አዲስ አበባ ዩኒቨርሲቲ
የድህረ ምረቃ ትምህርት ክፍል
የማርኬቲንግ ማኔጅመንት የትምህርት ኘርግራም

የኢትዮጵያ ቴሌኮሙኒኬሽን ኮርፖሬሽንን /ኢ.ቴኮ/ የኢንተርኔት አገልግሎት ጥራትና የደንበኞችን እርካታን ለመለካት ለተጠቃሚዎች/ደንበኞች የቀረበ መጠይቅ

ውድ የኢ.ቴኮ ደንበኛ፣

የዚህ ጥናት አጥኚ በአዲስ አበባ ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት የማርኬቲንግ ማኔጅመንት ትምህርት ተመራቂ ተማሪ ስሆን፣ ለዚህም ማሟያ ይረዳ ዘንድ የኢትዮጵያ ቴሌኮሙኒኬሽን ኮርፖሬሽንን /ኢ.ቴኮ/ የኢንተርኔት አገልግሎት ጥራትና የደንበኞችን እርካታን መለካት ዓላማ ያደረገ ጥናት እያካሄድኩ እገኛለሁ። ለዚህም ይረዳ ዘንድ ከዚህ የሚከተሉት መጠይቆች እንደ ኢንተርኔት አገልግሎት ደንበኝነት/ተጠቃሚነት ለእርስዎ የቀረቡ ናቸው። ከጥናቱ የሚገኘው ውጤት ለትምህርት ምርምር የሚውልና ምላሾችም ሚስጥራዊነትን በጠበቀ ሁኔታ የሚያዙ ናቸው። በቅድሚያ ስለትብብርዎ እያመሰገንኩ የሚሰጡት ጥንቃቄ የተሞላው ምላሽ ለጥናቱ መሳካት ከፍተኛ አስተዋጽኦ እንደሚያደርግ ላረጋግጥ እወዳለሁ።

➤ የእርስዎንም ሆነ የድርጅትዎን ስም መጻፍ አያስፈልግም

ክፍል አንድ

		የስምምነት መጠን						
		እጅግ በጣም እስማማለሁ	እስማማለሁ	በመጠኑ እስማማለሁ	መልስ የለኝም	በመጠኑ አልስማማም	አልስማማም	እጅግ በጣም አልስማማም
1	የኢ.ቴክ ድህረ ገጽ (www.ethionet.et) ስለኢንተርኔት አገልግሎት የተሟላ መረጃ በሚሰጥ ዲዛይን ይዞ ይቀርባል	7	6	5	4	3	2	1
2	በኢ.ቴክ ኢንተርኔት አገልግሎት ክፍል የሚታዩ የቢሮ መገልገያዎች ለአይን የሚማርኩ ናቸው።	7	6	5	4	3	2	1
3	የኢ.ቴክ የኢንተርኔት አገልግሎት ሰራተኞች አለባቸው ለሰራው የሚመጥን ነው	7	6	5	4	3	2	1
4	በኢ.ቴክ የቢሮ ዕቃዎችና መገልገያዎች አደረጃጀት ለኢንተርኔት ደንበኞች አገልግሎት ምቹ የሚሰጥ ነው	7	6	5	4	3	2	1
5	ኢ.ቴክ ስለኢንተርኔት አገልግሎቱ መሻሻል የገባውን ቃል ተግባራዊ ያደርጋል	7	6	5	4	3	2	1
6	አንድ የኢንተርኔት ደንበኛ ችግር ሲያጋጥመው ኢ.ቴክ ችግሩን ለመፍታት ይተጋል	7	6	5	4	3	2	1
7	ኢ.ቴክ ለኢንተርኔት ደንበኞቹ ስለአገልግሎቱ ትክክለኛና የተረጋገጠ መረጃ ያቀርባል	7	6	5	4	3	2	1
8	ኢ.ቴክ የኢንተርኔት ደንበኞች የሚፈልጉትን የአገልግሎት ምላሽ በአጭር ጊዜ ይሰጣል	7	6	5	4	3	2	1
9	የኢንተርኔት አገልግሎትን የሚመለከቱ መዛግብቶቹን፣ ኢ.ቴክ በማሻሻልና ከስህተት ነጻ በማድረግ ይይዛል	7	6	5	4	3	2	1
10	የኢንተርኔት መቋረጥ ሲያጋጥም ኢ.ቴክ ለደንበኞቹ ምክንያቱን ያሳውቃል	7	6	5	4	3	2	1
11	የኢ.ቴክ ሰራተኞች ለኢንተርኔት ደንበኞች ቀልጣፋ አገልግሎት ይሰጣሉ	7	6	5	4	3	2	1
12	የኢ.ቴክ የኢንተርኔት ደንበኞች 997 ነፃ የስልክ መስመርን በመጠቀም ሁልጊዜ የተሟላ የመረጃ ትብብር ያገኛሉ	7	6	5	4	3	2	1
13	የኢ.ቴክ ሰራተኞች በተጠበቀ ጊዜ እንኳ ቢሆን የኢንተርኔት ደንበኞችን የአገልግሎት ጥያቄ ለመመለስ ፈቃደኛ ናቸው	7	6	5	4	3	2	1
14	የኢ.ቴክ ሰራተኞች የሚያሳዩት ቀና ባህሪ በደንበኞች ውስጥ እምነት እንዲያድር ያደርጋል	7	6	5	4	3	2	1
15	የኢ.ቴክ ሰራተኞች የኢንተርኔት ደንበኞችን መረጃዎች በሚሰጥ ይይዛሉ	7	6	5	4	3	2	1

