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ADDIS ABABA UNIVERSITY

College of Business and Economics

Department of Public Administration and Development Management

Program: Master in Public Administration and Policy (MPMP)

The Effect of Quality Public Service Delivery on Customer Satisfaction at the Federal Supreme Court of Ethiopia

Prepared by: Dula Merera GSE/1229/07

Submitted to: Dr. Elias Birhanu

A Thesis Submitted to the Department of Public Administration and Development Management of Addis Ababa University in Partial Fulfillment of the Requirements for the Masters of Public Administration and Development Management (MA) in Development Management Stream

June 2020

Addis Ababa, ETHIOPIA

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Approval Sheet by the Board of Examiners

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Satisfaction at the Federal Supreme Court of Ethiopia**

Approved by Board of Examiners

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DECLARATION

I, Dula Merera, hereby declare that this research paper is original and has never been presented in any other institution. To the best of my knowledge and belief, I also declare that any information used has been duly acknowledged.

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List of Acronyms

ADR	Alternative Dispute Resolution
AoJ	Administration of Justice
BPR	Business Process Engineering
BSC	Balanced Scorecard
CDR	Consensual Dispute Resolution
CJSRP	Comprehensive Justice System Reform Program
CRMS	Court Records Management System
CSA	Central Statistics Authority
CSR	Civil Service Reform
C2G	Citizen-to-Government
DAR	Digital Audio Recording
ECMS	Electronic Case Management System
EICTDA	Ethiopian ICT Development Agency
ETA	Ethiopia telecommunication agency
ETC	Ethiopian Telecommunication Corporation
FDRE	Federal Democratic Republic of Ethiopia
FFIC	Federal First Instant Court
FHC	Federal High Court
FSC	Federal Supreme Court
G2C	Government- to- Citizen
G2N	Government- to-Non Profit
HoPR	House of Peoples Representatives
IBA	International Bar Association
ICT	Information Communication Technology
IS	Information System
IFMIS	Integrated File Management Information System
JAC	Judicial Administration Commission
JRP	Justice Reform Program
JLSRI	Judicial and Legal System Research Institute
MCIT	Ministry of Communication and Information Technology
NPR	New Public Management
OSQ	Overall Service Quality
PSD	Public Service Delivery
SERVPERF	Service Perception
SERVQUAL	Service Quality model
SPSS	Statistical Packages for Social Sciences
SQDs	Service Quality Dimensions

Abstract

The main purpose of the study would be to assess whether public service delivery quality directly related to customer satisfaction regarding the customers at the Federal Supreme Court. The study used the primary and secondary sources of data and the data was collected from 80 samples through a survey questionnaire. Different descriptive statistics, SERVQUAL Model, was used to carry out the research analysis. From 80 study participants, 50 (62%) were males and 30 (38%) were females. The SERVQUAL result depicted that reliability is the most important factor to have a positive and significant effect on customer satisfaction followed by responsiveness, assurance, empathy, and tangibility. The overall satisfaction analysis result showed that majority of FSC's customers was satisfied by the Federal Supreme Courts' service. From the logistic regression, the FSC provided more service on the reliability dimension, assurance dimension, and empathy for minimizing of visiting frequency to the customer that increased the satisfaction of customer. It was found out that there is good service delivery associated with good customer satisfaction leaving a slight room for improvement as recommended.

Keywords: *Public Service Delivery, Service Quality, Customer Satisfaction, Federal Supreme Court of Ethiopia*

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

The justice sector includes the institutions for the administration of justice, and it should ensure that laws are enforced, the legal system is implemented, social security is promoted, and that social cohesion is guaranteed. A well-functioning justice sector promotes legal certainty, resolves conflicts and regulates the exercise of executive authority. On the other hand, a dysfunctional justice sector encourages human insecurity and impedes economic development. (Curristine & Joumard, 2007)

The advancements of the 21st century have led to an emergence of many disciplines with great potential to solve existing problems. One such potential field is ICT, which has over the years been increasingly adopted in many processes to avert the problems of ineffective and inefficient service delivery. Inter-disciplinary collaborations have led to a symbiotic relationship between ICT and law. One of the key areas of interest is automation of the judicial processes. Many challenges have been faced in the process of attaining justice including delays due to misplacement of the case files at the registry (Lessa, Lemma and Tsegaye, Alemayehu, 2019). To avert such challenges, Therefore, ICT is increasingly being integrated in many courts globally with an aim to improve service delivery and provide expeditious delivery of justice.

Throughout Ethiopia, the justice system is in a state of overhaul. The public is fearful and angry especially in the criminal justice system. Practitioners are weary and frustrated. Victims are re-victimized in the process. This widespread sense of dissatisfaction has caused a fundamental rethinking of the justice system in Ethiopia. As a result, justice reform becomes so essential. Hence, an effort to consider the justice system reform all over the country is undergoing. A predictable legal environment, with an objective of reliable and independent judiciary, is essential for democratization, good governance, and human rights in the country.(Lessa, Lemma and Tsegaye, Alemayehu, 2019)

The 1995 constitution of Federal Democratic Republic of Ethiopia (FDRE) provides the legal basis for establishment of Federal-State structure that consists of nine Regional States and two city administrations. The Federal, Regional States and city administrations have their own legislative, judiciary and executive branches of government. The judicial system can be

defined as the governmental branch responsible for enforcing the law, interpreting, adapting to concrete cases and solving disputes. Judicial power is shared between the Federal Government and the Regional States. Article 78 of the Constitution creates three levels of courts in the Federal and Regional States i.e. First Instance Court (FIC), High Court (HC), and Supreme Court, respectively. There is a cassation bench within the Supreme Appellate Court. Besides there are social courts whose function is based on traditional social values.

There is great potential of the partnership between ICT and delivery of justice in Ethiopia. The commissioning of an electronic case management system by the national level public service reform measures indicated great transformation prospects in an organ of government that has been perceived as conservative and insular (World Bank (2013)). The court systems can now electronically manage cases from the filing state to its final disposition, while providing information to litigants, advocates and the public through integrated ICT infrastructures.

This study discusses only some of those concerns in its focus on the delivery of quality services in the Federal Supreme Court. An essential component of this service quality enquiry is the delivery of on-time services in the Federal Supreme Court that exercises what modes of service delivery should be utilized. Dissatisfied customer in the private sector can simply reject the unsatisfactory provider and look to someone else to provide the desired services. In this environment, the laws of the market ensure that providers constantly meet the needs and desires of consumers. Many of the deficiencies in the administration of justice may be addressed by proper allocation of sufficient resources. According to World Bank (2013), in the last two decades, the Ethiopian Public Service institutions improved performance and service delivery by implementing various reform tools and restructuring instruments including Business Process Reengineering (BPR) at federal, regional, and city administration levels in almost all public institutions. The Business Process Reengineering (BPR) was instrumental in clarifying organizations' strategic visions, missions, mandates, and products, and enhancing their top leadership's appreciation of strong institutions simplifying work processes and requirements, which resulted in substantially shorter transaction times for most services; developing service standards establishing important flat structures and offices as well as decentralizing tasks to lower levels of government, establishing one-stop shops and enhancing customer orientation in public services. Similarly, the Federal Supreme Court has inaugurated experience in implementing various reform programs. Hence, measuring quality of court

service delivery and customer satisfaction is essential to enhance courts' ability to render high quality of cost-effective and efficient service to customers.

1.2. Statement of the Problem

Every state has the obligation to ensure that the judiciary is indeed an independent arm of the government. This is to say that while a claim can therefore be made that the primary task of the courts is to maintain the rule of law, this should immediately be appreciated that various factors affect service delivery in the courts. Kameri (2011) said for the rule of law to be realized, there must be suitable "application mechanisms", including an independent and professional judiciary, easy access to litigation and reliable enforcement agencies. However judicial system of Ethiopia has been grappled with a crisis of performance such as unwanted lengthy proceedings, backlog of pending cases, times and money invested to get speedy dispensation of justice (World Bank, 2004).

