



The Determinants of Service Quality In The Ethiopian  
Chamber of Commerce and Sectorial Associations  
With Particular Reference to Exporters

By: Nebiyu Aberra

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE  
MARKETING MANAGEMENT GRADUATE PROGRAM

May, 2014

Addis Ababa

# Acknowledgement

Foremost, I would like to thank Almighty God for giving me the opportunity to join and complete this study. This research project would not have been possible without the support of many people. I would like to express my gratitude to my advisor Dr. Yitbarek Takele who was abundantly helpful and offered invaluable assistance, support and guidance.

Special thanks also to all my graduate friends, especially my group members for sharing resources and invaluable assistance. I would also like to convey thanks to the Employees of Ethiopian chamber of commerce and sectoral associations & exporters who participated as respondents in this study.

Lastly I wish to express my gratitude to beloved families and friends; for their understanding & endless love, through the duration of my studies.

# Abstract

*The aim of this study is to position the dimensions of service quality that affect the expectation and perception of service quality of Ethiopian chamber of commerce and sectorial association. The service offered to exporters is very crucial since, Export growth is important because of its influence on internal trade and economic stability of a country it needs to be measured and properly managed. Service quality is a concept that has aroused considerable interest and debate in the research literature because of the difficulties in both defining and measuring it with no overall consensus emerging on either. The measurements that were used in this study are developed based on the widely accepted SERVQUAL model which is the most common method for measuring service quality. A descriptive statistics analysis is used to evaluate the level of service quality of ECCSA from the perspectives of exporters. One of the major finding of this study is that there is a gap between perception and expectation of exporters, there appears to be a relatively large negative gap on tangibility determinant where expectation highly exceeds perception, while on Assurance dimension there is a small positive gap where perception of service exceeds expectation. Based on the research done the researcher found out that the main determinants of service quality of ECCSA include Tangibility, Reliability, Responsiveness, Assurance and Empathy which affect ECCSA's overall service quality to member exporters.*

**Keywords:** *Service Quality, Customers' expectation and perception, SERVQUAL, Chamber of commerce, exporter*

# APPROVAL

## Addis Ababa University School of Commerce Marketing Management Graduate Program

**Name:** Nebiyu Aberra

**Degree:** Master of Arts (MA in Marketing Management)

**Title of Thesis:** The Determinants of Service Quality In The Ethiopian Chamber of Commerce and Sectorial Associations With Particular Reference to Exporters

### Approved by Board of Examiners

-----

Advisor

-----

Signature

-----

External Examiner

-----

Signature

-----

Internal Examiner

-----

Signature

## ***Letter of Certification***

This is to certify that Nebiyu Aberra carried out his project on the topic entitled *The Determinants of Service Quality In The Ethiopian Chamber of Commerce and Sectorial Associations With Particular Reference to Exporters*. This work is original in nature and is suitable for submission for the award of Master of Marketing Management.

-----  
***Dr. Yitbarek Takele***  
***(The Project Advisor)***

## ***Declaration***

I, Nebiyu Aberra, hereby declare that the thesis entitled *The Determinants of Service Quality In The Ethiopian Chamber of Commerce and Sectorial Associations With Particular Reference to Exporters* is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of MA in Marketing Management.

**By: Nebiyu Aberra**

**Signature: \_\_\_\_\_**

**Date: \_\_\_\_\_**

# The Determinants of Service Quality In The Ethiopian Chamber of Commerce and Sectorial Associations With Particular Reference to Exporters

---

A dissertation submitted to the School of Graduate Studies of Addis Ababa  
University in Partial Fulfillment for the Award of Master of Arts in Marketing  
Management

Nebiyu Aberra

Advisor: YitbarekTakele (PhD)

May, 2014  
Addis Ababa

---

## Table of Contents

1	Introduction.....	5
1.1	Background of the study.....	5
1.2	Statement of the problem.....	7
1.3	Objectives of the study.....	8
1.3.1	General objective.....	8
1.3.2	Specific objectives.....	8
1.4	Significance of the Study.....	9
1.5	Scope of the study.....	9
1.6	Limitation of the study.....	9
1.7	Organization of the study.....	10
2	Literature review.....	11
2.1	Concepts&definitions.....	11
2.1.1	Defining concepts.....	11
2.1.1.1	Service Quality.....	11
2.1.1.2	SERVQUAL instrument.....	12
2.1.2	Operational definitions.....	13
2.1.2.1	Service quality in Chamber of commerce.....	13
2.2	Theoretical &Empirical review.....	15
2.2.1	Theoretical review.....	15
2.2.1.1	Service quality and SERVQUAL model.....	15
2.2.1.2	Dimensions and determinants of service quality.....	18
2.2.2	Empirical review.....	19
2.2.2.1	Service Quality.....	19
2.2.2.2	Service Quality measurement.....	21
2.3	Theoretical framework& conceptual framework.....	22
2.3.1.	Theoretical framework.....	22
2.3.1.1	Customer’s perception of quality:.....	23
2.3.1.2	The Perceived Service Quality approach.....	25
2.3.1.3	SERVQUAL instrument for measuring service quality.....	27
2.3.1.4	Model of Service Quality Gaps.....	27

---

2.3.2	Conceptual framework.....	30
3.1	Research paradigm .....	31
3.2	Research approach.....	32
3.3	Research design.....	32
3.4	Research method.....	32
3.5	Research instrument.....	33
3.6	Sample design .....	33
3.6.1	Target population .....	33
3.6.2	Sampling method.....	33
3.6.3	Sample size .....	34
3.7	Data type & measurement scale .....	34
3.8	Unit of analysis.....	34
3.9	Method of data analysis .....	34
3.10	Reliability and Validity tests .....	35
3.11	Ethical consideration .....	36
4.	Results and Discussions.....	37
4.1	General demographic background information of respondents .....	37
4.2	What are the main determinants of ECCSA’s service quality to exporters? ...	39
4.2.1	Service Quality Dimensions Analysis .....	39
4.2.1.1	Service quality of Tangibility Dimension.....	39
4.2.1.2	Service quality on Reliability Dimension.....	40
4.2.1.3	Service quality on Responsiveness Dimensions.....	42
4.2.1.4	Service quality on Assurance Dimensions .....	43
4.2.1.5	Service quality on Empathy Dimensions.....	45
4.3	What influences has the service quality of ECCSA on exporter’s expectation and perceived service?.....	46
4.3.1	Summary of expectation and perception gap.....	46
4.4	Correlation analysis .....	48
4.5	Regression Analysis .....	50
4.5.1	ANOVA analysis.....	50
4.5.2	Model summary.....	50

---

4.6	What are the dimensions of service quality that affect ECCSA’s overall service quality to member exporters?.....	51
4.6.1	The Most important Predictor of Overall Service quality.....	51
4.7	Analysis of Open-ended questions .....	53
4.8	Summary of findings .....	53
5.	Conclusion and recommendations .....	55
5.1	Conclusion .....	55
5.2	Recommendations.....	56
5.3	Implications for further research.....	57
	Bibliography .....	58
	Appendices	

---

## List of Tables

Table 2.1: Service Quality Models .....	20
Table 4.1: General demographic back ground of the sample population.....	35
Table 4.2: Mean perception, expectation and Gap Scores of Tangibility Dimension.....	37
Table 4.3: Mean perception, expectation and Gap Scores of reliability Dimension.....	38
Table 4.4: Mean perception, expectation and Gap Scores of Responsiveness Dimension...	40
Table 4.5: Mean perception, expectation and Gap Scores of Assurance Dimension .....	41
Table 4.6: Mean perception, expectation and Gap Scores of Empathy Dimension.....	42
Table 4.7: Summary of Expectation and Perception Gap.....	45
Table 4.8: correlation between service quality dimensions with overall service quality...	46
Table 4.9: ANOVA <sup>b</sup> analysis .....	48
Table 4.10: Model Summary.....	48
Table 4.11: Predictors of Service quality.....	50
Table 4.12: Predictors of service quality .....	50

## List of Figures

Figure 2.1: Two service quality dimensions (Gronroos, 2001) .....	23
Figure 2.2: Total Perceived Quality (Gronroos, 2001) .....	25
Figure 2.3: Model of service quality gaps (Parasuraman et al., 1985) .....	27
Figure 2.4: Conceptual framework of the study.....	28

---

# Chapter One

## Introduction

*This chapter presents an overview of the entire study. It includes background of the study, statement of the problem, objective of the study, significance of the study, scope of the study, limitation of the study and organization of the study.*

### 1.1 Background of the study

A Chamber of Commerce is a voluntary organization of the business community. It unites business, professional individuals and firms, thus creating a central agency which lends itself to improving business and building a better community. Chamber missions vary, but they all tend to focus to some degree on five primary goals: Building communities (regions/states/nations) to which residents, visitors and investors are attracted; Promoting those communities; striving to ensure future prosperity via a pro-business climate; representing the unified voice of the employer community; and reducing transactional friction through well-functioning networks. (“Chamber Basics Primer”, The American Chamber of Commerce Executives, November 2, 2009)

In Ethiopia the need to establishing Chamber of Commerce basically emanated from the economic crisis that followed the invasion of Fascist Italy. The Ethiopian Chamber of Commerce and Sectoral Associations (ECCSA) is an umbrella organization of Chambers and Sectoral Associations in Ethiopia. ECCSA has been reorganized in line with the proclamation No. 341/2003. It has eighteen members including nine Regional Chambers of Commerce and Sectoral Associations, Two City Chambers of Commerce and Sectoral Associations, one National Chamber of Sectoral Associations and six Sectoral Associations organized at national level.

The Ethiopian Chamber of commerce is working as per proclamation no 341/2003 which includes providing different services to the business community, safeguarding

---

the overall rights and benefits of its members, Promoting and publicize products and services of the country & Serving as a bridge between the business community and the Government. Presently the Chambers' activities are focused on export promotion, participation in international trade fairs, conducting research on trade constraints and establishing relations with other chambers. With the increase of the importance of export sector's contribution to the Ethiopian economy, it's vital to measure the service quality of ECCSA's services to exporters.

Quality is critical to corporate success as it plays a vital role in improving organizational productivity. And use of quality by customers as one of the most important dimensions to evaluate the services provided to them, therefore it is one of the most important portals that have to service institutions introduced to achieve the satisfaction of these clients, and thus gives these institutions a competitive advantage and gives them the ability to continue and to survive.

Quality is long-term commitment by the institution service to satisfy the needs and desires of customers continuing and growing, and that responsibility falls on both the management of enterprise service and its employees to achieve these needs and desires, and is it important to achieve high levels of quality in the multiplicity of economic benefits of this commitment to quality (Hawthorn, 2003: 49p).

This paper will try to evaluate the service quality of Ethiopian chamber of commerce and sectorial associations, on the services it provides to exporters. The research tends to focus on exporters perceptions of service measuring what the customer thinks of the service they are currently getting. Since service quality is an approach to manage business processes in order to ensure full satisfaction of the customers which will help to increase competitiveness and effectiveness of the industry.

The quality of services offered will determine customer satisfaction and attitudinal loyalty (Ravichandran et al. 2010). The objective of this study is to evaluate the service quality of ECCSA to exporters, using the well-known SERVQUAL instrument.