16	የኢ.ቴክ ሰራተኞች ዘወትር ለኢንተርኔት ደንበኛ ትህትና ያሳያሉ	7	6	5	4	3	2	1
17	የኢ.ቴክ ሰራተኞች የኢንተርኔት ደንበኛን ጥያቄ ለመመለስ በቂ እውቀት አላቸው	7	6	5	4	3	2	1
18	ኢ.ቴክ የእያንዳንዱን ደንበኛ የግል ፍላጎት ላይ ትኩረት ይሰጣል	7	6	5	4	3	2	1
19	የኢ.ቴክ ሰራተኞች የኢንተርኔት ደንበኞችን በእንክብካቤ ይይዛሉ	7	6	5	4	3	2	1
20	የኢ.ቴክ ሰራተኞች የኢንተርኔት ደንበኞችን የግል ፍላጎት ይረዳሉ	7	6	5	4	3	2	1
21	የኢ.ቴክ አስራር የሁሉንም ደንበኞች ትክክለኛ ፍላጎት ተቀብሎ ያስተናግዳል	7	6	5	4	3	2	1
22	ኢ.ቴክ ለኢንተርኔት አገልግሎት ደንበኞቹ ምቹ የሆነ የስራ ሰአት ይጠቀማል	7	6	5	4	3	2	1
23	ኢ.ቴክ የሚሰጠው የኢንተርኔት አገልግሎት በንግድ ዘርፍ የድርጅቱን ንቁ ተሳትፎ አሳድጎታል	7	6	5	4	3	2	1
24	ኢ.ቴክ የሚሰጠው የኢንተርኔት አገልግሎት የድርጅቱን ምርታማነት አሳድጎታል	7	6	5	4	3	2	1
25	የኢ.ቴክ የኢንተርኔት አገልግሎት ስራዬን በብቃት ለመወጣት ጠቃሚ ነው	7	6	5	4	3	2	1
26	የኢ.ቴክ የኢንተርኔት አገልግሎት የመረጃ ምንጭ በመሆን የስራ ፈጠራ ባህሪን እንዳዳብር ረድቶኛል	7	6	5	4	3	2	1
27	የኢ.ቴክ የኢንተርኔት አገልግሎት በሚያስገኛልኝ ክፍተኛ ጥራት ያለው ዓለም አቀፍ መረጃ በመደገፍ ጥሩ ውሳኔ ማድረግ እችላለሁ	7	6	5	4	3	2	1
28	የኢንተርኔት አገልግሎት ከሌለ ድርጅቱ ስራውን መወጣት አይችልም	7	6	5	4	3	2	1
29	በኢ.ቴክ የኢንተርኔት አገልግሎት አማካኝነት መረጃዎችን አባሪ / attach/ አድርጌ በፍጥነት መላክ እችላለሁ	7	6	5	4	3	2	1
30	በኢ.ቴክ የኢንተርኔት የግንኙነት ፍጥነት በቀላሉ መረጃዎችን ቀድቶ ለማስቀረት / download / ያስችላል	7	6	5	4	3	2	1
31	ሁል ጊዜ አስተማማኝ በሆነው የኢ.ቴክ የኢንተርኔት ግንኙነት ፍጥነት በጣም እረክቸብታለሁ	7	6	5	4	3	2	1
32	በኢንተርኔት ላይ የተመሰረቱ አገልግሎቶችን በቀላሉ ለማግኘት/ ለማሰስ በቂ ችሎታ አለኝ	7	6	5	4	3	2	1
33	በኢንተርኔት አገልግሎት መፈለጊያ ገጾች /search engines/ አማካኝነት የፈለግሁትን በቀላሉ ለማግኘት እችላለሁ	7	6	5	4	3	2	1
34	ከተለያዩ ድህረ ገጾች የምፈልገውን መረጃ ለማግኘት የት ቦታ መምረጥ /click/ እንዳለብኝ ጠንቅቄ አውቃለሁ	7	6	5	4	3	2	1
35	የኢ.ቴክ የኢንተርኔት አገልግሎት የድርጅቱን ስራ ለመስራት ጊዜ ይቆጥባል	7	6	5	4	3	2	1
36	ድርጅቱ በኢ.ቴክ የኢንተርኔት አገልግሎት አማካኝነት መጠነ ሰፊ	7	6	5	4	3	2	1