According to the Comprehensive Justice System Reform Program Baseline Study (2005), the Ethiopian justice system has the following core problems: "Firstly, it is neither accessible nor responsive to the needs of the poor. Secondly, serious steps to tackle corruption, abuse of power and political interference in the administration of justice have yet to be taken. Thirdly, inadequate funding of the justice institutions aggravates most deficiencies of the administration of justice". This creates obstacles in the promotion and protection of human and democratic rights, inefficiencies in law enforcement as well as in the administration of justice. The situation in Federal Supreme Court is related to the above attributes. Though the Federal Supreme Courts have implemented various reform tools to modernize and enhance quality services to its customers during the past years; the 2002 G.C revised BPR document identified causes of customer dissatisfaction such as; problem of delay to dispense cases, lack of accessibility, and lack of effectiveness, rent seeking activity, lack of transparency and accountability. Hence, Federal Supreme Courts as a part of the country's legal system is not free from the above insufficiencies.

Service quality is an overall result similar to attitude towards the service and generally accepted as a predecessor of overall customer satisfaction (Zeithaml & Bitner, 1996). Customers are the corner stone of the service provider in that without customer it is difficult to

assure sustainable continuity and growth of organizations. For this reason, Federal Supreme Court has the responsibility to provide efficient service to clients and achieve the goal of their mission. To this end, the court administration has been introducing various reforms to bring about a remarkable change that ensure expectations of customers. Also the research was conducted to understand the service gap and service quality provided by the Federal Supreme court using SERVQUAL measures to determine service quality and customer satisfaction. SERVQUAL scale is the measures of service quality based on the gap between expectation and perception. Within SERVQUAL model there are five specific dimensions of service quality: tangibles, reliability, responsiveness, assurance and empathy (Parasuraman, Zeithaml & Berry, 1988).

However, there is a gap in knowledge in most reviewed research reports and articles that overlooked evaluating the achievement of the public service delivery supported by ICT in the post-implementation assessment in the Ethiopian context. Evaluating the quality of public services delivery in the Federal Supreme Court helps to identify drawbacks in services provision, assists to categorize the expectations of customers, and test the achievements of socially desirable outcomes. Therefore, the problem to be addressed in this study would be to investigate the extent to which service quality dimensions affect customer satisfaction through Likert scale measurements of Justice served, Timely decision and Fairness at Federal Supreme Court Administration, in Addis Ababa, Ethiopia.

1.3. Basic Research Questions

Based on the statement of the problem and the intention of the study, the basic research questions are:

1. How does Tangibles of service quality delivery influence on customer satisfaction?
2. To what extent Reliability of PSD influences on customer satisfaction?
3. To what extent Responsiveness of PSD influences on customer satisfaction?
4. To what extent Assurance of PSD influences on customer satisfaction?
5. How does Empathy of PSD influence on customer satisfaction?
6. What is the most determinant service quality dimension that influence customer satisfaction?
7. How to enhance customer service delivery in the FSC?

1.4 Objectives of the Study

1.4.1. General Objective

The general purpose of the study was to analyze whether public service delivery quality directly related to customer satisfaction regarding the customers at Federal Supreme Court.

1.4.2. Specific Research Objectives

Within this broader research objective and the basic research questions, the study focused on the following research objectives:

1. To determine Tangibles of service delivery has an influence on customer satisfaction,
2. To determine the reliability has a significant influence on customers' perceptions,
3. To determine the responsiveness has an influence on customer perceptions,
4. To determine the assurance has an influence on customer perception,
5. To determine the empathy has an influence on customer perception.
6. To examine the most determinant service quality dimension that influence customer satisfaction
7. To enhance customer service delivery in the FSC.

Identification of public service quality gaps helps the Federal Supreme Court to accurately target areas for performance improvement. Likewise if gap scores are positive in some areas, this allows the court to review the service and consider such changes as re-deployment of resources into other areas where these may be under performing.

1.5. Scope of the Study

There are three tiers of courts in the FDRE government; First Instance Court, High Court, and Supreme Courts. Hence, it is beyond the time and financial capacity of the researcher to assess the quality of public service delivery at all the Federal courts in this study. Thus, the focus of this study is to assess the public service delivery quality as perceived by customers at Federal Supreme Court (FSC) only. And the FSC has a special place in the judicial system of Ethiopia- it has a power to review courts' decisions from all over Ethiopia and its decisions are final. For these reasons, the study dealt specifically only with public service delivery at FSC. The study planned to cover the current period public service delivery as the result of the implementation of service improvement programs, BPR and Balanced Scorecard, in FSC. And the study only focused on public service delivery supported by ICT at FSC against the standards of service quality measures i.e. reliability, responsiveness, assurance, tangibles and empathy.

1.6. Significance of the Study

This study has paramount significance to decision makers, courts manager, stakeholders and practitioners in different ways.

- To management of courts', the findings of the study provides viewpoint for evaluating the level of customer satisfaction associated with the services they are delivering.
- The results of the study also provided empirical support for management decisions in the public service delivery processes and develop a justifiably valid and reliable guide to designing workable service delivery improvement strategies to enhance customer satisfaction.
- The results of the study provide invaluable insights to the future successful service delivery by identifying the major determinant factors and the root causes of the problems. Accordingly, it provides policy makers and courts' administrators with feedback that allows them to prioritize their efforts and it serves as a basis for further studies on the issue.
- The findings of the research would also contribute to the body of knowledge.

1.7. Limitations of the Study

Conducting successful and unbiased research is a challenging task. It requires the commitment of the researcher and the respondents and adequate resources. The research is also be limited by lack of experience of the researcher, unwillingness of respondents to provide their responses timely, time and financial constraints. The prevailing COVID-19 pandemic and as a result inability to gather pertinent data for analysis, etc was a limitation. Moreover, the outcome of the study mainly depended on the individual responses of the respondents who participated in the study. So the result may not be generalizable beyond the Federal Supreme Court customers. The results of this study were limited to the five service delivery dimensions of SERVQUAL model to measure customer satisfaction of the Federal Supreme Court.

1.8. Operational Definition of Terms

E-government: - is the use of information technology to support government operations, engage citizens and provide better government services. E-government is the continuous optimization of the service delivery, constituency participation and governance by

transforming internal and external relationships through technology, the internet and new media. This includes Government to citizens, Government to business and Government to Government.

E-court:-providing court services electronically through Videoconferencing or any digital media, Internet and web services.

E-filing: - is the process of opening case files sending and receiving of case files through electronic media like internet or through intranet network. In addition it is the process of digital scanning of a hard copy of a file in to soft copy format.

1.9. Organization of the Study

This thesis is organized in to five chapters. The first chapter briefly introduces the research background, statement of the problem, objectives and significant of the study. The second chapter is devoted to literature review about the quality of ICT supported public service delivery and its influence on customer satisfaction at Federal Supreme Court (FSC) and its role in court performance. This chapter also tried to give some highlights about ICT supported public service delivery implementation in some countries including Ethiopia. The third chapter explained methodology of the research and data collection methods. The fourth chapter dealt with data analysis presentation and interpretation. The fifth chapter included summary, conclusion and recommendation.

CHAPTER TWO: LITERATURE REVIEW

2.1. INTRODUCTION

This chapter will explain Global, African and Ethiopian local perspectives in the use of ICT supported public service delivery of justice systems, the use of SERVQUAL as a service quality measurement technique and concludes with a conceptual framework that illustrates the relationship of variables in this study.

2.2. Theoretical Framework

There are theories developed by many scholars like Public Choice Theory, Gap Theory, and New Public Management Theory. The main reason for the development of these theories is because the public service delivery is inefficient and ineffective to satisfy the demands of the customers. These theories may contribute to quality public service delivery.

In recent years, the debate on the role of the State has shifted towards empirical assessment of the efficiency and usefulness of public sector activities (Andrews, R, Van De., Walle, S. 2013; Curristine & Joumard, 2007; Sharp, 2005; Smoke, 2015;Zhu & Peyrache, 2017). A growing number of academics have been investigating the stabilization, allocation and distribution effects of public expenditure (Teresa,M,Prior, B. D., & Tortosa-Ausina, E. 2010). Many theoretical and conceptual frameworks have been developed concerning public service delivery improvement including efficiency and effectiveness. For example, the belief that large and monopolistic public bureaucracies which have been inherently inefficient was a critical force driving the emergence of the New Public Management in the 1980 (Andrews, 2013). According to Andrews (2013), NPM protagonists recommended that the public sector be opened up to greater private sector influence to reconfigure the state along more cost-efficient (and effective) lines of public service delivery. There are also public choices, Public choice theory and Public Service delivery, The Gap Theory of Service Quality and NPM theories which are more concerned with public service developed efficiency and effectiveness. Key theories are discussed in the following section.