---

## 1.2 Statement of the problem

The service offered to exporters is very crucial since, Export growth is important because of its influence on internal trade and economic stability of a country, as Ethiopia is on the fast track of positive change economically. Consequently studying the Determinants of Service Quality in the Ethiopian Chamber of Commerce and Sectorial Associations with Particular Reference to Exporters turn out to be significant study as the service can't be provided by anyone except ECCSA who is the authorized organ of the system.

Ethiopian chamber of commerce provides extensive services to exporters such as Trade and investment promotion, Research and advocacy, Trade facilitation through the provision of Certificate of Origin, Chamberized Invoices and affidavit of support for the business community, Trainings to members on various subjects, Soliciting supports for members from donors, Chamber of commerce also has an obligation to serve the member business community by attracting foreign market for local exporters and promote investment which contribute support to the business community especially the export sector. These services need to be measured and properly managed.

Although quality is seen as essential to corporate success (Devlin and Dong 1994), one has to be able to measure it before being able to properly manage it (Drucker 1974). Consequently, a clear definition of quality is needed. The specific nature of services makes it difficult to provide measure and maintain their quality.

Parasuraman Berry and Zeithaml and Parasuraman, Zeithaml and Berry (1985, 1988) presented the servqual scale to measure service quality, which became the most popular instrument. The instrument has been applied in various service industries. In most of the researches the instrument was modified to suit the features of a specific service. It is essential for ECCSA to effectively manage its service quality. To be able do this, ECCSA needs reliable and representative measures of its service quality.

---

This paper evaluates studying the Determinants of Service Quality in the Ethiopian Chamber of Commerce and Sectorial Associations with Particular Reference to Exporters by using SERVQUAL instrument to best fit the scenario.

Based on the problems identified above, the study answers the following key research questions:

1. What are the main determinants of ECCSA's service quality to exporters?
2. What are the dimensions of service quality that affect ECCSA's overall service quality to exporters?
3. What influences has the service quality of ECCSA on exporter's expectation and perceived service?

## **1.3 Objectives of the study**

### **1.3.1 General objective**

This research evaluated the service quality of Ethiopian chamber of commerce and sectoral association service to exporters using the SERVQUAL instrument which is the most popular and practical model to measure service quality.

### **1.3.2 Specific objectives**

- To find out the main determinants of ECCSA's service quality from the perspective of exporters
- To identify the dimensions that determines the customers' evaluation of service quality in ECCSA
- To identify gaps between the exporters expectation of service and the actual service delivered

---

## **1.4 Significance of the Study**

The findings of the study helps to reinforce the existing body of knowledge about the service quality of ECCSA to exporters, also creates awareness about the importance of service quality of chamber of commerce to exporters among the audience and most importantly this helps managers to measure what their customers expect, what customers think of what they currently get and any gaps between the two which provides valuable information to help the manager identify and prioritize improvements to service quality. Furthermore, this research serves as stepping stone for other researchers who explore similar areas.

## **1.5 Scope of the study**

This research primarily focused on evaluating the service quality of Ethiopian chamber of commerce and sectoral associations concerning the service it provides to exporters. In the literature part, it introduced theories related to service quality in order to give a clear idea about the specific area to the reader and to explain the proper context of the study. The paper focused on the gap between expected service and perceived service that is provided to exporters by ECCSA. The subjects in this study included active exporters among the business community in Addis Ababa that Ethiopian chamber of commerce and sectoral associations served frequently thus the findings cannot be generalized beyond active exporters.

## **1.6 Limitation of the study**

This study is subject to few limitations. The results of the study should be interpreted within the usual limitations of survey research. Probable limitations or cause for limitations include voluntary participation of respondents in the survey. It is possible that the respondents who decline to participate or who are treated as drop-outs might respond in a different manner from those who participate. Also survey research is known for having weak internal validity. Furthermore, the researcher could not find well-organized and documented information regarding

---

past studies of service quality on chamber of commerce, this can be witnessed in the literature review section of the study.

However, with all kinds of limitation mentioned above, the results of the study generally indicate that further understanding of the service quality of the organization should be addressed and further investigated on a larger scale involving all stakeholders, this might help the organization to strategize its roles and functions to suit with the need of quality management practices.

## **1.7 Organization of the study**

The thesis paper is structured in five chapters. As we are through the first chapter, this section introduces the succeeding chapters. The second chapter concentrates on the literature review of the subject matter. The third chapter contains research design and methodology. The fourth chapter contains the data presentation, analysis and interpretation and the last chapter contains the summary, conclusion and recommendations of the study.

---

# Chapter Two

## Literature review

*This chapter gives an overview of literature and model that is related to the research problem presented in the previous chapter. It consists of concepts and definitions, theoretical frameworks, empirical reviews and conceptual framework associated with of the study. It is composed of related literatures on the subject matter, review of the literatures, driven synthesis, arguments and reflections on the subject at hand.*

### 2.1 Concepts & definitions

#### 2.1.1 Defining concepts

##### 2.1.1.1 Service Quality

Service quality is a concept that has aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either (Wisniewski, 2001). There are a number of different "definitions" as to what is meant by service quality. One that is commonly used as definition of service quality is the extent to which a service meets customers' needs or expectations (Lewis and Mitchell, 1990; Dotchin and Oakland, 1994a; Asubontenget *al.*, 1996; Wisniewski and Donnelly, 1996).

Service quality can thus be defined as the difference between customer expectations of service and perceived service. If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuramanet *al.*, 1985; Lewis and Mitchell, 1990).

Today, customer service is a global business and value represents one-fifth of all world trade. More firms than ever are selling services instead of selling

---

merchandize (Szymanski, 2001). In 1985, A. Parasuraman, Valarie A. Zeithaml, and Leonard L. Berry (PZB) suggested:

- Service quality is more difficult for the consumer to evaluate than goods quality.
- Service quality perceptions result from a comparison of consumer expectations with actual service performance.
- Quality evaluations are not made solely on the outcome of service; they also involve evaluations of the process of service delivery (p.42)

Later in 1988, Parasuraman et al. again defined perceived service quality as “global judgment, or attitude, relating to the superiority of the service” (p.16).

Service quality is essential for an organization’s survival and growth. Interest in service quality emerged in 1970s. Ever since, the topic has attracted substantial attention among researchers and practitioners (Gronroos, 2001). Service quality is a form of attitude representing a long-run, overall, evaluation, which is different from customer satisfaction, a more short term, transaction specific judgment.

### 2.1.1.2 SERVQUAL instrument

Clearly, from a Best Value perspective the measurement of service quality in the service sector should take into account customer expectations of service as well as perceptions of service. However, as Robinson (1999) concludes: "It is apparent that there is little consensus of opinion and much disagreement about how to measure service quality". One service quality measurement model that has been extensively applied is the SERVQUAL instrument developed by Parasuraman *et al.* (1985, 1986, 1988, 1991, 1993, 1994; Zeithaml *et al.*, 1990).

SERVQUAL as the most often used approach for measuring service quality has been used to compare customers' expectations before a service encounter and their perceptions of the actual service delivered (Parasuraman *et al.*, 1985). The SERVQUAL instrument has been the predominant method used to measure

---

consumers' perceptions of service quality. It has five generic dimensions or factors and are stated as follows:

- (1) Tangibles: Physical facilities, equipment and appearance of personnel.
- (2) Reliability: Ability to perform the promised service dependably and accurately.
- (3) Responsiveness: Willingness to help customers and provide prompt service.
- (4) Assurance (including competence, courtesy, credibility and security): Knowledge and courtesy of employees and their ability to inspire trust and confidence.
- (5) Empathy (including access, communication, understanding the customer): Caring and individualized attention that the firm provides to its customers.

In the SERVQUAL instrument, questioners measure the performance across these five dimensions, using a five or seven point Likert scale measuring both customer expectations and perceptions (Gabbie and O'Neill, 1996). It is important to note that without adequate information on both the quality of services expected and perceptions of services received then feedback from customer surveys can be highly misleading from both a policy and an operational perspective.

## **2.1.2 Operational definitions**

### **2.1.2.1 Service quality in Chamber of commerce**

A chamber of commerce is an organization of businesses seeking to further their collective interests, while advancing their community, region, state or nation. Business owners in towns, cities and other territories voluntarily form these local societies/networks to advocate on behalf of the community at large, economic prosperity and business interests. Chambers represent a business-led civic and economic advancement entity operating in a specific space may call itself any

---

number of things - board of trade, business council, etc. - but for the purposes of this primer, they are all chambers of commerce.

Chamber of commerce provides extensive services to exporters such as Trade and investment promotion, Research and advocacy, Trade facilitation through the provision of Certificate of Origin, Chamberized Invoices and affidavit of support for the business community, Trainings to members on various subjects, Soliciting supports for members from donors, Provision of business information to the business community through chamber members and sectoral associations. And also has an obligation to serve the member business community by attracting foreign market for local exporters and promote investment. So the service offered to exporters is very crucial and quality of service can be interpreted by the dimensions of service quality determinants, the service quality of ECCSA should assure the Export growth through its facilitation of its obligations as an organization which makes it important because of its effect on internal trade and economic stability.

In order for a company's offer to reach the customers there is a need for services. These services depend on the type of product and it differs in the various organizations. Service can be defined in many ways depending on which area the term is being used. An author defines service as "any intangible act or performance that one party offers to another that does not result in the ownership of anything" (Kotler & Keller, 2009, p. 789). In all, service can also be defined as an intangible offer by one party to another in exchange of money for pleasure.

Quality is one of the things that consumers look for in an offer, which service happens to be one (Solomon 2009, p. 413). Quality can also be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler et al., 2002, p. 831). It is evident that quality is also related to the value of an offer, which could evoke satisfaction or dissatisfaction on the part of the user.

Service quality in the management and marketing literature is the extent to which customers' perceptions of service meet and/or exceed their expectations for

---

example as defined by Zeithaml et al. (1990), cited in Bowen & David, 2005, p. 340) Thus service quality can intend to be the way in which customers are served in an organization which could be good or poor. Parasuraman defines service quality as “the differences between customer expectations and perceptions of service” (Parasuraman, 1988). They argued that measuring service quality as the difference between perceived and expected service was a valid way and could make management to identify gaps to what they offer as services.

## **2.2 Theoretical & Empirical review**

### **2.2.1 Theoretical review**

#### **2.2.1.1 Service quality and SERVQUAL model**

Much of the initial work in developing a model to define and assess service quality has been conducted by Parasuraman, Zeithaml, and Berry (1985) (otherwise referred to as PZB In this section). In conceptualizing the basic service quality model PZB (1985) identified ten key determinants of service quality as perceived by the company and: the consumer reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing the customer and tangibility.

They noted that discrepancies existed between the firm's and the customer's perceptions of the service quality delivered. In investigating these discrepancies, PZB (1985) assert that service quality can be assessed by measuring the discrepancies or "gaps" between what the customer expects and what the consumer perceives he receives.

Arguing that the magnitude and direction of this gap directly affects the service quality that the consumer perceives PZB (1985) note that customers would have perceptions of high service quality to the extent that their expectations are lower than the perceived service performance. If the converse were true, customers would perceive low service quality.