የኮሙዩኒኬሽን ጥቅም አግኝቷል							
37 በኢንተርኔት ዙሪያ የአገልግሎት መቋረጥ ሲያጋጥም ኢቴክ ፈጣን ምላሽ ይሰጣል	7	6	5	4	3	2	1
38 የኢቴክ የኢንተርኔት አገልግሎት ክፍያ ዋጋ ተመጣጣኝ ነው	7	6	5	4	3	2	1
39 ኢቴክ ለሚሰጠው የኢንተርኔት አገልግሎት የሚከተለው የክፍያ ሒደት ለደንበኞች ግልጽነት ያለው ነው	7	6	5	4	3	2	1
40 ድርጅቱ ለኢንተርኔት አገልግሎት ከሚከፍለው ዋጋ አንጻር የኢቴክ የአገልግሎት ጥራት አስተማማኝ ነው	7	6	5	4	3	2	1
41 ከማግኘው ጥራት ያለው የኢንተርኔት አገልግሎት አንጻር የምክፍለው ክፍያ አግባብነት ያለው ነው	7	6	5	4	3	2	1
42 በአጠቃላይ የኢቴክ የኢንተርኔት አገልግሎት ጥራት አለው	7	6	5	4	3	2	1
43 በአጠቃላይ በኢቴክ የኢንተርኔት አገልግሎት ረክቻለሁ	7	6	5	4	3	2	1

ክፍል ሁለት

1. እባክዎ በተመለከተው ሳጥን ውስጥ (✓) ምልክት በማስቀመጥ ድርጅትዎ ኢንተርኔትን የሚጠቀምባቸውን ምክንያቶች ያሳዩ:

- 1. አሜይል
 - 2. የመረጃ ፍለጋ ለማድረግ
 - 3. ምርቶችን/ አገልግሎቶችን ለመሸጥ
 - 4. ምርቶችን/ አገልግሎቶችን ለማዘዝ
 - 5. ክፍያዎችን ለመፈጸም
 - 6. ለምርምርና ጥናት
 - 7. በግል ድህረ ገጽ የንግድ ስራ ለማካሄድ
 - 8. የኢንተርኔት አገልግሎትን ለተጠቃሚዎች ለማቅረብ
- ሌላ ካለ _____

2. የድርጅትዎ የንግድ አገልግሎት ዘርፍ

- አምራች አገልግሎት ሰጪ

3. የድርጅትዎ የኢንተርኔት አገልግሎት አይነት

- ዲያል አኝ ብሮድ ባንድ /ኪራይ መስመር/

4. ወርሃዊ የኢንተርኔት ወጭዎ በኢት. ብር

- ከ 500 ያነሰ 501-1000 1001-2000
- 2001-3000 3001-4000 ከ 4000 የበለጠ

5. ድርጅትዎ ለምን ያህል ጊዜ የኢንተርኔት አገልግሎትን ሲጠቀም ቆይቶአል?

- ከ1 አመት ያነሰ ከ1 - 3 ዓመት
- ከ3 - 5 ዓመት ከ5 ዓመት በላይ

6. በአማካይ በቀን ለምን ያህል ሰአት ድርጅትዎ ኢንተርኔት ይጠቀማል?

- ከ4 ሰዓት ያነሰ ከ4 - 8 ሰዓት
- ከ8- 12 ሰዓት ከ12 ሰዓታት በላይ

7. በድርጅትዎ ያለዎት የስራ መደብ መጠሪያ _____

Annexure III: Questionnaire for ETC Managers

**ADDIS ABABA UNIVERSTIY
School of Graduate Studies
Department of Business Education
MA-Marketing Management Education**

Questionnaire to score ETC's Management responses on Internet service delivery

Dear Respondent:

My name is Azeb Assefa, the prospective graduating student from Addis Ababa University – MA in Marketing Management. For this reason, I am undertaking a research with the aim of assessing customers' satisfaction on the Ethiopian Telecommunications Corporation (ETC) internet service delivery. The items in this questionnaire are designed to know as to how the management members at ETC consider Internet service and its delivery to ensure quality and satisfaction with customers.