2.2.1. New Public Management (NPM)

NPM paradigm emerged in the 1980s to implant a new approach into traditional public administration. (NPM reforms shift the emphasis from the traditional public administration to modernizations, which are the determinants for the rise of the new public management).It was geared toward enhancing efficiency, productivity, improved service delivery and accountability and emphasizes a result-orientation as opposed to the process-orientation of the traditional public administration.

Though evidence of the efficiency gains from NPM practices remains mixed and there is little to suggest that they have enhanced the effectiveness or equity of service provision, policy-makers across the world continue to laud the merits of new public management (Andrews, 2012 and 2013 ,Curristine & Joumard, 2007).The arguments of NPM theory is that rather than focusing on controlling bureaucracies and delivering services, public managers are now responding to the desires of ordinary citizens and politicians to be “the entrepreneurs of a new, leaner, and increasingly privatized government”. As such, the NPM is clearly linked to the notion of trust in economic rationalism through the creation of public value for public money (Hope, K.R. 2001).

There are controlling bureaucracies and delivering services of NPM that derive from ‘managerialism’ i. e. Emphasizing management in government. These include management decentralization, desegregation and downsizing of government, creating a leaner and flexible organizational structures and systems, and giving managers more freedom to manage (Alexandria Brysland, Adrienne Curry, (2001). According to Alexandria Brysland, Adrienne Curry, (2001),there are ideas emanating from new institutional economics that emphasize markets and competition as a way of giving choice and ‘voice’ to others and promoting efficiency in service delivery, i.e. The use of market mechanisms such as franchising, vouchers, contracting out, internal markets, user fees and customer orientation.

According to the Economic Commission for Africa, (2003) the major NPM doctrines of what must be done are:

- Direct public sector costs should be cut and labor discipline rose so as to improve resource use.

- Private-sector-style management practices applied to increase flexibility in decision-making.
- Competition in the public sector (through term contracts and tendering) increased, as competition is the key to lower costs and improve standards.
- The public sector disaggregated and decentralized to make units more manageable and to increase competition among them.
- Controls to shift from inputs to outputs, to stress results rather than procedure.
- Explicit standards and performance measures to be established, because accountability requires clearly stated objective and efficiency requires attention to goals.
- Managers to be given powers to conduct hands-on professional management, because accountability requires clear assignment of responsibility, not diffusion of power.
- The new public management techniques to public services would automatically lead to improved efficiency and effectiveness in these services Stephen, (2007). According to Stephen, (2007) the key elements of the NPM can be summarized as:
 - A focus upon entrepreneurial leadership within public service organizations;
 - An emphasis on inputs and output control and evaluation and upon performance management and audit
 - The desegregation of public services to their most basic units and a focus on their cost management; and
 - The growth of use of markets, competition and contracts for resource allocation and service delivery within public services.

2.2.2. Public Choice Theory and Public Service Delivery

Public choice theory is a branch of economics that developed from the study of taxation and public spending Jane S. Shaw, (2002). Public choice takes the same principles that economists use to analyse people's actions in the marketplace and applies them to people's actions in collective decision making. Economists who study behavior in the private market place assume that people are motivated mainly by self-interest. Although most people base some of their actions on their concern for others, the dominant motive in people's actions, in the marketplace, whether they are employers and employees, or consumers

According to Jane S. Shaw, (2002), public choice is often referred to an outshoot of economics. In fact, it is more an approach to political science. Public choice uses the methods and tools of economics to explore how politics and government work.

The ability of the democratic process to ensure their accountability to the public limited as well as their confidence in the ability of the free market to do so. The public interest in public administration through reform guided by public choice theory is an application of classical economics to public administration and had a dominant influence on the development of the new public management.

The increase of NPM doctrine is linked with increasing popular and intellectual dissatisfaction with the growth and role of government and increasing taxation and, consequently, pressures to curb the expansion of government and shift towards privatization (Alexandria Brysland, Adrienne Curry, (2001), Particularly public choice theorists have criticized the Weber bureaucratic model as lacking cost-consciousness because of the weak link between costs and outputs which is efficiency and effectiveness. Further, the rewards system in the public sector is not oriented towards improving performance. Consequently, there are no incentives for politicians and bureaucrats to control costs. In this regard, research conducted in Ethiopia show that, there is waste and over expenditure, with public managers focusing more on delivery than on productivity and efficiency (Debela, 2009, Gaster, Lucy and Squires, 2003;). Public choice theory also argues that public bureaucracies are notoriously slow to respond to changes in the environment, as well as being unresponsive to service users.

In conclusion this research is based on both new public management theory and public choice theory. This is because, as the objective of this research is to identify the determinants of public services deliver inefficiency in order to contribute to the process of improving service delivery and efficiency (output) which is the core ideas of both NPM and public choice theory.

2.2.3. The Gap Theory of Service Quality

According to The Gap Theory Service Quality is defined as the difference between expected service and the customer's perception of actual service delivery. This model identifies the different sources of gaps between the expected service and the customers' perception of the

actual service delivery. A deficit in service quality (where the perceived service is less than the expected service quality) may result in customer dissatisfaction and drive away customers. If the perceived service exceeds the expected service, the customer would be happy.

Five gaps were identified as causing a deficit in service quality. Customer gap: The difference between customer expectations and perceptions the service quality. This is a result of the following five gaps between expectation of customer and perception of management. In order to be able to exceed customer expectation, and in this way insure customer satisfaction, service organization management has to have a clear and accurate perception about customer expectation. Lack of such knowledge creates a gap that can be one of the main reasons for service customers to be satisfied. Gap between perception of management and service quality specification. Even if management accurately perceives customer expectations, there are still chances of customer dissatisfaction that can be caused by the gap in planning quality of the service according to customer expectations.

Gap between specification of quality and the delivery of service. Another potential area for customer dissatisfaction relates to the failure of efficiently specified quality service due to various reasons, including incompetent workforce, and inefficient working conditions. The gap between the delivery of service and external communications. In cases where employees have relevant skills and willingness to offer efficiently specified quality service, still customers may be left unsatisfied due to external factors such like working environment. Gap between perceived and expected service. Lastly, one of the common causes for customer dissatisfaction in service sector relates to the gap between what customers expect from the service and what they think they have received.

2.3. Meaning and Nature of Public Service Delivery

Public service delivery is the most important element of NPM. According to Gaster and Squires, (2003) Public services is a term usually employed to mean services provided by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the services, and it is associated with a social consensus (usually expressed through democratic elections) that certain services should be available to all, regardless of their income. Even where public services are neither publicly provided nor

publicly financed, for social and political reasons they are usually subject to stricter regulation than most economic sectors. Public goods are non-excludability and non-rivalry. Non-excludability refers to the difficulties to exclude potential users from the services. Non-rivalry refers to the enjoyment of services without diminishing the benefits for other users.

Public services have distinguishing characteristics from private goods and services. Public services are paid through general taxation or means-tested payment or direct fees. Individual payments by choice and profit motives, which are common in the private sectors, are rare in public services. Public services operate within a legal and financial framework that is very different from the profits-driven private sector (Gaster and Squires, 2003).

Service delivery is tied to performance at the organizational level. It means fulfilling organizational goals and objectives, especially in satisfying customer needs, employee needs and investor needs. Quality service delivery is an increasingly important initiative being pursued by organizations to improve efficiency, productivity and hence profitability.

2.4. Principles of Public Service Delivery

Setting Service Standards: -

Service standards must be relevant and meaningful to the individual user. This means that they must cover the aspects of services which matter most to users, as revealed by the consultation process, and they must be expressed in terms of relevance and easily understood ways.

Ensuring Courtesy:-

The concept of courtesy goes much wider than asking public servants to give a polite smile and to say “please” and “thank you”, though these are certainly required.

Providing More and Better Information:-

One of the most powerful tools at the customer’s disposal is exercising his or her right to good services.

Increasing openness and transparency:

Openness and transparency are the hallmarks of a democratic government and are fundamental to public service transformation process.

Redressing Wrongs:-

The capacity and willingness to take action when the things go wrong, is the necessary counter part of the standard setting process

Accessibility: - Extent to which a consumer or user can obtain a good or service at the time it is needed.

Speed:-The longer it takes to respond to a complaint the more dissatisfied customers will become.