- 
1. Report the results of a study that examines the usefulness of the SERVPERF scale for assessing customer perceptions of service quality in the uniform rental industry.
  2. Assess the reliability of service quality measures as it applies to the uniform rental industry.
  3. Identify the dimensions of service quality that are important to customers of uniform rental companies.
  4. Assess the overall service quality and satisfaction level as perceived by customers of rental companies.

PZB (1985) assert that their framework can be used for identifying differences in the quality of goods and services by distinguishing between the properties of a good or service. They note that Nelson (1974) defined "search properties" as properties that can be determined before purchasing (such as credibility and tangibles), and "experience properties" as properties that can be determined only after purchase or consumption. Further, Darby and Karni (1973) defined "credence properties," (such as competence and security) as properties or characteristics that consumers often find extremely difficult to evaluate after their purchase. Therefore, PZB (1985) concluded that consumers typically rely on experience properties when evaluating service quality.

Based on their review of related literature, PZB (1985) developed the SERVQUAL scale. The scale was designed to uncover broad areas of good or bad service quality and can be used to show service quality trends over time, especially when used with other service quality techniques. The SERVQUAL scale is based one difference score between customer expectations of service and their perceptions after receiving the service. Initially PZB (1985) focused on the ten determinants of service quality.

However, after two stages of scale purification, they reduced the ten determinants to five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy (PZB 1988). In their discussion, PZB (1988) assert that the

---

SERVQUAL scale deals with perceived quality and looks specifically at service quality, not customer satisfaction. They state that "perceived service quality is a global judgment or attitude concerning the superiority of service whereas satisfaction is related to a specific transaction".

They reported that the scale had a reliability rating of .92 and that the five dimensions could be ranked in order of importance: reliability, assurance, tangibles, responsiveness, and empathy. Because of "wording related" high expectation scores and higher than normal standard deviations on several questions, the authors later revised the SERVQUAL scale (PZB 1991).

Subsequent research and testing of the SERVQUAL scale, however, has not been supportive of its author's claims. For instance, Carman (1990) notes that while SERVQUAL generally showed good stability and its five dimensions were not always generic. Indeed, the various dimensions can vary depending on the type of service industry surveyed. Carman also calls into question PZB's collection of expectation data after a customer actually uses the service. He claims that this should be done before using the service even though this is rarely practical. Carman states that even when this is done, expectations and perceptions showed little relationship to one another.

Teas (1993) questions SERVQUAL'S discriminate validity. He notes that the service quality expectations concept may have serious discriminate validity shortcomings which can cause the "perceptions-minus-expectations" service quality measurement framework to be "a potentially misleading indicator of customer perceptions of service quality". He notes that SERVQUAL's lack of discriminate validity results in a significant part of the variance in its expectations scores being determined by the respondent's "misinterpretations" of the expectation questions.

Churchill, Brown and Peter (1993) argue that because the SERVQUAL scales "scores" are really difference scores (perception scores minus expectation scores); problems of reliability, discriminate validity, and variance restrictions exist. They showed that while SERVQUAL had high reliability, a non-difference score rated higher in

---

reliability. Their findings also showed that the scale "failed to achieve discriminate validity from its components", and the distribution of the SERVQUAL scores were non-normal.

### 2.2.1.2 Dimensions and determinants of service quality

Gronroos (1984), Lehtinen and Lehtinen (1982) and Czepiel et al. (1985) have considered the service quality of the service encounter as two different dimensions, one being technical or output quality and the other functional or process quality. These dimensions were assessed according to attitudes and behavior, appearance and personality, service mindedness, accessibility and approachability of customer contact personnel.

Gronroos (1990) has also undertaken further research into the determinants of service quality based on his earlier model. He offered six criteria of good perceived service quality: (1) Professionalism and skills; (2) Attitudes and behavior; (3) Accessibility and flexibility; (4) Reliability and trustworthiness; (5) Reputation and credibility; and (6) Recovery.

The first five of these are similar to the five determinants of Parasuraman et al. (1988) and therefore merit equivalent arguments put forward above, Lewis (1999) notes that effective service recovery can enhance customer loyalty and provoke increased positive word of mouth communication. When the above concepts are applied on the environment of a chamber of commerce the final five dimensions by (PZB 1985), play important role in determining the service quality as a customer because at the end of the day it's a service similar to other services, the customers thus can evaluate the expected and perceived irrespective of any limitation.

---

## 2.2.2 Empirical review

### 2.2.2.1 Service Quality

A rapid acceleration of academic interest in service quality was initiated in 1980s when businesses recognized service quality as a key point of differentiation and a safe route to above the average performance (Gupta et al., 2005). Service quality has been said to be “a rather abstruse and abstract concept that is difficult to define and measure” (Sureshchandar et al., 2002, p.33). (Daniel and Berinyuy, 2010)

According to Parasuraman et al. (1985, p.41) service quality is an “elusive and indistinct construct”, which cannot be measured in an objective manner like product quality. What makes it difficult to define and measure service quality is the very essence of services, i.e. intangibility, heterogeneity and inseparability of production and consumption as their main characteristics (Parasuraman et al., 1985).

Empirical studies, conducted by Parasuraman et al. (1985, 1988, 1991), resulted in SERVQUAL, 22-item scale for measuring service quality along five dimensions, those being reliability, responsiveness, assurance, empathy and tangibles. The construct of service quality, as measured by SERVQUAL, involves perceived service quality, which originators of the scale define as “the consumer’s judgment about an entity’s overall excellence or superiority” (Parasuraman et al., 1988, p.15), adding further that “it is a form of attitude, related but not equivalent to satisfaction” (p.15) which results from a comparison of perceived performance and expectations.

Due to its intuitive and appealing notion a number of studies conducted across a wide spectrum of service industries have also invoked the SERVQUAL framework. The scale has drawn the attention of researchers in the field of higher education, as well (Hill, 1995; Cuthbert, 1996a; Cuthbert 1996b; O’Neill, 2003; Douglas et al., 2006; Barnes, 2007; Sultan & Wong, 2010; Dado et al., 2011). However replication of its five dimensional structure has been more of an exception than a practice,

---

which has caused numerous conceptual and operational criticisms of the SERVQUAL instrument (see e.g. Buttle, 1996; Asubonteng et al., 1996). Among most cited objections is an improper perception-minus-expectation foundation of the SERVQUAL approach.

Cronin and Taylor (1992) argue that if service quality is an attitude, then it should be also measured as an attitude, using performance-only items, instead of the calculation of the gap between perceived performance and expectations. The authors further state that only the model that used performance-based scale was consistently supported in all four samples included in the study. A number of other studies report on superiority of performance-based measurement of service quality (Brown et al., 1993; Lee et al., 2000; Brady et al., 2002; Olorunniwo et al., 2006). Due to an increasing body of research that provides support for performance-based measurement of service quality, performance-only measures have been adopted in this study also.

Generally, although service quality is a topic of discussion by both academician and researchers for the last couple of decades but still no comprehensive definition has emerged (Wisniewski, 2001). However, service quality can be viewed as:

- It is the difference between customer expectations and perceptions; expectation means service provider performance during deliverance of services whereas perception is measurement of delivery by the service provider (Parasuraman et al., 1985, 1988).
- According to Asubonteng et al. (1996, p-24): Service quality can be defined as “the difference between customers’ expectations for service performance prior to the service encounter and their perceptions of the service received”.
- According to Gefan (2002), it is a comparison made by the customers between the quality of services they want to receive and what they actually received from the service provider.

Hence, service quality is the judgment and consequences of consumers after making comparison of expectation with the perception of actual services delivered to them by the service organization (Gronoors, 1984; Berry et al. 1985, 1988) and any lacking between them is represented as a gap.

### 2.2.2.2 Service Quality measurement

Measurement of the service quality was another critical issue and a number of service quality models were presented during the last couple of decades but most commonly used is ‘SERVQUAL’ by Parasuraman, Zeithmal and Berry (1985). According to Parasuraman et al. (1985), customer perception about the service quality can be determined by five ‘gaps’. The ‘SERVQUAL’ scale was based on gap 5 and original ten dimensions were collapsed in to five dimensions and 22 items.

Nitin Seth and Deshmukh (2005) (table 2.1) conducted a comprehensive study to review 19 models of service quality used in different studies in order to measure the service quality in different service environment.

**Table 2.1: Service Quality Models**

SERVICE QUALITY MODEL	AUTHOR
1) Technical and functional quality model	(Gro’nroos, 1984)
2) GAP model	(Parasuraman et al., 1985)
3) Attribute service quality model	(Haywood-Farmer, 1988)
4) Synthesized model of service quality	(Brogowicz et al., 1990)
5) Performance only model (SERVPERF)	(Cronin and Taylor, 1992)
6) Ideal value model of service quality	(Mattsson, 1992)
7) Evaluated performance and normed quality model	(Teas, 1993)
8) IT alignment model	(Berkley and Gupta, 1994)
9) Attribute and overall affect model	(Dabholkar, 1996)
10) Model of perceived service quality and satisfaction	(Spreng and Mackoy, 1996)

11) PCP attribute model	(Philip and Hazlett, 1997)
12) Retail service quality and perceived value model	(Sweeney et al., 1997)
13) Service quality, customer value and customer satisfaction model	(Oh, 1999)
14) Antecedents and mediator model	(Dabholkar et al., 2000)
15) Internal service quality model	(Frost and Kumar, 2000)
16) Internal service quality DEA model (Soteriou and Stavrinides,	(Soteriou and Stavrinides, 2000)
17) Internet banking model	(Broderick and Vachirapornpuk, 2002)
18) IT-based model	(Zhuet et al., 2002)
19) Model of e-service quality	(Santos, 2003) (Santos, 2003)

### Service Quality Models Nitin Seth and Deshmukh (2005)

However, “SERVQUAL” instrument which was originally developed by Parasuraman et al. (1985, 1988) is perhaps the most commonly used to measure service quality (RiadhLidhari, 2009).

Thuseach of the above mentioned service quality modes having their own pros and cons the researcher believes that Parasuraman et al. (1985, 1988) SERVQUAL instrument is the appropriate instrument to be utilized on this research even though it is criticized by (Cronin and Taylor, 1992) for lacking validity and reliability. Gronroos (2003) has emphasized the importance of developing an adaptation of the instrument that takes into account the role of expectations from a dynamic perspective.

## 2.3 Theoretical framework& conceptual framework

### 2.3.1. Theoretical framework

Service firms in the developing country like other organizations are now realizing the significance of customer oriented philosophies and turning to quality management approaches to facilitate managing their businesses. SERVQUAL as an

---

effective approach to measure the quality of provided services and also analyzes the gaps between customer expectations and perceptions of the service organization. This part provides an overview of the relevant literature on service quality.

### 2.3.1.1 Customer's perception of quality:

Quality of a particular service is whatever the customer perceives it to be. Service quality as perceived by the customer may differ from the quality of the service actually delivered. Services are subjectively experienced processes where production and consumption activities take place simultaneously. Interactions, including a series of moments of truth between the customer and the service provider occur. Such buyer-seller interactions or service encounters have a critical impact on the perceived service.