Thus, I kindly ask you to fill the questionnaire with sense of responsibility. This information will be used for academic purpose and the responses will be treated in strict confidentiality. Thank you in advance, for your time and active cooperation.

- No need of writing your name or your organization's name.

Part I:

The following set of statements relates to your feelings about performance that ETC has for internet services. For each statement, please show the extent to which you believe ETC's management has the feature described by the statement. Kindly circle the number which reflects your level of agreement with the feature that ETC has.		Your level of Agreement						
		Strongly Agree	Agree	Slightly Agree	I don't know	Slightly Disagree	Disagree	Strongly Disagree
1	In ETC, it is believed that quality internet service is a worthwhile goal to strive for	7	6	5	4	3	2	1
2	ETC managers are generally convinced that providing quality internet service will improve marketing effectiveness	7	6	5	4	3	2	1
3	ETC spends considerable sums of money to ensure that the internet service can be performed effectively	7	6	5	4	3	2	1
4	ETC employees appreciate fully the importance of delivering the internet service correctly, at the time when promised	7	6	5	4	3	2	1
5	Senior managers in ETC regularly communicate to employees why it is important to deliver internet service without quality errors	7	6	5	4	3	2	1
6	ETC communication medias (such as newsletters and notice boards) stress the importance of delivering quality internet service	7	6	5	4	3	2	1
7	The quest for providing quality internet services is in the mission statement of ETC	7	6	5	4	3	2	1
8	In recruiting employees, ETC attempts to ensure that they believe in the value of quality internet service delivery	7	6	5	4	3	2	1
9	Training programs in ETC focus on how to provide internet service to customers that is quality	7	6	5	4	3	2	1
10	In ETC, there are teams from various functional areas (e.g. finance, marketing, operations, etc.) responsible to ensure quality delivery of internet services	7	6	5	4	3	2	1
11	ETC managers attempt to provide a realistic picture of what customers can expect in the internet service delivery	7	6	5	4	3	2	1
12	ETC facilitates regular communication between	7	6	5	4	3	2	1

	those who serve internet customers (e.g. service and maintenance personnel), and those who make promises to them (e.g. salespeople)							
13	In ETC, delivering the internet service correctly the first time is one of the main priorities	7	6	5	4	3	2	1
14	ETC employees are trained to show internet customers as to how much the organization cares for and values them	7	6	5	4	3	2	1
15	ETC employees constantly search for the ways to delight internet customers by delivering higher than their expectations	7	6	5	4	3	2	1
16	Customer expectations of internet services are a measure against which ETC evaluates its performance	7	6	5	4	3	2	1
17	ETC has a good idea about what internet customers expect	7	6	5	4	3	2	1

Part II: Personal Profile:

1. How long you stay in ETC at a managerial position (related with internet services)

Less than one year

4 years – 6 years

1 year – 3 years

More than 6 years

2. Your Managerial level in ETC is _____

3. Since how long have you been using internet services? _____ years

Thank you.

Annexure IV: Results of Regression Analysis – Overall Customer Perceived Service Quality

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.585 ^a	.342	.338	1.411

a. Predictors: (Constant), TRII, SK, IM, COII, RS, DE

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1013.786	6	168.964	84.842	.000 ^a
	Residual	1947.712	978	1.992		
	Total	2961.498	984			

a. Predictors: (Constant), TRII, SK, IM, COII, RS, DE

b. Dependent Variable: Overall Service Quality

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.575	.320		-1.797	.073
	DE	.049	.058	.032	.852	.394
	RS	.130	.042	.102	3.102	.002
	COII	.270	.036	.237	7.472	.000
	IM	.336	.035	.283	9.527	.000
	SK	-.036	.048	-.020	-.756	.450
	TRII	.186	.056	.125	3.349	.001

a. Dependent Variable: Overall Service Quality

Annexure V: Results of Regression Analysis of – Overall Customer Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.774	.773	.815

a. Predictors: (Constant), V, Overall Service Quality

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2228.317	2	1114.158	1678.041	.000 ^a
	Residual	652.012	982	.664		
	Total	2880.329	984			

a. Predictors: (Constant), V, Overall Service Quality

b. Dependent Variable: Overall Customer Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.099	.083		1.192	.233
	Overall Service Quality	.862	.015	.874	56.659	.000
	V	.038	.021	.028	1.800	.072

a. Dependent Variable: Overall Customer Satisfaction

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