Fairness: - Complaints should be fully and impartially investigated Confidentiality-
The complainant's confidentiality should be protected so that they are not deterred from making complaints by feeling that they will be treated less sympathetically in future.

Responsiveness-

The response to a complaint, however trivial, should take full account of the individual's concerns and feelings.

Review: - customer feedback system should incorporate mechanisms for review and for feeding back suggestions for change to those who are responsible for providing the service.

Training:-complaint handling procedures should be publicized throughout the organization and training given to all staff so that they know what action to take when a complaint is received.

2.5. Public Service Delivery Improvement Tools

In 2002, the Ethiopian government laid emphasis on improving efficiency and effective uses of service delivery using NPM principles. The service delivery reform as part of Civil Service Reform (CSR) is an ongoing process practiced to date in the country. Evidence for this is seen in the implementation of BPR at all levels of government organizations, as well as BSC in majority of the federal executive agencies and regions. We also have the introduction of Citizens' Charter by the Ministry of Civil Service and human resources development. This saw the introduction of Reform Programs in Ethiopia the implementation of Sub-programs of different management performance tools like Business Process Reengineering (BPR), Balanced Score Card (BSC) and Citizens' Charter.

2.6. Measuring Public Service Delivery

Measuring service quality and customer satisfaction is central to evaluating public service delivery implementation. It is the best instrument to check whether the reform program has been successful or not. However, it is not an easy task. The challenge arises from the absence of a universal definition of quality service and measurement indicators. Gagster and Squires (2003: 3) explained the challenges as "differences of definition and identification of need,

conflict of interest, constraints of finance, arguments about policy, and legal requirements must necessarily be taken into account in decisions about the extent, nature and focus of services to and for the public. Therefore, any discussion of quality and its improvements must be within this context."

Quality must be defined by accepting some operational definitions. According to Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry (2013) stated "a product or service has quality if customer's enjoyment exceeds their perceived value for money. In a competitive market, the product or service with the highest quality is the one that provides the greatest enjoyment". This definition focuses on customer satisfaction to measure service quality.

According to Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry (2013) quality service can be considered the ratio of the level of service effectiveness and expectations of the user. Quality service means meeting the needs and expectations of a user in an effective manner. To evaluate a service is more complex than to evaluate a product, because the product is tangible and its defects can be detected, its functioning assessed and its durability compared. Conversely, service is first purchased and then it is produced and consumed simultaneously Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry (2013).

The above mentioned schools of thought in general agree that quality of services should be measured or judged by customers. However, they differ on the techniques or methods of how customer satisfaction should be measured. The European school of thought includes both the process and outcome of the services to measure quality, while the US school of thought focuses on process for of the services. Measuring Service Quality Performance is critical to the entire organization. In monitoring, controlling and improving the quality, the service delivery issue is essential to organizations.

SERVQUAL is a multi-dimensional research instrument, designed to capture consumer expectations and perceptions of a service along the five dimensions that are believed to represent service quality. These five dimensions are: tangibility, reliability, responsiveness, assurance and empathy.

The five dimensions are briefly discussed below:

Tangibility; the appearance of physical facilities, equipment, personnel and communication material.

Reliability: The ability to perform the promised service dependably and accurately.

Responsiveness: Willingness to help customers and provide prompt service.

Assurance: Competence – possession of the required skills and knowledge to perform the service; courtesy–politeness, respect, consideration and friendliness of contact staff; credibility – trustworthiness, believability and honesty of staff; security – freedom from danger, risk and doubt.

Empathy: Access – approachability and ease of contact; communication – keeping customers informed in a language they understand and listening to them; understanding the customer – making an effort to know customers and their needs.

According to Parasuraman, Valarie A. Zeithaml, & Leonard L. Berry (2013) and Sanjay K Jain and Garima Gupta, (2004), in their research identifying each dimension, the SERVQUAL scale provides a score for customer expectations (E) and a score for customer perceptions (P) of service quality.

The difference between the two scores on each dimension is called gap score. The key to optimizing service quality is to maximize these gap scores and the associated gap equation ($Q = P - E$). Service quality perceptions result from a comparison of consumer expectations with actual service performance

The SERVQUAL model approach begins with the assumption that service quality is critically determined by the difference between customers' or consumers' expectations and their perceptions of the service actually delivered.

2.7. Managing Service Quality and Customer Satisfaction

According to Adrienne Curry, (2001), Quality is 'the ability of a product, service or process to meet and preferably exceed customer expectation'. By extension, the concept of the process or service quality requires you to meet the value expectations by instituting an ability to monitor the efficiency and effectiveness of the process or service and, if necessary, to improve it.

Customer satisfaction is the condition in which perceived performance of government organization or service meets user's expectation. Customers are dissatisfied if the

performance falls below expectations and they are satisfied if performance matches or exceeds (Lukea-Bhiwajee, P. Naidoo, 2010). From this one can understand that customer satisfaction is the function of achieving performance expectations as well as level of service. The main objective of public service delivery is to realize customer's satisfactions.

According to "The Gap Theory" and Sara Ghaffari, (2017), the most important driver of customer satisfaction is that, service expectations. People are more likely to say that a service meets their expectations when staff or leaders: Listen to them, understand their circumstances and treat them as an individual, Know about the services their organization offers and can help, Communicate in a clear and simple way, Treat them with respect, Are customer focused - friendly, polite and approachable and Follow through or do what they say they will do.

According to Pinho, José (2010), more satisfied and committed employees will be more willing and capable engaging in behaviors' that are vital to organizational success.

2.7.1. Customer Complaint Handling and Feedback System

Unless there are complaint handling mechanism established as a system, it is very difficult to respect the rights of employees to get services from public organizations. The suggestions and feedback are very useful to improving service delivery continuously. They want their expectations meet. They want the staff they deal with to be competent and to keep their promise. They want to be treated fairly and have their individual circumstances taken into account.

Complaint is defined as expression of dissatisfaction made to or about an organization, related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required. Therefore, dissatisfaction with public services, whether justified or not, and complaints should draw out a sympathetic response from service providers. Complaint handling in an effective manner makes a statement about how important customer care and satisfaction are in the organization. A learning organization is one that: listens to its customers; learns from mistakes; and continuously strives to improve service delivery and achieve service delivery excellence. An effective complaint handling system provides three key benefits to an organization:

- It resolves issues raised by a person who is dissatisfied in a timely and cost-effective way.
- It provides information that can lead to improvements in service delivery.
- Where complaints are handled properly, a good system can improve the reputation of an organization and strengthen public confidence in an organization's administrative processes, and
- Effective complaint handling is fundamental to the provision of a quality service.

2.7.2. Major Determinants of Service Quality Dimensions

The public service organization can measure their service quality in light of the following factors by getting feedback from customers. Feedback can be obtained from customers through dealing with individual customers depending on the type of service the authority delivers. There are a number of determinants that affect services quality. These are discussed below.

2.7.2.1. Service Standards

Standards of customer service are to be improved to levels comparable with best practice and people are to be more readily involved in decision making, service design and service reviews (Adrienne Curry, 1999).

According to Adrienne Curry Sound operational management involves putting in place the right arrangements for managing services more effectively and ensuring that managers have greater control over resources, decision making and performance.

Excellent service can also be energizing because it requires the building of an organizational culture in which people are challenged to perform to their potential and are recognized and rewarded when they do.

Service standards are a basis for measurement of service delivery. Standards help to measure the extent to which service is being improved. The established service standard should be available to the public in order to meet its objectives. Unless there is a predetermined service standard, it is very difficult to satisfy the needs of customers because of the subjectivity of the service provisions. Without predetermined service standards, it is difficult to build transparency, responsibility, and accountability.

2.7.2.2. Accessibility of services

The access to service delivery principle states that all employees should have equal access to service to which they are entitled. Predetermined service standards are essential for customers to know about the services they are going to be provided so that they will be able to complain if services are not rendered according to the standards. The Authority is committed to utilizing customer feedback in order to maintain and improve the quality of services provided.

2.7.2.3. Fairness

Perception of Fairness:-employee satisfaction is also influenced by perception of equity and fairness employees perceive. Fairness is central to customer's perception of satisfaction with products and services. The complaint handling system process must be fair. This means complainants must be given the option to identify the individual(s) they are complaining about; both parties of a complaint are entitled to be listened to and to have their views taken into account; the person being complained about must know all the claims that are made against them and have the opportunity to put respond and their case forward; All information relevant to the case must be taken into account; and the decision made must be fair and unbiased.