The Nordic Model, originated by Christian Gronroos and developed by others, adopts a disconfirmation of expectations approach. This claims that customers have certain expectations of service performance with which they compare their actual experience. If the expectations are met, this is confirmation; if they are overperformed, this is positive disconfirmation; if they are underperformed this is negative disconfirmation. According to Gronroos (1984), the quality of service as perceived by customers has two dimensions; a technical or outcome dimension and a functional or process-related dimension.

What customers receive in their interaction with a firm is clearly important to them and their quality evaluation. This is one quality dimension, the Technical Quality of the outcome of the service production process. However, as there are numerous interactions between the service provider and customers, including various series of moments of truth, the technical quality dimension will not count for the total quality which the customer perceives he has received. The customer will also be influenced by the way in which technical quality- the outcome of the process is transferred to him and this will have an impact on the process experience.

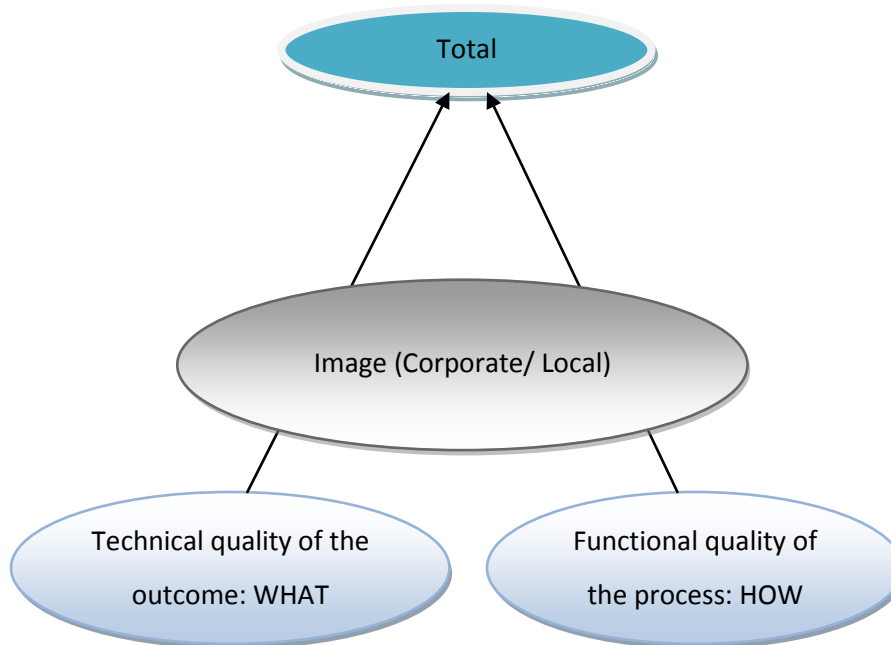
---

Examples include website, appearance and behavior of waiting staff, how service employees perform their task, what they say and how they do it. Interestingly, other customers simultaneously consuming the same or similar services may influence the way in which customers will perceive a service. Thus, the consumer is also influenced by how he receives the service and how he experiences the simultaneous production and consumption process.

This is the second quality dimension, the Functional Quality of the process, closely related to how the moments of truth of the service encounters themselves and are taken care of and how the service provider functions. Illustrated in figure 2.1, there are the two basic quality dimensions, namely, What the customer receives and How the customer receives it; the technical result or outcome of the process (technical quality) and the functional dimension of the process (functional quality). An organization's image is an important variable that positively or negatively influences marketing activities.

Image is considered to have the ability to influence customers' perception of the goods and services offered (Zeithaml and Bitner, 1996). Thus, image will have an impact on customers' buying behavior. Image is considered to influence customers' minds through the combined effects of advertising, public relations, physical image, word-of-mouth, and their actual experiences with the goods and services (Normann, 1991). Similarly, Grönroos (1983), using numerous researches on service organizations, found that service quality was the single most important determinant of image. Thus, a customer's experience with the products and services is considered to be the most important factor that influences his mind in regard to image.

For instance, if the service provider shares a positive or favorable image in the minds of the customers, minor mistakes will probably be overlooked or forgiven. However, if the image is negative, the impact of any mistake will often be considerably greater than it otherwise would be. This entire combination shall lead to total quality.



**Figure 2.1:** Two service quality dimensions (Gronroos, 2001)

### 2.3.1.2 The Perceived Service Quality approach

Gronroos (1982) introduced a service oriented approach to quality with the concept of *Perceived Service Quality* and the model of Total Perceived Service Quality. This approach is based on research into consumer behavior and the effects of expectations concerning goods performance on post-consumption evaluations.

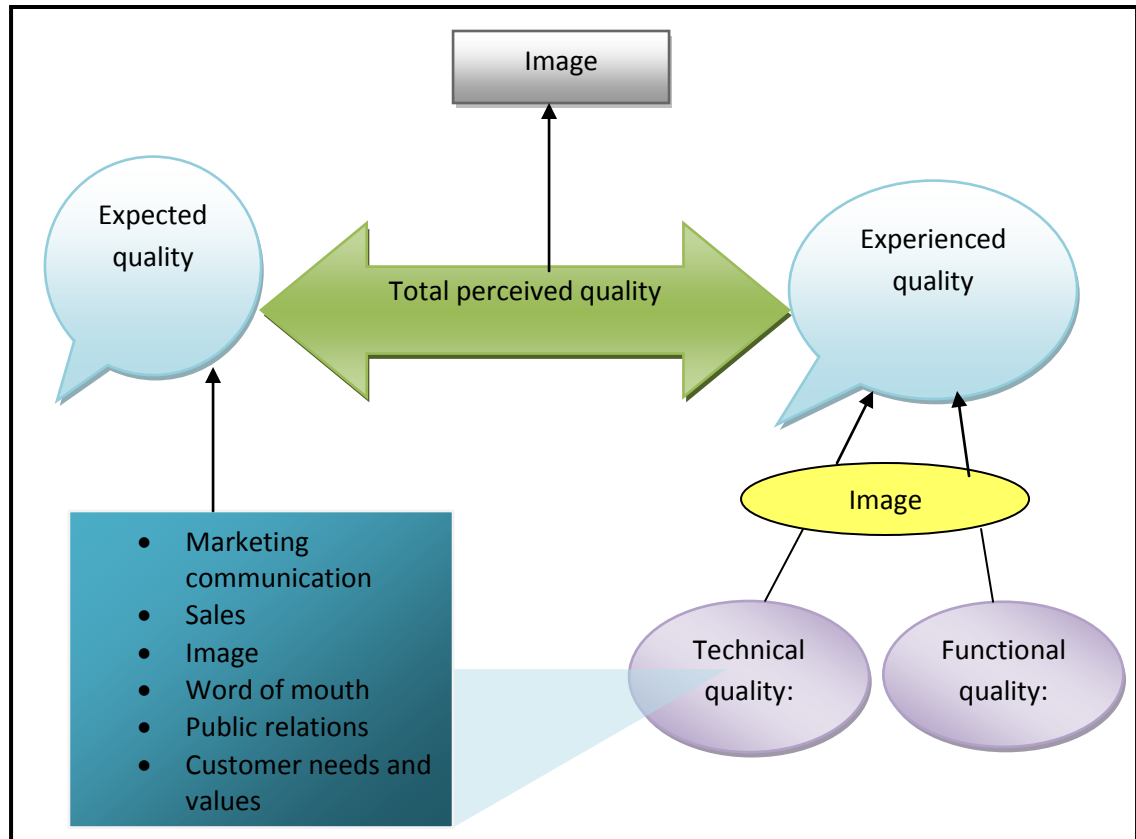
In previous sections, the two basic quality dimensions (the **what** and the **how**) in the minds of the customers has been discussed. However, the quality perception process is more complicated. It is not the experiences of the quality dimensions alone that determine whether quality is perceived as good, neutral or bad. **Figure 2.2** illustrates how quality experiences are connected to traditional marketing activities resulting in a *Perceived Service Quality*.

---

Good perceived quality is obtained when the experienced quality meets the expectations of the customers i.e. the expected quality. If expectations are unrealistic, the total perceived quality are low, irrespective of the experienced quality measured in an objective way being good. As illustrated in **figure 2.2**, the expected quality is a function of factors, namely, marketing communication, word of mouth, company/local image, price, customer needs and values. Marketing communication includes advertising, direct mail, sales promotion, websites, internet communication and sales campaigns. These are directly under the control of the company unlike the image and word of mouth factors which are indirectly controlled by the company.

Image of the company plays a central role in customer perception of service quality. Thus, it is imperative that image be properly managed. External impact on these factors could possibly occur, but they are a basically a function of the previous performance of the firm, supported by for instance advertising.

Lastly, the needs of the customers as well as the values that determine the choice of customers also impact on their expectations. Thus, the level of total perceived quality is not determined simply by the level of technical and functional quality dimensions, but rather by the gap between the expected and experienced quality.



**Figure 2.2:** Total Perceived Quality (Gronroos, 2001)

### 2.3.1.3 SERVQUAL instrument for measuring service quality

Always there exists an important question: why should service quality be measured? Measurement allows for comparison before and after changes, for the location of quality related problems and for the establishment of clear standards for service delivery. Edvardsenet *al.* (1994) also states that, in their experience, the starting point in developing quality in services is analysis and measurement. The SERVQUAL approach, which is studied in this paper, is the most common method for measuring service quality.

### 2.3.1.4 Model of Service Quality Gaps

There are seven major gaps in the service quality concept, which are shown in Figure 2.3. The model is an extension of Parasuramanet *al.* (1985). According to the

---

following explanation (ASI Quality Systems, 1992; Curry, 1999; Luke and Layton, 2002), the three important gaps, which are more associated with the external customers, are Gap1, Gap5 and Gap6; since they have a direct relationship with customers.

**Gap1:** Customers' expectations versus management perceptions: as a result of the lack of a marketing research orientation, inadequate upward communication and too many layers of management.

**Gap2:** Management perceptions versus service specifications: as a result of inadequate commitment to service quality, a perception of unfeasibility, inadequate task standardization and an absence of goal setting.

**Gap3:** Service specifications versus service delivery: as a result of role ambiguity and conflict, poor employee-job fit and poor technology-job fit, inappropriate supervisory control systems, lack of perceived control and lack of teamwork.

**Gap4:** Service delivery versus external communication: as a result of inadequate horizontal communications and propensity to over-promise.

**Gap5:** The discrepancy between customer expectations and their perceptions of the service delivered: as a result of the influences exerted from the customer side and the shortfalls (gaps) on the part of the service provider. In this case, customer expectations are influenced by the extent of personal needs, word of mouth recommendation and past service experiences.

**Gap6:** The discrepancy between customer expectations and employees' perceptions: as a result of the differences in the understanding of customer expectations by front-line service providers.

**Gap7:** The discrepancy between employee's perceptions and management perceptions: as a result of the differences in the understanding of customer expectations between managers and service providers.