2.7.2.4. Transparency

Transparency can be defined as public's unbound access to up-to-date and trustworthy information about the public sector institution's performances and decisions. Contextually, transparency in any service delivery is about free flow of information between service provider and service users. In addition to the readiness and availability of working environment for transparency in any organization, the availability of proper media and institutions that help the system transparent is basic.

2.7.2.5. Responsiveness

Responsiveness refers to the ability of public organizations to satisfy the demands of the citizens as per their preference. On the other hand, responsiveness can work as a main toll of interlinking the demand and supply side strategies proposed by making

the service suppliers to react and work as per the preferences of the service users (the demand side).

2.7.2.6. Leadership Styles

Leadership has many definitions and there is no general agreement. Some of the definitions Scholars have proposed that a high-performance organization requires 1st class leadership. The roles of leadership to be effective learned from their own experience and the experience of others. Leadership styles should be challenging, inspiring, enabling, modeling and encouraging (Rusliza Yahaya, Fawzy Ebrahim, 2016). Today's organizations consist of complex matrices of social relationships in which leadership has considerable consequences for success or failure.

2.8. Empirical Review

2.8.1. Service Delivery in Using of Electronic Case Management System Courts (E-Filing)

Information and communication technology (ICT) and the internet are becoming important tools for the advancement of public sector services and organizations as espoused in the ongoing e-government process currently underway in most government bodies. Public institutions are increasingly providing information and public services to the public by use of internet and this process motivates the society to use the information and telecommunication technologies in order to take advantage of the e-government platforms.

In the last two decades there has been a widespread use of ICT around the world due to the expected benefits that have been achieved by the governments and organizations that have embraced it. ICT is a technology like computers, software, peripherals, and Internet connections infrastructure required to support information processing in order to execute and delivery of services.

According to Larsson, (2002) at the organizational level, ICT is widely accepted, though not fully appreciated. Its integration in organizational functions is necessary for increased efficiency, cost-effectiveness, and competitiveness. The tendency usually has been, to approach such integration from the technology level, leading to escalating costs without corresponding efficiency in gains. This leads to disillusionment, skepticism, and reduced

organizational commitment and resources to support ICT services and systems, Larsson, (2002).

The judiciary will benefit immensely if they adopt ICT in their execution of services to the general public. There are many important factors in this process, with ICT the judiciary will be able to reach and access judicial services to different clients more efficiently than before. According to Bhattacharjee, (2012) Computerization and Information technology have played a major role in improving the quality and delivery of justice. ICT has introduced more efficiency into the judiciary; increase trial speed without sacrificing thoroughness of investigation, it may facilitate improvement of trial quality by ensuring efficient allocation of judicial resources, facilitate access and exchange of judicial information, increase uniformity of judicial practice and interpretations of the law, especially on the level of lowest (first instance) courts, and minimize malpractice and occurrence of judicial errors.

Finally, the influence of ICT changes traditional perception of the sources of law. Legal information processed through ICT tools emerges as the digital sources of law, which become more and more important in comparison to traditional sources. ICT also offers unmatched possibilities for indexing and referencing of legal information, legal research, as well as support and automation of these processes, which may produce novel rules and principles, which may be relied as subsidiary sources of law (Larsson, 2002). Failure of the judiciary to adopt ICT threatens failing to solve the existing problems of the system of justice and might even stifle the development of the information society and arrival of e-government in the country or larger judicial region (Kiskis and Petraskas, 2004).

2.8.2. Use of Electronic Case Management System in different countries (E-Court)

Many countries have embraced information technology use in their court systems. Transparency and effectiveness are emphasized as two positive consequences of the use of information and communication technologies (ICT) in courts. It has expanded the possibilities of access to information and judicial decisions.

2.8.2.1. Brazil

Brazilian court system used to be manual in nature; the decisions used to be written as if they were of a kind even for cases related to mass litigation. For a client to know the contents of the

litigation, one had to physically go to court. A daily follow-up of every case was required in order to avoid surprises such as the missing of deadlines. The process used to be time consuming but since they embraced ICT, all the previous challenges have been eliminated. Oskamp, et al (2004), posits that conditions are definitely what used to be, as computers have redefined the access to information and redesigned the decision making process. Judicial information can now be gathered on a worldwide basis as much as computers have shortened the judicial procedures required to bring effectiveness to its decisions. Acts of distraintment, for instance, are no longer done by an Officer of the Court, but are executed through a single keyboard touch. Paperwork seems condemned to disappear as cases are filed and decisions are rendered online. In brief, nothing is as it used to be.

Brazilian Courts are not unaccustomed to such a scenario. As a matter of fact, the widespread use of ICT has provoked a whole set of questions that vary from the originality of a judicial decision to the parties' protection of privacy. Furthermore, it has redefined the boundaries of lawyers and judges' works as it enables just about anyone to track the law in the making and most of all to question the professional decisions they make. On the other hand, this direct contact has a significant impact on the courts' effectiveness as it reduces time and increases participation. As a consequence, what used to be a ciphered knowledge becomes then available to the parties who no longer feel the necessity to go through a professional's mediation in order to know what is happening and anticipate what may happen, Filho (2009).

2.8.2.2. Australia

Australia has a federal system of government, and thus its judicial system is made up of ten separate but interrelated systems; the commonwealth, six states and three self-governing territories. The use of ICT in the justice system in Australia begun in 1980s and has been improving over the years. The system performs several functions among them; Litigation support, Evidence presentation, Electronic courtrooms, Knowledge management, Electronic filing, Electronic search, E-courts and Integrated justice (Federal Court of Australia, 2009).

2.8.2.3. Venezuela;

The Venezuelan judicial branch is headed by the Supreme Tribunal of Justice and also consists of lower courts, including district courts, municipal courts, and courts of first instance. The State has taken steps towards the modernization of the Justice Administration System in order

to improve the quality, efficiency and effectiveness of the management of judicial processes (Fabri et al., 2001). Conventionally, courts operated with little or no technological support but now all is changing fast. According to Fabri and Contini (2001) the focus of the reform effort includes legal changes, transparency enhancement, organizational efficiency and user access which have a seamless integration of ICT applications. The ICT measures are both directed at the Supreme Court and lower court levels in jurisdictional and administrative areas. .

In July 1999, the judiciary implemented a new Organizational Model and an integrated ICT Management System, *Juris 2000* that had a number of specific functions (Fabri et al., 2001). It serve as an aid to case processing by facilitating the production of interactive documents, the automatic integration of information stored in databases, as well as feedback to the databases of new information. It allows for the automatic “capture” of information once it has been entered into the System, thus avoiding the need for multiple or repeat data entries. The system also supports the judicial decision process as it serves as a warehouse of information on legislation, doctrine and jurisprudence, including information produced in other parts of the judiciary (Fabri et al., 2001). The documentary database permits a rapid compilation of documents using various sources and/or information captured from databases. Furthermore, the system has an integrated warning system that alerts judicial administrators about case delay. It also provides information on the current caseload, allowing for a better-rationalized distribution of cases. Information can also be sent between judicial offices and institutions. Finally, the System can produce statistical or other reports in a variety of formats. It is also designed to accommodate future information needs.

2.8.2.4. Kenya

Kenyan judiciary has embarked on a modernization program aimed at improving the service delivery to the general public. Kenyans are hoping for first-class service and technology will accelerate that, as well as improve efficiency in the judiciary, the attorney general's chambers and the National Council for Law Reporting (Wanjiku, 2008). ICT is expected to reduce the incidences of corruption in the judiciary that had been highly prevalent before the famed judicial purge of 2003, spearheaded by justice Ringera (Sitieni, 2010). According to Gallup poll, (2009), public confidence in the judicial system and in the moral authority and integrity of the judiciary is of the utmost importance in a modern democratic society.. At present, the Kenyan judicial system faces a number of significant challenges that affect the efficiency and

effectiveness of the administration of justice. These include: large backlog of cases, lack of sufficient and sustainable funding, shortage of judges and magistrates and lack of effective case management (International Bar Association [IBA], 2010). All these have greatly contributed to the loss of public confidence in the judiciary.