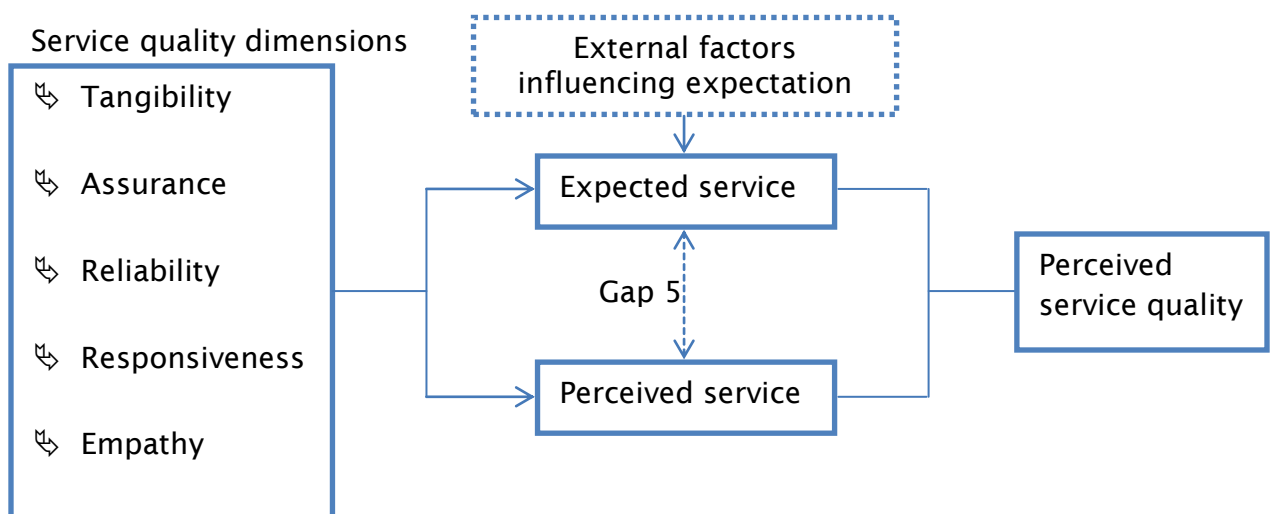
---

which the SERVQUAL methodology has influence is Gap 5. In the following, the SERVQUAL approach is demonstrated.

### 2.3.2 Conceptual framework

Based on the above analysis and decision to use SERVQUAL instrument a conceptual model has been designed by the researcher to portray elements of the service quality needed to evaluate ECCSA's service to active exporters.

**Figure 2.4:** Conceptual framework of the study



As it can be seen in the above the service quality determinants influence the expected and perceived service whereby gap five is identified by the discrepancy between the two which will be used as a score for evaluating the overall service quality. It's to be noted that expected service quality can be influenced by external factors such as word of mouth, advertisement and so on.

---

# Chapter Three

## Research design and methodology

*This chapter introduces the research method and its elements which include paradigm, research approach, research design, research methods, research instrument & measurement scale, sampling design, sampling size, sampling method, source of data, reliability and validity of study, data analysis and ethical consideration are presented in this chapter.*

### 3.1 Research paradigm

Paradigm is Thomas Kuhn's (1962, 1970) concept in *The Nature of Science Revolution*, i.e. Paradigm as the underlying assumptions and intellectual structure upon which research and development in a field of inquiry is based. Therefore, to clarify the researcher's structure of inquiry and methodological choices, an exploration of the paradigm adopted for this study are discussed prior to any discussion about the specific methodologies utilized in this study.

According to Weaver and Olson (2006), the paradigms most commonly utilized in research are positivist, post positivist, interpretive, and critical social theory. The quantitative methodology shares its philosophical foundation with the positivist paradigm (Weaver and Olson). The positivist paradigm arose from the philosophy identified as logical positivism and is based on rigid rules of logic and measurement, truth, absolute principles and prediction (Halcomb and Andrew, 2005; Cole, 2006; Weaver and Olson). The positivist philosophy argues that there is one objective reality. Therefore, as a consequence, valid research is demonstrated only by the degree of proof that can be corresponded to the phenomena that study results stand for (Hope and Waterman, 2003).

Therefore this study utilized the Positivists paradigm to evaluate the service quality of ECCSA to Exporters since positivists believe that reality is stable and can be

---

observed and described from an objective viewpoint (Levin, 1988), i.e. Without interfering with the phenomena being studied.

## **3.2 Research approach**

In this descriptive study, a quantitative data collection technique is used by utilizing a questioner with structured questions. Quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures.

## **3.3 Research design**

In order for the researcher to gain different perspectives and draw attention to the SERVQUAL dimensions that reflect service quality of ECCSA, descriptive research method is employed in this study. According to Polit, Beck, and Hungler (2001, p. 180), descriptive methods are used when the researcher seeks to “describe, observe, and document a naturally occurring phenomenon which cannot readily be ascribed an objective value”. In other words, descriptive research deals with questions that look to explain what things are like and describe relationships but do not predict relationships between variables or the direction of the relationship.

## **3.4 Research method**

The study employed Survey research which provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. It includes cross-sectional and longitudinal studies using questionnaires for data collection—with the intent of generalizing from a sample to a population (Fowler, 2008). Advantages include it can be used to collect many different kinds of information, Quick and low cost as compared to observation and experimental method.

---

## 3.5 Research instrument

Structured questionnaires are used to collect the primary data needed for this study. The questionnaires are going to be self-completion questionnaires since they are a useful way of collecting data. Bryman& Bell, (2007), hails the self-completion questionnaires for a couple of reasons among which are: they are cheaper to administer especially when the sample is widely dispersed, they are quicker to administer since many people can be filling them at the same time and respondents have some autonomy to respond to questions which avoids biases that come in when you have to talk to a particular individual.

The main drawbacks of self-completions questionnaires include, Low response rate from respondents, some questionnaires will not be completely answered and responses could be biased.

## 3.6 Sample design

### 3.6.1 Target population

As per the information collected from Ethiopian chamber of commerce and sectoral associations the active exporters who are target populations of this research are 350, these exporters are identified to frequently use the service provided by the organization.

### 3.6.2 Sampling method

The sampling method used is a non-probability sampling method that is Convenience sampling by which the researcher selects the proper population exporters from which to obtain information from. The method is used in order to get reliable & accessible data to insure the completeness of the research and combat the rationality of consistent data limitation.

---

### **3.6.3 Sample size**

According to the information obtained by the researcher, ECCSA currently has 350 exporters who are active users of its services. The number of samples must be large (for survey studies, in the range 40 and up, according to Galtung, 1967). And in order to gain statistically reliable results the researcher decided the number of sample population, so accordingly the researcher used 98 exporters as total sample size for this study.

## **3.7 Data type & measurement scale**

The data types expected to be collected using the questionnaire are Nominal data and Interval data which are presented in a 5pt Likert scale 5 representing the maximum point for executing service exceptionally well, 4 representing the point for executing service very good, 3 representing for a neutral service, 2 representing below average service and 1 being the lowest point for providing service poorly.

## **3.8 Unit of analysis**

The unit of analysis in this study is at organizational levels which are represented by individual respondents who work for the company dealing with the service provided by Ethiopian chamber of commerce and sectoral associations.

## **3.9 Method of data analysis**

Since the research is carrying out a quantitative research and this will involve some quantitative analyses with the use of statistical tools (descriptive and inferential). There are several software packages for the analysis of quantitative data some of which are broader in scope and user friendly like the SPSS. SPSS may obviously not be the best but its user friendly nature of SPSS automatically makes it better for the researcher. There may be spreadsheet packages that are better than SPSS but SPSS is widely in use now also.

---

The researcher will use SPSS package for the analysis of collected data, also are utilized for the use descriptive statistics mainly involving mean and standard deviation in the data analysis. The mean simply put is the average of the sum of all values (Salking, 2009, p.2) which is representative of a distribution with several discrete or continuous variables that cannot be employed wholly. Standard deviation seeks to measure the average amount of variability in a set of scores (Salking, 2009, p.37) between values and measures.

### **3.10 Reliability and Validity tests**

Validity means that correct procedures have been applied to find answers to a question. Reliability refers to the quality of a measurement procedure that provides repeatability and accuracy. Reliability tests are used to assess consistency in measurement items (Cerri, 2012). Cronbachalpha is used to measure the internal consistency of the measurement items.

The study used five validity measurements which include Content validity - the study will utilize SERVQUAL model which is the most appropriate tool that is used to measure service quality. Statistical Conclusion validity: The right statistical tools are used in order to test the finding of the study. Construct (factor analysis) validity - are evaluated in quantitative research based on correlation or factor analysis of pilot test data.

Internal validity- examines whether the change in a dependent variable is indeed caused by a corresponding change in hypothesized independent variable, and not by variables extraneous to the research context. External (generalizability) - External validity or generalizability refers to whether the observed associations can be generalized from the sample to the population (population validity), or to other people, organizations, contexts, or time. Survey research, where data is sourced from a wide variety of individuals, firms, or other units of analysis, tends to have broader generalizability (Anol 2012).

---

### 3.11 Ethical consideration

The researcher is going to treat any information collected from any individual in confidentially without disclosing the respondent's identity, and is going to be as open minded as possible and express opinions as they are given. The researcher is not going to modify anything and is to be very appreciative of all literature that has contributed in any way to the research. Additionally the researcher understands that: Bias is a deliberate attempt to either to hide what was found in the study, or highlight something disproportionately to its true existence. Both the provision and deprivation of a treatment/ intervention may pose unethical dilemma for the researcher. And that it is unethical to use a method or procedure you know to be inappropriate like selecting a highly biased sample, using an invalid instrument or drawing wrong conclusions.

---

# Chapter Four

## Results and Discussions

*This chapter deals with the presentation, analysis and interpretation of the data. The data collected through questionnaire were presented, analyzed and interpreted to answer the research questions set at the beginning of the study.*

### 4.1 General demographic background information of respondents

This part is summarized and presented to understand the general demographic background of the sample population

**Table 4.1:** General demographic back ground of the sample population

No.	Item	Respondents	
		Number	%
1	<b>Personal background</b>		
	1.1 Sex		
	Male	72	80
	Female	18	20
	Total	90	
	1.2 Years in business		
	< 5 Years	34	37.77
	5-10 Years	29	32.22
	10-15 Years	19	21.11
	15 and above	8	8.88
	1.3 Educational background		
	Diploma	48	53.33
	Degree	25	27.77

	Masters	11	12.22
	Other	6	6.66
	1.4 How often respondents used ECCSA		
	Once a week	13	14.44
	once a month	39	43.33
	every six months	18	20
	Every year	15	16.66
	other	5	5.55

Source: Questionnaires

The majority of the sample populations are males; they represent 80% of the total sample population. The rest 20% are females. From this it can be understood that the export sector is dominated by males.

The sample population is categorized & put into four categorical ranges of years in business. The first category < 5years are 37.77% which are the majority of our respondents. The next year in business is from 5-10years which is about 32.22% of the total population. The third ranges from 10-15 years in business which account for 21.11%of the sample population. The rest of the respondents are 15 and above, which account for 6.66% of the total population. Most of the sample population spent less than five years in the export industry and similarly with an almost similar incidence the second highest dominant groups have an experience which is from 5years to 10years in the industry.

The educational background of the sample population is expressed as follows. From the sample that we have taken the majority of the population covers 53.33% by having a diploma. The people having degree account for 27.77% of the sample population and population having masters are 12.22% of the total population. The rest 6.66% had different educational background. From this result it can be understood that majority of the populations have a diploma educational background.

About 14.44% of the participants used ECCSA once a month, while 43.33% of the participants used ECCSA services once a week. 20% & 16.66% of the participants use ECCSA every six month and every year respectively. The rest 5.55% of the participants use ECCSA's services in different times. From this result we can understand that majority of the target population used the services of ECCSA once a week and this assures the reliability of information gained from them.

## 4.2 What are the main determinants of ECCSA's service quality to exporters?

### 4.2.1 Service Quality Dimensions Analysis

A descriptive statistical analysis was conducted to identify exporter's perceived rating of service quality dimensions which is portrayed in the following sub chapters.

#### 4.2.1.1 Service quality of Tangibility Dimension

**Table 4.2:** Mean perception, expectation and Gap Scores of Tangibility Dimension

Service quality attributes	Perception Mean	Expectation mean	Gap Score (P-E)
Modern looking equipment to serve exporters	2.76	3.47	-0.71
visually appealing physical features	2.47	3.53	-1.07
neat appearing reception desk employees	3.16	3.67	-0.51
visually appealing materials associated with the service (such as pamphlets or statements)	3.19	3.20	-0.01
<b>Average mean</b>	<b>2.89</b>	<b>3.47</b>	<b>-0.58</b>
<b>Total mean</b>	<b>11.57</b>	<b>13.87</b>	<b>-2.30</b>

Source: Questionnaires

---

### Highlights on Tangibility perception

The highest mean perception was indicated by exporters in the item “visually appealing materials associated with the service (such as pamphlets or statements)” with mean of 3.19. Exporters least perception score was given to “visually appealing physical features” with mean score of 2.47.

### Highlights on Tangibility Expectation

“visually appealing physical features” to serve exporters was found to be the least expectation item rated by Exporters while “neat appearing reception desk employees” rated was as the highest expectation mean by Exporters with mean scores of 3.20 & 3.67 respectively.

### Highlights on Gap analysis of Tangibility

Concerning the SERVQUAL Gap score, the highest service quality gap is -1.07 (Modern looking equipment), while the lowest gap score is a positive 0.01 (visually appealing materials associated with the service (such as pamphlets or statements)).

From the above presented data it can be witnessed that there is a gap between Exporters perceived performance and their expectation of tangibility dimension, which displays the customer’s disagreement that ECCSA ensures service quality via its tangibility dimensions.

#### 4.2.1.2 Service quality on Reliability Dimension

**Table 4.3:** Mean perception, expectation and Gap Scores of reliability Dimension

Service quality attributes	Perception Mean	Expectation on mean	Gap Score (P-E)
----------------------------	-----------------	---------------------	-----------------

Act according to promises.	3.89	3.76	0.13
Sincere interest in solving problems.	3.27	3.47	-0.20
Services are performed right the first time	3.71	3.47	0.24
Provide services at the time promised.	3.68	3.02	0.66
insists on error free records	2.76	3.09	-0.33
<b>Average mean</b>	<b>3.46</b>	<b>3.36</b>	<b>0.10</b>
<b>Total mean</b>	<b>17.30</b>	<b>16.80</b>	<b>0.50</b>

Source: Questionnaires

### Highlights on Reliability perception

The responses of exporters show that ECCSA performed relatively well on item “act according to promises” with a mean score of 3.89. ECCSA performed the least on item “insists on error free records” with a mean score of 2.76.

### Highlights on Reliability Expectation

Exporters expect more from ECCSA on “act according to promises” with a mean score of 3.76. And Exporters expected least from ECCSA on “Provide services at the time promised” with a mean score of 3.02.

### Highlights on Gap analysis of Reliability

The highest gap score was recorded on the item “provide services at the time promised” with a Gap score of 0.66 which showed ECCSA exceeding expectation.

When looking at each of the five factors making up the reliability dimension of service quality perceptions of exporters exceed their expectation except in “Sincere interest in solving problems” and “insists on error free records”. From the result it can be observed that Exporters gave credit to the reliability of ECCSA’s services since they found ECCSA to exceed their expectation on three of the five parameters present in reliability dimension.

---

### 4.2.1.3 Service quality on Responsiveness Dimensions

**Table 4.4:** Mean perception, expectation and Gap Scores of Responsiveness Dimension

<b>Service quality attributes</b>	<b>Perception Mean</b>	<b>Expectation mean</b>	<b>Gap Score (P-E)</b>
Informs exactly when services will be provided	3.16	3.31	-0.16
Provides prompt services.	3.22	3.89	-0.67
always willing to help	3.02	3.78	-0.76
Never too busy to respond to service requests	3.51	3.33	0.18
<b>Average mean</b>	<b>3.23</b>	<b>3.58</b>	<b>-0.35</b>
<b>Total mean</b>	<b>12.91</b>	<b>14.31</b>	<b>-1.40</b>

**Source:** Questionnaires

The Responsiveness dimension of the SERVQUAL instrument is comprised of questions 10-13, which assess exporters perceptions of the responsiveness aspects (informing when services will be performed, providing services promptly, willingness to help, never being too busy to respond to request for service) of ECCSA.

#### **Highlights on Responsiveness perception**

The highest mean perception of responsiveness attribute of service quality is assigned to the “Never too busy to respond to service requests” which scored 3.51. While the lowest mean perception referred “always willing to help” this was scored 3.02 by respondents.

---

### Highlights on Responsiveness Expectation

The highest mean expectation of responsiveness aspect is referred to item “provides prompt services” which was 3.89, while on the far end “Informs exactly when services will be provided” was rated as the lowest mean by a score of 3.31.

### Highlights on Gap analysis of Responsiveness

When looking at each of the four factors making up the responsiveness dimension of service quality, the expectations of exporters exceed their perceptions in three of the four areas except on “ECCSA being too busy to respond to requests for service with a gap score of 0.18.

Therefore; we can easily state that respondents don’t approve of the service quality of ECCSA with regard to responsiveness dimension since it doesn’t qualify on the majority of the determined parameters.

#### 4.2.1.4 Service quality on Assurance Dimensions

**Table 4.5:** Mean perception, expectation and Gap Scores of Assurance Dimension

Service quality attributes	Perception Mean	Expectation mean	Gap Score (P-E)
Employee behaviour instils confidence	3.39	3.36	0.03
Customers feel secure in their transactions	3.87	3.98	-0.11
Employees are consistently courteous	3.80	3.29	0.51
Employees have the knowledge to answer questions	3.39	3.38	0.01
<b>Average mean</b>	<b>3.61</b>	<b>3.50</b>	<b>0.11</b>
<b>Total mean</b>	<b>14.44</b>	<b>14.00</b>	<b>0.44</b>

Source: Questionnaires

---

The Assurance dimension of the SERVQUAL instrument is comprised of questions 14-17 which exporters perceptions of the assurance aspects (employee behavior instills confidence, customers feel secure in their transactions, employees are consistently courteous, employees have the knowledge to answer questions) of ECCSA.

### **Highlights on Assurance perception**

The highest perception mean score (3.87) was assigned to item “Customers feel secure in their transactions”. While the lowest perceptions mean (3.39) score was indicated on item “Employee behavior instills confidence” and “Employees have the knowledge to answer questions”.

### **Highlights on Assurance Expectation**

Similarly, the highest (3.98) expectation mean score was revealed on “Customers feel secure in their transactions”. Whereas, the lowest expectation mean (3.36) which was observed on item “Employee behavior instills confidence”.

### **Highlights on Gap analysis of Assurance**

When looking at each of the four factors making up the assurance dimension of service quality, the perception of exporters slightly exceeded their expectations in three of the four areas; “employee behavior instills confidence” with a gap score of 0.03, “employees are constantly courteous” 0.51 and “employees have the knowledge to answer questions” 0.01.

This shows that the perceived performance and expectation of exporters was not comparable for assurance dimension. We can witness that exporters perceived service quality exceeded their expectation in most of the attributes of assurance dimension which signifies that exporters expected service was low as compared to services perceived portraying an overall service quality of ECCSA services of assurance dimension.

---

#### 4.2.1.5 Service quality on Empathy Dimensions

**Table 4.6:** Mean perception, expectation and Gap Scores of Empathy Dimension

<b>Service quality attributes</b>	<b>Perception Mean</b>	<b>Expectation mean</b>	<b>Gap Score (P-E)</b>
Provides individual attention	3.73	3.76	-0.02
Has convenient operating hours	4.38	4.27	0.11
Employees provide personal attention	3.74	3.89	-0.14
Has the best interest of the customers at heart	3.78	3.29	0.49
Employees understand the needs of their customers	3.12	4.22	-1.10
<b>Mean Average</b>	<b>3.75</b>	<b>3.88</b>	<b>-0.13</b>
<b>Mean Total</b>	<b>18.76</b>	<b>19.42</b>	<b>-0.67</b>

Source: Questionnaires

The Empathy dimension of the SERVQUAL instrument is comprised of questions 18-22 which assess exporters perceptions of the empathy aspects (provides individual attention, has convenient operating hours, employees provide personal attention, has the best interest of the customer at heart, employees understand the needs of the customers) of ECCSA.

#### **Highlights on Empathy perception**

The highest mean perception of empathy was indicated on item “Has convenient operating hours” (4.38), while the lowest mean perception (3.12) was on item “Employees understand the needs of their customers”

---

## Highlights on Empathy Expectation

The highest expectation mean 4.27 was observed on items “Employees understand the needs of their customers”. While “employees have the best interest of the customers at heart” scored the lowest (3.29) expectation mean.

## Highlights on Gap analysis of Empathy

From the five factors making up empathy dimension of service quality, the expectations of exporters exceed their perceptions in three of the five areas; “provides individual attention” with gap score-0.02, “employees provide personal attention” -0.14, “employees understand the needs of the customers” -1.10.

The perception of exporters exceeded their expectation on two items which are “has convenient operating hours” (gap score - P-E = 0.11) and “employees have the best interest of the customer at heart” (gap score - P-E =0.49).

This shows that the perceived performance and expectation of exporters was not akin for Empathy dimension as well and we can witness that exporters don’t fully approve the Empathy of ECCSA.

## 4.3 What influences has the service quality of ECCSA on exporter’s expectation and perceived service?

### 4.3.1 Summary of expectation and perception gap

**Table 4.7:** Summary of Expectation and Perception Gap

SERVQUAL dimensions	Perception mean total	Average mean perception	Expectation mean total	Average mean expectation	Gap (P-E) total
Tangibility	11.57	2.89	13.87	3.47	-2.30
Reliability	17.30	3.46	16.80	3.36	0.50
Responsiveness	12.91	3.23	14.31	3.58	-1.40

---

Assurance	14.44	3.61	14.00	3.50	0.44
Empathy	18.76	3.75	19.42	3.88	-0.67

Source: Questionnaires

- ➔ The largest mean average perception is for Empathy (3.75) followed by Assurance (3.61) followed by Reliability (3.46) and Responsiveness (3.23). However, the lowest mean (perception) as perceived by exporters is Tangibility (2.89).