The use of Information, Communication and Technology (ICT) is considered as one of the key elements to significantly improve administration of justice. This has been evident in countries like Brazil, Australia, Mexico and Venezuela. The rapid development of technology opens up new opportunities that were unthinkable only a decade ago (Velicogna, 2007). The influence of ICT in any judiciary however, needs to be measured and evaluated accordingly. This is to avoid white elephant projects, as automation is a great consumer of resources.

2.9. Factors Influencing Quality Judicial Service Delivery

Judicial service delivery is viewed from both the eyes of its employees as well as the perception of the public. Efficiency in service delivery is crucial towards the realization of the transformed judiciary or court system. Several factors influence service delivery in the judiciary. Among them: cost of ICT, employee job satisfaction, security of court data and fraud or corruption.

2.9.1 Cost of Electronic Case Management System (ECMS)

Transparency and effectiveness are emphasized as two positive consequences of the use of information and communication technologies (ICT) in the Courts. ICT expands the possibilities of access to information and judicial decisions, as well as its use especially in acts of distraintment, have given greater transparency and effectiveness to the judicial acts (Filho, 2009). The inception of ICT in the judiciary enables the judiciary to carry out its judicial functions or judicial services in a timely and efficient ways.

The judiciary is able to address the long-term goal of reducing repetitive tasks and the duplication of efforts. For instance, as the court has an automated system of recording case information, a clerk enters certain data into the computer system say for example the details of the parties to the case. This entry of data into the computer system enables storage, retrieval and reuse of the information for many purposes. The tracking of the case information, generating reports and the case compilation become easier.

Provides enhanced case statistics, evaluation and monitoring with reports generated by case information system in an automated form, the judiciary is able to conduct sophisticated case monitoring, compilation of reports and statistical analysis. The judges use this analysis to improve their performance and address their lapses (Dubgyur, 1999).

2.9.2. ECMS Mediated Job satisfaction

Using new technologies such as Case Management System, a Court Records Management System (CRMS) and Digital Audio Recording (DAR) and the Internet can give companies, organizations or government entities an edge (Shollei, 2010). New technologies can result in employees “working smarter” as well as providing high-quality products and more efficient services to customers. For job satisfaction employees need to know what is expected of them and receive timely, regular feedback on how they are doing. At all levels of an organization, employees want to be kept informed and recognized for their accomplishments. For employees to be satisfied, they need to know that the work they do is important and their tasks contribute meaningfully to the common purpose. They are also motivated to do well if they are given the appropriate freedom and authority to carry out their work in the best way possible. Employees become more satisfied when they supported and encouraged to grow and develop their abilities on the job (Brian et al., 2005)

Companies that have realized the greatest gains from new technology have human resource management practices that support the use of technology to create what is known as high-performance work systems. Work, training, programs and reward systems often need to be reconfigured to support employees’ use of new technology (Noe et al, 2006). Judiciary employees are paid with the same scale throughout the country, a clerk at Nairobi is paid the same as a clerk at Eldoret and also Machakos. However with equal facilitation employee job satisfaction is not similar, confidence and good treatment of their clients is not expected to be alike in stations with and those without the case managements system.

2.9.3. ECMS Based Court Data Security (E-Filing)

Security of court data is very crucial since it influences the integrity of the process of determining a dispute. Implementation of such systems ensures that users of the system are assigned specific rights of access it (Murungi, 2001). They are grouped into teams, which the

system uses to dynamically determine the case portfolio for an individual user. So if a staff is a clerk He/She may only be limited to input of a new case and update the status of that particular case which falls in the divisions He/She is working. An executive officer on the other hand can be able to view more cases from all the divisions of the high court and also generate daily, weekly, monthly or even annual reports. The system also tracks the details of all completed tasks by case and user so at any time you can audit the workflow history of the case. This means that any manipulation of the data can be traced back to someone since every staff with access has to log in to the system.

2.9.4.Fraud/Corruption

Fraud and corruption are a great impediment to the administration of justice in any jurisdiction. Public sector bribery, fraud, and corruption have become leading concerns for legislators around the globe, as the diversion of public funds undermines parliamentary control of the public purse (Dye, 2007). Several reports mentioned itemized a damning list of complaints about the inefficiencies and dysfunction of the justice system without characterizing any of them as service quality issues. Service quality issues are included an academic literature, but the literature has concentrated on information systems (Golding, 2005) and institutional change (Schoburgh, 2014).

2.10. Service Quality

Three decades ago, when Parasuraman et al. (1985) first attempted to develop a conceptual model of service quality, they complained that "... the literature on service quality is not yet rich enough to provide a sound conceptual foundation for investigating service quality." The original SERVQUAL scale was developed in five service industries in the private sector. Parasuraman, Zeithaml and Berry (1985) sought originally to capture ten dimensions of service quality, but in later studies reduced these to five (Parasuraman et al., 1988; Zeithaml et al., 1990). Identifying five dimensions may not be suitable or possible in all cases. Some research projects have relied on fewer dimensions (Chakrapani, 1998). It has been suggested that service quality "... is best represented as an aggregate of the discrete elements from the service encounter," which may include these five dimensions as well as others (Carrillat et al. 2007, Cronin and Taylor, 1992 and Parasuraman et al., 1985).

2.10.1. Measuring Service Quality

SERVQUAL is built on this paradigm (Parasuraman et al., 1991a, 1988), and it has found numerous applications as a service quality measure. Moreover, it continues to be very popular as a service quality measure across many cultures. The instrument has been described as the most commonly used tool for measuring service quality. The assumption is that the expectation of service is always qualified or conditioned by the service received and therefore in measuring service quality expectations are ignored, and only the perception or performance questions are considered (Cronin & Taylor, 1992). The SERVPERF instrument is built on this paradigm, and this too has its full share of adherents (Bayraktaroglu & Atrek, 2010). Both frameworks are similar, SERVQUAL measuring expectations and perceptions, each on a 22-item scale, while SERVPERF measures perceptions, using only the perception battery of questions.

There is an additional difference between SERVQUAL and SERVPERF. The latter treats service quality as one dimensional. This is referred to as overall service quality (OSQ). SERVQUAL, on the other hand measures OSQ, and further breaks down the scale into several sub-categories or service quality dimensions (SQDs). There is still debate whether it is necessary to rely on the multidimensional formulation of service quality, or even whether it is desirable to use the gap between expectation and perception as a measure (Cronin & Taylor, 1992; Finn & Lamb, 1991). The literature provides support for both sides of the debate and some studies have treated SERVPERF as a multidimensional measure (Al Khattab & Aldehayyat, 2011).

2.10.2. Applying Service Quality Measures to Public Service

Rhee and Rha (2009) argued that since the 1990s, service quality has been regarded as critical for reinventing the public sector. At the same time it was recognized that, “Adapting quality management approaches to the public sector has not been particularly easy” (Bryson & Curry, 2001). Assessing the quality of public services, by the nature of the public services environment, is just difficult (Donnelly et al., 2006). However, there is now a rich body of scholarship applying service quality measures to the delivery of public services. The early applications were not all satisfactory. More recent applications of SERVQUAL to the public services have been much more successful. These include citizens service centers in Greece

(Chatzoglou et al., 2013), public health care facilities in Brazil, Greece and Nigeria (Ogunnowo et al., 2015; Rocha et al., 2013), public Hospitals in Iran and Saudi Arabia (Aghamolaei et al., 2014), public physiotherapy service in Brazil (Almeida et al., 2013), and public transport in South Africa and Turkey (Govender, 2016). However, the issues identified by Rhee and Rha (2009) are relevant to where members of the public directly interact with the public service agency to receive a benefit.

2.11. Electronic Government

Definition 1: Electronic Government is any process that the citizenry, in pursuit of its governance, conducts over a computer- mediated network. This first definition of e-government specifies the underlying technology of computer- mediated networks and the processes conducted over them as the differential between e-government and its government predecessors. This definition invokes the government concept of western democracy. It is wide enough such that it encompasses the study of every- government- related phenomenon including possible outcomes, which might be neither foreseen nor desired.

Definition 2: electronic government is the use of information technology to support government operations engage citizens and provide government services. The second definition invokes the aspect of efficiency of government operations, while it emphasizes the involvement of citizens at the same time. In this paper both definitions are used concurrently.