The above result signifies that exporters identified lowest performance on Tangibility and ECCSA's strongest performance on Empathy dimension of service quality.

- ➔ On the other hand, the highest mean expectation on dimensions of service quality reported by respondents is on Empathy (3.88), followed by Responsiveness (3.58) and Assurance (3.50). While the two lowest mean expectations of service quality dimensions as reported by exporters were tangibility (3.47) and reliability (3.36) consecutively.

The research showed high expectation of exporters towards Tangibility dimension of service quality and low expectation toward Assurance.

- ➔ The researcher evaluated the Gap difference between perception and expectation of the five dimensions belonging to service quality and found out that the highest gap -2.30 was observed on tangibility followed by -1.40 in responsiveness then -0.67 on empathy whereas, the lowest Gap was observed on Reliability (0.50) followed by Assurance which is (0.44).

The research clearly shows that there is a gap between perception and expectation of exporters, there appears to be a relatively large negative gap on tangibility determinant where expectation highly exceeds perception and on Assurance dimension there is a small positive gap where perception of service exceeds expectation.

## 4.4 Correlation analysis

Correlation between sets of data is a measure of how well they are related. The most common measure of correlation in stats is the Pearson Correlation. The Pearson product-moment correlation coefficient is a measure of the strength of the linear relationship between two variables. It is referred to as Pearson's correlation or simply as the correlation coefficient. If the relationship between the variables is not linear, then the correlation coefficient does not adequately represent the strength of the relationship between the variables.

As per Marczyk, Dematteo and Festinger, (2005) general guidelines correlations of .01 to .30 are considered small, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered very large.

Based on the above assumption, the determinants independent variables and Overall service quality the dependent variable were inserted in the below presented Pearson correlation analysis and a bivariate two tailed correlation analysis was performed.

**Table 4.8:** correlation between service quality dimensions with overall service quality

		Correlations					
		Tangibles	Reliability	Responsiveness	Assurance	Empathy	Q23
Tangibles	Pearson Correlation	1	.099	.422**	-.037	-.264*	.147
	Sig. (2-tailed)		.351	.000	.726	.012	.166
Reliability	Pearson Correlation	.099	1	.268*	.450**	-.112	.431**
	Sig. (2-tailed)	.351		.011	.000	.291	.000
Responsiveness	Pearson Correlation	.422**	.268*	1	.501**	-.653**	.689**
	Sig. (2-tailed)	.000	.011		.000	.000	.000

Assurance	Pearson Correlation	-.037	.450**	.501**	1	-.379**	.636**
	Sig. (2-tailed)	.726	.000	.000		.000	.000
Empathy	Pearson Correlation	-.264*	-.112	-.653**	-.379**	1	-.862**
	Sig. (2-tailed)	.012	.291	.000	.000		.000
Q23	Pearson Correlation	.147	.431**	.689**	.636**	-.862**	1
	Sig. (2-tailed)	.166	.000	.000	.000	.000	

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

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

**Source:** Questionnaires

As per the above correlation table, relationship between the five dimensions of service quality and overall service quality are interpreted as follows

- ↪ The above correlation result indicates that there is a **positive small correlation** between **Tangibility** dimension and overall service quality  $r=0.147$  at significance level of  $< 0.01$ .
- ↪ The above correlation result indicates that there is a **positive moderate correlation** between **Reliability** dimension and overall service quality  $r=0.431$  at significance level of  $< 0.01$ .
- ↪ The above correlation result indicates that there is a **positive moderate correlation** between **Responsiveness** dimension and overall service quality  $r=0.689$  at significance level of  $< 0.01$ .
- ↪ The above correlation result indicates that there is a **positive moderate correlation** between **Assurance** dimension and overall service quality  $r=0.636$  at significance level of  $< 0.01$ .
- ↪ The above correlation result indicates that there is a **positive large correlation** between **Empathy** dimension and overall service quality  $r=-0.862$  at significance level of  $0.166$ .

---

## 4.5 Regression Analysis

### 4.5.1 ANOVA analysis

ANOVA or analysis of variance is used to evaluate the difference in average scores measured on a continuous scale among one or more characteristics defined by categories.

The below table portrays the statistical method used to analyze the impact of the five service quality determinants on the dependent variable which is overall service quality.

**Table 4.9:** ANOVA<sup>b</sup> analysis

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.051	5	18.210	162.653	.000 <sup>a</sup>
	Residual	9.404	84	.112		
	Total	100.456	89			

a. Predictors: (Constant), Tangibility, reliability, responsiveness, assurance and Empathy

b. Dependent Variable: Overall service quality

The above table shows the output of the ANOVA analysis and whether we have a statistically significant variance between the group means. We can see that the significance level is 0.00<sup>a</sup> ( $p = .000$ ), which is below 0.01. And, therefore, there is a statistically significant difference in the mean value of overall service quality for all predictors (Tangibility, reliability, responsiveness, assurance and Empathy).

### 4.5.2 Model summary

The model summary table reports the strength of relationship between the model and dependent variable, overall service quality.

**Table 4.10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.952 <sup>a</sup>	.906	.901	.335

a. Predictors: (Constant), Empathy, Reliability, Tangibles, Assurance, Responsiveness

Source: questioners

Predictors: (Constant), Empathy, Reliability, Responsiveness, Tangibility, Assurance  
 According to the above table the independent variables predict the dependent variable with R square =90.6% with adjusted R Square 90.1%.

## 4.6 What are the dimensions of service quality that affect ECCSA’s overall service quality to member exporters?

### 4.6.1 The Most important Predictor of Overall Service quality

**Table 4.11: Predictors of Service quality**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.514	1.318		3.424	.001
	Tangibles	-.704	.280	-.098	-2.514	.014
	Reliability	1.288	.201	.243	6.403	.000
	Responsiveness	.439	.259	.089	1.694	.094
	Assurance	.830	.182	.203	4.561	.000
	Empathy	-2.087	.128	-.726	-16.265	.000

a. Dependent Variable: Q23

Source: Questionnaires

Reliability has the highest standardized coefficient and have significant relationship with overall service quality. Which means reliability is the best predictor in this study context. Next to reliability, assurance is the best predictor of service quality. Examining the whole table results, the order of significance for predictors of overall service quality responsiveness, tangibility and empathy predict service quality insignificantly.

**Table 4.12:** Predictors of service quality

Rank	Dimension	Beta	T	Significance
1st	Reliability	.243	6.403	.000
2nd	Assurance	.203	4.561	.000
3rd	Responsiveness	.089	1.694	.094
4th	Tangibility	-.098	-2.514	.014
5th	Empathy	-.726	-.16.265	.000

**Source:** Questionnaires

The regression analysis shows that the overall evaluations of service quality was determined largely by the three factors respectively;“reliability” which appears to be the most important dimension in predicting service quality. Items included in reliability include, provide services as promised, accurate information, perform the service right at the first time, offer some help, and keep records accurately. “Assurance” such as required employee’s skills to perform service, employee’s product knowledge, do employees communicates appropriately, are employee’s trustworthy and do employees make customers feel safe.

The effect “responsiveness” such as telling you when exactly when services will be provided, give prompt service, willingness to help, and respond to requests promptly and “tangibility” such as dress properly, uniform is clean, provides the services with smiling, attractive appearance and also “empathy” such as able to communicate effectively, shows personal attention, knows specific needs, convenient time management were found to be insignificant.

---

## 4.7 Analysis of Open-ended questions

Exporters were asked whether they faced any problem in the service of ECCSA and to give suggestions if they had any in which ECSSA can improve and meet expectation of exporters. Among the problems that they have faced is lack of ease of access due to road construction.

15% of the respondents suggested that ECCSA is doing well and should continue in the same direction, 10.92% of them suggested that Additional staff should be on counter and delivery time should be improved and maintained and should update customers on the status of the delivery, 7.6% of them suggested that ECCSA should add service providing points, 22.6% of them suggested that service delivery time should be reduced, Working hours should be improved, should provide More parking space and Should understand customers in a better way and deliver service and the rest 42.8% of the respondents did not suggest anything.

Regarding points that were added by customers 6.2% of the respondents added that there should be more advertisement of ECCSA's services & that they were happy with the way it functions. 4.2% of the respondents mentioned that there should be more branches and physical facilities of ECCSA, 0.84% of the sample population added that there should be a system where a service takes a limited amount of time, 2.5% of the respondents referred that ECCSA should strive for a better service quality. The rest 85.7% did not raise any points.

## 4.8 Summary of findings

From the accomplished research the following are some of the major findings

- ✎ From the general profile of respondents it can be understood that the export sector is dominated by males. Most of the respondents spent less than five years in the export industry and likewise the second highest dominant groups have an experience which is from 5years to 10years in the industry. The

---

majority of respondents have diploma as the highest education. The respondents visited ECCSA once a week to use its services.

- ↪ There is a gap between Exporters perceived performance and their expectation concerning tangibility dimension. This shows that ECCSA's service quality is not up to standard.
- ↪ Exporters gave credit to the reliability of ECCSA's services since they found ECCSA to exceed their expectation on three of the five parameters of reliability dimension.
- ↪ Respondents disapprove of the service quality of ECCSA with regard to responsiveness dimension since it doesn't qualify on the majority of the determined parameters.
- ↪ Exporters perceived service quality exceeded their expectation in most of the attributes with in assurance dimension which signifies exporters acknowledgement of overall service quality of ECCSA.
- ↪ For Empathy dimension as well and it can be witnessed that exporters don't fully approve the Empathy of ECCSA since exporters perceived service quality exceeded their expectation in most of the attributes.
- ↪ The research clearly showed that there is a gap between perception and expectation of exporters, there appears to be a relatively large negative gap on tangibility determinant where expectation highly exceeds perception, while on Assurance dimension there is a small positive gap where perception of service exceeds expectation.
- ↪ The correlation result indicated that there is a positive small correlation between Tangibility dimension and overall service quality, there is a positive moderate correlation between Reliability dimension and overall service quality, there is a positive moderate correlation between Responsiveness dimension and overall service quality, that there is a positive moderate correlation between Assurance dimension and overall service quality and that there is a positive large correlation between Empathy dimension and overall service quality in which are all at significance level of 0.001 except Empathy which is 0.166.

---

# Chapter Five

## Conclusion and recommendations

### 5.1 Conclusion

This thesis has assessed the service quality ECCSA's services to exporters by using the servqual instrument to evaluate the five service quality dimensions Ethiopian chamber of commerce & sectoral associations which are tangibility, reliability, responsiveness, assurance and empathy.

- Based on the research done it can be concluded that the main determinants of service quality of ECCSA include Tangibility, Reliability, Responsiveness, Assurance and Empathy which affect ECCSA's overall service quality to member exporters
- The researcher identified a gap between Exporters perceived performance and their expectation on the dimensions of service quality of ECCSA, thus it can be concluded that tangibility dimension of ECCSA's services received a negative criticism & implying that ECCSA don't ensure overall service quality, concerning reliability dimension exporters gave credit to the reliability of ECCSA's services, with regard to responsiveness dimension respondents did not affirm the service quality of ECCSA, exporters gave acknowledgment to assurance dimension of ECCSA's services and lastly Exporters didn't fully approve the Empathy of ECCSA since exporters expectation of service quality exceeded their perception.

There appears to be a relatively large negative gap on tangibility determinant where expectation highly exceeds perception, while on Assurance dimension there is a small positive gap where perception of service exceeds expectation.

- The influences of service quality of ECCSA on exporter's expectation and perceived service can be shown on the correlation result which indicated that there is a positive small correlation between Tangibility dimension and overall service quality, there is a positive moderate correlation between Reliability

---

dimension and overall service quality, there is a positive moderate correlation between Responsiveness dimension and overall service quality, that there is a positive moderate correlation between Assurance dimension and overall service quality and that there is a positive large correlation between Empathy dimension and overall service quality in which are all at significance level of 0.001 except Empathy which is 0.166.

Based on the results discussed in Chapter four, it is safe to say that ECCSA as a service provider to exporters is committed to providing practical customer service and that it is likely equally committed to improving the quality of the current level of service provided to exporters.

## **5.2 Recommendations**

Having made the necessary conclusions the researcher recommends that ECCSA should apply the following recommendations for a better service quality delivered to exporters.

- The efficiency of using technology and modern physical facilities is a key to success for any business, no matter whether that business is, it can lead to strategies that contribute to the quality of the service it provides and helps build tangibility dimension to achieve an overall service quality.
- It is recommended that since the service quality dimensions did not meet the customer's expectation; certain service quality dimensions needs a rational effort in the organisation to ensure its improvement. Service dimensions like tangibility and empathy, a practical effort is needed to ensure an improvement in these dimensions considering the facilitation to achieve an overall service quality and a better customer service delivery in ECCSA.
- In order to insure a continuous improvement of customer services there should be through studies on behaviour and expectations of the customers. Training courses to improve the performance of workers and providing services to customers upon its request and without delay, giving due concern

---

for the needs of customers at all times, paying attention to the views of customers, their needs and problems may encounter to reach a higher level of service quality.

- Studies have severally been conducted empirically and have approved the reliability of the items measuring SERVQUAL parameters in the service industry. The results of the parameters are determined by the score of the items; when the items are scored high, the score of the parameters will also be high. This means that when ECCSA gives each item the necessary attention, it is likely that overall performance can be enhanced.

### **5.3 Implications for further research**

In order to be able to generalize the findings, it is suggested that similar studies be conducted in other chamber of commerce as well. Moreover, this study focused only on ECCSA's services to exporters. Future research should test whether the factor structure proposed in this study is valid in other types of services and service providing organizations. Additionally, future research could also assess Chamber of commerce staffs' perceptions of service performance and compare them with service receiver's perceptions in order to identify the differences.

---

# Bibliography

## Books & journals

AnolBhattacharjee (2012), social science research: principles, methods, and practices, 2<sup>nd</sup> ed. published by Creative Commons Attribution, USA.

Asubonteng, P., McCleary, K.J. & Swan, J.E. (1996), "SERVQUAL revisited: a critical review of service quality", *The Journal of Services Marketing*, Vol.10, Number 6, p.62-81

Babakus, E. and Boller, G.W. (1992), An Empirical Assessment of the SERVQUAL scale: *Journal of Business Research*, Vol. 24, pp. 253-68.

Berry, Leonard L. (1980), "Services Marketing Is Different," *Business*, 30 (May-June), 24-28

Booms, Bernard H. and Mary J. Bitner (1981), "Marketing Strategies and Organization Structures for Services Firms," in *Marketing of Services*, J. Donnelly and W. George, eds., Chicago: American Marketing, 47-51.

Brown, S.W. and Bond, E.U. III (1995), "The internal/external framework and service quality: Toward theory in services marketing", *Journal of Marketing Management*, February, pp. 25-39.

ChingangNde Daniel and Lukong Paul Berinyuy, (2010), "Using the SERVQUAL Model to assess Service Quality and Customer Satisfaction. An Empirical study of grocery stores in Umea" Umeå School of Business, Umea

Churchill, G.A. and Surprenant, C. (1982), "An investigation into the determinants of customer satisfaction", *Journal of Marketing Research*, Vol. 19,

Cronin, J. J., & Taylor, S. A. (1992) "Measuring service quality; a re-examination and extension", *The Journal of Marketing*, Vol. 56, Number 3, p.55-68

---

Cronin, J.J. and Taylor, S.A. (1992), "Measuring service quality: a re-examination and extension", *Journal of Marketing*, Vol. 56, July, pp. 55-68.

Gronroos, C. (1990), "Service Management and Marketing: Managing the Moments of Truth in Service Competition", Lexington Books, Lexington, MA.

Gronroos, C. (1994), "From Marketing Mix to Relationship Marketing: Towards a Paradigm Shift in Marketing", *Management Decision*, 32 (2), pp. 4-20

Gronroos, C. (2001), "Service Management and Marketing", 2<sup>nd</sup> edition, Chichester: John Wiley & Sons Ltd

Lehtinen, J.R. and Lehtinen, O. (1982), "Service quality: a study of quality dimensions", unpublished working paper, Service Management Institute, Helsinki.

Lewis, B.R. "Quality in the Service Sector - A Review" *International Journal of BankMarketing* 7.5 (1 989)

Lewis, R.C., & Booms, B.H. "The Marketing Aspects of Service Quality" In *Emerging Perspectives on Services Marketing*, eds. L.L. Berry, G.L. Shostack, and G. Upah (Chicago: American Marketing Association, 1983)

Nitin Seth, S.G. Deshmukh, Prem Vrat, (2005) "Service quality models: a review", *International Journal of Quality & Reliability Management*, Vol. 22 Iss: 9, pp. 913 - 949

Normann, R. (1991), "Service Management Strategy and Leadership in Service Businesses", Chichester: John Wiley & Sons Ltd

Parasuraman, A., Berry, L. and Zeithaml (1985), "A conceptual model of service quality and its implications for future research": *V. Journal of marketing*, Vol. 49, pp. 41-56.

---

Parasuraman, A., Berry, L. and Zeithaml, V. (1991), Refinement and reassessment of the SERVQUAL scale: Journal of Retailing, 67(4), pp. 420-450.

Parasuraman, A., Berry, L. and Zeithaml, V. (1993), More on improving service quality measurement: Journal of Retailing, Vol. 69, pp.140-147.

Solomon, M.R. (1983), "The role of products as social stimuli: a symbolic interactionism perspective", Journal of Consumer Research, Vol. 10 No. 3, pp. 319-29.

Teas, K.R. (1993a), "Expectations, performance evaluation and consumers' perceptions of quality", Journal of Marketing, Vol. 57 No. 4, pp. 18-24

Teas, K.R. (1993b), "Consumer expectations and the measurement of perceived service quality", Journal of Professional Services Marketing, Vol. 8 No. 2, pp. 33-53

The American Chamber of Commerce Executives (2009), "Chamber Basics Primer", Version 5, November 2, Alexandria, Virginia

Valarie A.Zeithaml and Mary Jo Bitner (2003), "Service Marketing-Integrated Customer Focus Across the firm", 3<sup>rd</sup>ed

Wisniewski, M. (2001), "Using SERVQUAL to assess customer satisfaction with public sector services", *Managing Service Quality*, Vol.11, No.6, pp. 380-388

Wisniewski, M. and Donnelly, M. (1996), "Measuring service quality in the public sector: the potential for SERVQUAL", *Total Quality Management*, Vol. 7, No. 4, pp. 357-365.

Zeithaml, V. A., Berry, L. L. and Parasuraman, A. (1996), "The behavioural consequences of Service quality", *Journal of Marketing*, Vol. 60 April, pp. 31-46.

---

Zeithaml, V., Parasuraman, A. and Berry, L. (1990), "Delivering Quality Service", Free Press, New York, NY

## Websites

<http://houmachamber.com/catsubcat/catsubcatdisplay.asp?p1=685&p9=C25> Date accessed: December, 2013

[www.acce.org](http://www.acce.org) Date accessed: 02 January, 2013

<http://www.ethiopianchamber.com/> Date accessed: 01 January, 2013

# Appendices

## Questionnaire for respondents

This questionnaire is prepared by a student of Addis Ababa University for a dissertation titled The Determinants of Service Quality in the Ethiopian Chamber of Commerce and Sectorial Associations with Particular Reference to Member Exporters. This survey is designed to measure service quality of services that are provided by Ethiopian chamber of commerce and sectoral association (ECCSA) to exporters. Please take a few minutes to give your most thoughtful answers. Please treat 1 as the lowest rating and 5 as the highest rating.

Your participation is greatly appreciated and all responses will be kept confidential. There are no rights or wrong answers. All we are interested in is your opinion on quality of services at ECCSA for exporters.

### 1. Personal background

1.1. Sex                      M       F

### 1.2. No of years in business

<5Years       5-10years       10-15years       15 and above

### 1.3. Educational background

Diploma       Degree                       Masters       Other

### 1.4. How often do you use ECCSA's services?

Once a week       once a month       every six months

Every year       other  \_\_\_\_\_

DETERMINANTS		EXPECTATION					PERCEPTION				
		5	4	3	2	1	5	4	3	2	1
<b>Tangibles</b>											
1.	ECCSA has modern looking equipment to serve exporters.										
2.	ECCSA's physical features are visually appealing.										
3.	ECCSA's reception desk employees are neat appearing										

4.	Materials associated with the service (such as pamphlets or statements) are visually appealing at ECCSA																		
----	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

**Reliability**

5.	When the ECCSA promises to do something by a certain time, it does so.																		
----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

6.	When you have a problem, ECCSA shows a sincere interest in solving it.																		
----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

7.	ECCSA performs the service right the first time.																		
----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

8.	ECCSA provides its service at the time it promises to do so.																		
----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

9.	ECCSA insists on error free records.																		
----	--------------------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

**Responsiveness**

10.	Employees in ECCSA tell you exactly when the services will be performed.																		
-----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

11.	Employees in ECCSA give exporters a prompt service.																		
-----	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

12.	Employees in ECCSA are always willing to help exporters.																		
-----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

13.	Employees in ECCSA are never too busy to respond to exporter's request.																		
-----	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

**Assurance**

14.	The behavior of employees in ECCSA instills confidence in exporters.																		
-----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

15.	Exporters feel safe in their transactions with ECCSA.																		
-----	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

16.	Employees in ECCSA are consistently courteous with exporters.																		
-----	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

17.	Employees in ECCSA have the knowledge to answer exporter's questions.																		
-----	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

**Empathy**

18.	ECCSA gives exporters individual attention.										
19.	ECCSA has operating hours convenient to all its customers.										
20.	ECCSA has employees who give personal attention to customers.										
21.	ECCSA has exporter's best interests at heart.										
22.	The employees of ECCSA understand exporter's specific needs.										

23. Please rate your overall perceived of service quality

Overall perceived service quality rating	5	4	3	2	1

24. What do you suggest ECCSA should provide other than the service they currently provide?

---



---

25. If you wish to add any other points use the space provided below

---



---



---



---

Thank you for your patience and corporation!!