- Improve administrative efficiency, effectiveness and productivity as well as information provision and service delivery to the public at the federal and regional levels of government;
- Reduce administrative, operation and transactional costs of federal and regional governments, administrative activities, service delivery functions and operation by reducing operational inefficiencies, redundant spending and unnecessary excessive paperwork;
- Increase the ability of the federal and regional governments to serve citizens and businesses;
- Transform government systems in to a citizen- centered government as will faceplate the process of bringing governments closer to the people and making it easy for citizens to obtain services and interact better with government machinery and agencies at the federal and regional level;

- Develop and implement information and communication infrastructure to support federal and regional level intra and inter- agency electronic service delivery and information exchange and
- Provide access to information and government services by the public and enhance good governance and strengthen the democratic process.

2.11.1. Types of E-government

E-government can be classified in to eight categories. Which are:-

Government-to- Citizen (G2C):-provide the momentum to put public service online, in particular through the electronic service delivery for offering information and communication

Citizen- to–Government (C2G):- provide the momentum to put public service online, in particular through the electronic service delivery for exchange information and communication

Government-to–Business (G2B):-Actively drive E-transaction initiatives such as e procurement and the development of an electronic market place for government purchases and carry out government procurement tenders through electronic means for exchange of information and commodities.

Business to Government (B2G):- Actively drive E-transaction initiatives such as e procurement and the development of an electronic market place for government purchases and carry out government procurement tenders through electronic means for sale of goods and services.

Government-to–Employees (G2E):-Embark on initiatives that will facilitate the management of civil service and internal communication with governmental employees in order to make e-career applications and processing system paperless in E-office.

Government-to-Government (G2G):-provide the governments departments or agencies cooperation and communication online base on mega database of government to have an impact on and efficiency and effectiveness. It also includes internal exchange of information and commodities.

Government- to-Non Profit (G2N):-Government provides information and communication to nonprofit organization, political parties, social organizations, Legislature etc.

Non profit–to-Government (N2G):-Exchange of information and communication between government and nonprofit organizations, political parties and social organizations, Legislature etc.

2.11.2. E-Government in Ethiopia

The ICT sector in Ethiopia is shaped by sector regulation that was approved in 1996 to create a single national operator. The national ICT policy that governs the ICT sector was drafted in 2005. The policy' vision was to attain"... the social and economic well-being of the people of Ethiopia through the explanation of the opportunities created by ICT for rapid and sustainable socio-economic development. Creating an enabling policy, regulation and legal environment for the growth and utilization of ICT s, Developing the necessary ICT human resource, infrastructure, rural access, ICT standards', and local content, Strengthening the capacity of public institution to facility the mainstreaming of ICTS for socioeconomic development , and Facilitating the use of appropriate technologies for development of applications and content for rural development, good governance, and service delivery in priority sectors. In the effort to implement the ICT policy the government has launched series of high profile project. Various government institutions also launched several applications – including a national web portal. The reframe of the communication sector began by separating the regulator and the operational function through the establishment of regulator entity, the Ethiopia Telecommunication Agency (ETA) by proclamation 49/1996, and a commercial entity the Ethiopian Telecommunication Corporation (ETC) by Regulation 10/1996. Before1996, the Ethiopia telecommunications Authority had acted bother as a provider of communication services and the regulator of the sector. in its thirteen years of operation (1997-2010).

The Ethiopia government has the development of information and communications technology (ICT on of its strategic priorities. The endorsed and currently enforce ICT policy is a demonstration of its commitment to the development of ICT both as an industry and as an enabler of socio–economic transformation. The government of Ethiopia is creating favorable environment to enhance the exploitation of ICTs for accelerated socio-economic development by elaboration and Ethiopia ICT Development Agency (EICTDA), and the now Ministry of Communication and information Technology (MCIT) which is responsible to coordinate and

supervise the planning and information implementation of communication and information Technology development intuitive and ICT policies.

A research ICT Africa network survey shows the proportion of mobile internet users was 1.2% in 2012 driven by increasing use of social networks such as Facebook. Ethiopia reached the million Facebook users level in 2013 with an increase in the users by 20% between 2012 & 2013. The demand for mobile services and internet accesses continues to grow exponentially.

2.11.4. ICT Service provided by Federal Supreme Court of Ethiopia

1. **E-litigation:** - is a technology which facilitates regional cases that has been decided to be seen by the federal courts. By using this technology customers can present their appeal remotely and will be remotely connected to the federal courts through the internet and video conferencing without the need to come in person filing and video conferencing are among the technologies which increase the availabilities of the court's services for its customers.
2. **E-filing:** - is a modern system which provides a platform to clientele especially for those from the regional states to send documents to the courts through the internet. Currently (since 2014) the Federal Supreme Court is providing this service within its centers opened in three regional cities. Because of this service regional customers are now able to remotely open their file and send related documents to the Federal Supreme Court's registrar office without the need to come to the Federal Supreme Court which is located in Addis Ababa
3. **Video conferencing:** - A court session provided from remote sites through internet or network. There are more than 28 sites which give this service.
4. **Recording and Transcribing:** - Technology enhanced recording and transcribing includes converting any litigation processes in the court into written forms using a computer. In early times this was conducted by manual conversion which leads to long arrangements and tedious process. Even the tape recording technology that was introduced later was not fast enough and didn't enable to effectively manage recording process. This process enables to easily convert the audio data from the memory sticks that

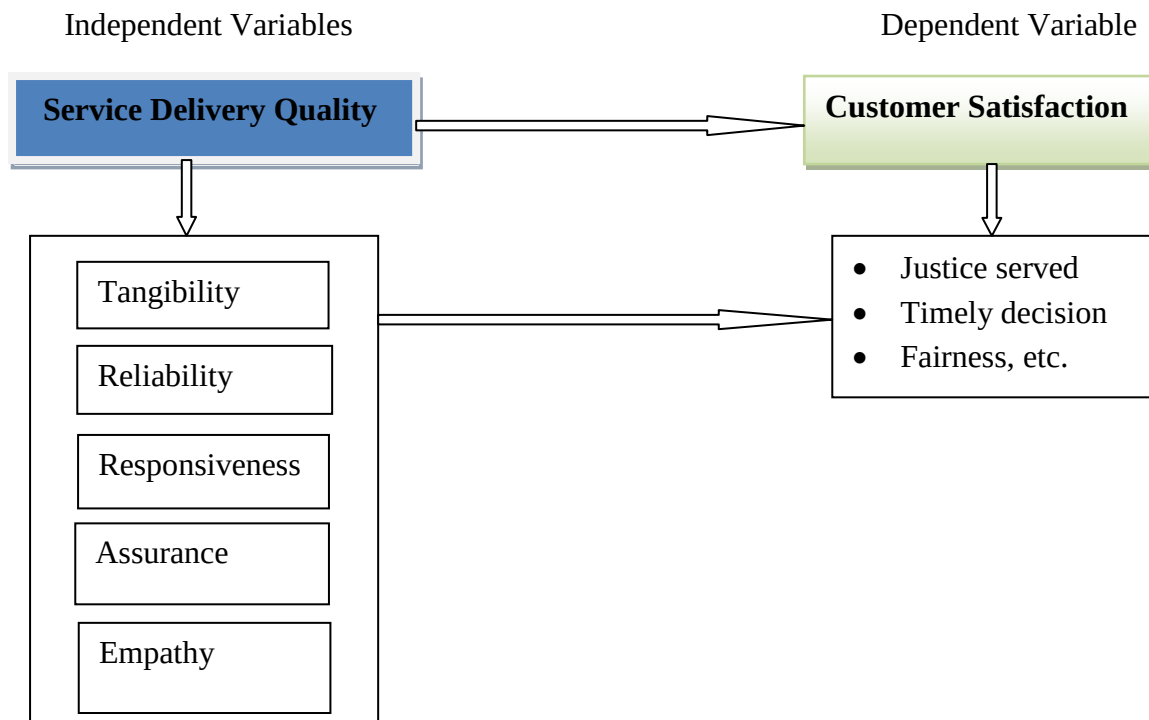
can continuously record for 72 hours and can easily converted to written forms has highly facilitated the process. This technology enables to duplicate the recorded to software; so that which makes easy and fasten the process by working parallel.

5. **Call center service :-** Free call center service is delivered through a telephone that help clients and any person to provide information he/she needs by dialing 992 in order to gather any information related to the Supreme Court. It was opened in the beginning of 2014. Clients can follow up their ongoing cases; get legal aid and support and any information about the organization.
6. **Document scanning facility:** - The main function of this office is to change every case files in to soft copy, which comes from the registrar office or court benches. This is done by scanning the hard copy of the files. The main purpose of this system is to give easy access of information for a judge if he/she is in need of any case files which he/she is pending or disposed
7. **Court Case management System database:** - Court Case Management System is a computerized system which is designed to assist the works of the registrar with modern technology. It is a tool of managing every judiciary activity in all federal courts and feed this activity or information to the main data center of the court. It helps to immediately upload new cases filed each day, new decisions, judgments and adjournments passed from the courts into the computer system. It is a case flow management system which consists of information's from opening to disposal state of a case file. It generates more than 130 kinds of reports like number of opening files in a day week month or a year, number of disposed case pending cases and other internationally recognized standard of measurements of court activity.
8. **Touch screen and daily court list Display:** - The plasma screen is linked with the database which makes the clients to see their court list, file number, defendant name, plaintiff name and other more information without a need of any personal interference. In addition to this; other than the court lists, the plasma screen helps to display the issue which is related to the court. Customers can use this service by looking the screen or operating the screen display by touching and following simple instructions found on the display.

9. **Website.** The Federal Supreme Court website is both informational and interactive type. It is interactive because customers can follow the status about their cases and it has an E-filing service which can able to send and receive case files from e-filing centers from regional court offices.

2.12. Conceptual Framework

Figure 1: Conceptual Framework



Source: Own Construction (2020)

Service quality measurement is crucial to court's ability to provide high quality yet cost-effective and efficient Justice, Timely Decisions and Fair services to its customers. Court managers and presiding judges increasingly embrace the idea of systematically integrating service quality measurement into the daily operations of the courts.

Measuring the service quality of Courts is a well- documented topic over the years, various systems have been proposed to assess the effectiveness and efficiency of which, not operating in a market system, cannot refer to profit or other performance indicators typically used in for-profit organizations

The evaluation of effectiveness of service supported with ICT investment and the inclusion of this dimension within could be useful for court administrator and presiding judges because it provides the opportunity to understand if and how the service contribute to improve court performance success or effectiveness is critical to our understanding of the value of IS management actions and investments

According to De lone and Me Lean (1992), however, a single indicator is not sufficient to measure such a construct as the success of an IS. The researcher therefore adopted a model, based on several dimensions, amid to investigate what causes public service quality success. And consequently, service quality impact on individual and organizational performance based on the above model which considers five dimensions.

CHAPTER THREE: RESEARCH DESIGN AND METHOD

3.1. Research Design and Method

The study was carried on the descriptive design in which both quantitative and qualitative data analysis was used to produce richer and more complete information. The reason behind using descriptive study design is because the researcher is interested in describing the existing situation under study. This study also used explanatory study design, to explaining, the relationship between variables and solve the research problem at hand. To determine the quality service quality & customers' satisfaction levels related to the public service delivery at Federal Supreme Court (FSC), the study used a SERVQUAL model and some statistical method to analyze the data.

3.2. Population and Sample Size

The population of the study was all the customers to be served on the Federal Supreme Court (FSC), Addis Ababa during the data collection in the course of this study in 2012 E.C.

This study used the probability sampling techniques since the sampling units under the study have equal chance being a sample. There are four types of probability sampling technique, and among those this study used the simple random probability sampling techniques. Under convenience sampling, the population is accessed at random during working hours from the total population to constitute a sample.

In conducting researches that require taking a sample, there is the stage of deciding the sample size. Based on the above information, there are several formulas developed for sample size calculation that conform to different research situations. To determine the sample size and representative of the target population, the study used statistical instrument formula. The following formula used for the calculation of the sample size since it is relevant to studies where a probability sampling method is used (Watson, 2001).The sample size of study computed as follows.

The formula used in this research was adopted for estimating the sample size (n) provided by Yaro Yamane (1969, cited in Obasi & Ekwueme, 2011 and Belaynew, 2012).

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size N= population, 1 = constant, e = error estimate (0 .1) at 90% confidence interval. For the population selection the average case seen in a week will be taken and from the FSCMS data base the average cases seen in a day are 100 and four (4) working days of the court is taken for the purpose. It is common practice by judges to use once in a week for discussion. Therefore the number of samples taken from the population was $n=400/1+400(0.1)^2 = 80$. However, these sample respondents were approached over the course of three to four weeks.

3.3. Data Source

Primary Data source were the actual customers those who got service from the Federal Supreme Court. For instance, the actual customer is the person that would be getting the service from February 1-28/2020. In addition to this, judges and registrars of Federal Supreme Court were another primary source of data for the study. The secondary data sources included in the study are legislations, books & journal, different organizational document, and articles.

3.4. Type of Data and Collection Technique

In order to achieve the intended objectives the data collection instruments were very important. The data of the study were quantitative of statistical descriptions (expressed in numerical form) and qualitative statements from the observations of study area (expressed in the form of verbal descriptions rather than numbers).

3.5. Variables of the Study

3.5.1. Dependent variable (response variable):

It is a variable which depended upon or is a consequence of the other variable (variables). The dependent variable is customer satisfaction to be measured in terms of Justice served, timely decisions and fairness.

3.5.2. Independent variable (explanatory variable):

It is the variable that is antecedent to the dependent variable and also a variable that stand alone and not changed by other variable. SERVQUAL dimensions are the Independent variables:

- Tangibility, Reliability, Responsiveness, Assurance and Empathy.

3.6. Method of Data Analysis

After gathering the necessary data, all necessary information was processed and analysis was properly implemented. The data then was processed using Statistical Packages for Social Sciences (SPSS) Software Version 20 and analysis methods included descriptive and inferential statistical techniques. Statistical analysis entails organizing data for description and decision-making. Depending on the data type, both descriptive and reliability test as used to analyze it. It describes the data with making inference or conclusion and summarizing sources of numerical data in to meaningful form. In this study, SERVQUAL model and correlation was used.

The research instrument consisted of structured questionnaire. Thus, a questionnaire has five of those service quality themes which are tangibility, reliability, responsiveness, Assurance, and Empathy questions representing SERVQUAL dimensions. The Likert type scale ranging from, “strongly disagree” marked as 1, “disagree” marked as 2, “neutral” as 3, “agree” marked as 4, and “strongly agree” marked as 5 that Evaluated the responses. The questionnaire was developed in English and translated to Amharic for data collection purpose. The questionnaire has two major classes consisting of respondent’s Demographic data about the customers and customer satisfaction measurement.

3.7. Ethical Considerations of the Research

The respondents were informed about the objective and purpose of the study and verbal consent was obtained from each respondent. Confidentiality was assured and information is going to be recorded secretly. Equal random selection of respondents was given to assure an equal chance of being included in the research.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This Part consists of the presentation, analysis and the interpretation of data gathered through structured questionnaire. The data considered in this part is obtained by using SERVQUAL model. In addition to this, background information of respondents is presented. Finally, the statistical methods of analysis were discussed, which included a descriptive analysis, a correlation analysis, and a multiple regression analysis through SPSS version 20.

4.1. Data Presentation

4.1.1. Coding

The SERVQUAL dimensions/items are main variables used in this study and they were coded in order to ease the analysis of data collected. Also, demographic information was collected from respondents and these variables have to be coded as well for analysis. Here is the coding of the variables for analysis.

SERVQUAL Dimensions/Items

Tangibles (TA) 1-5
Reliability (RL) 1-6
Responsiveness (RS) 1-5
Assurance (AS) 1-4
Empathy (EM) 1-4

4.1.2. Reliability Coefficient Discussion

The internal consistency of the SERVQUAL items was assessed by computing the total reliability scale. The total reliability scale for the study is above 0.872, indicating an overall reliability factor slightly same to that of Parasuraman et al., (1988) study which was 0.92. This reliability value for our study is substantial considering the fact that the highest reliability that can be obtained is 1.0 and this is an indication that the items of the five dimensions of SERVQUAL model are accepted for analysis.

Tables below showed the reliability scale for all five dimensions and also, the reliability scale for each dimension calculated when each item is deleted from the dimension in order to see if

the deleted item is genuine or not. In case cronbach's alpha for a dimension increases when an item is deleted it shows that item is not genuine in that dimension. From tables below, it can be realized almost all the items showed a lower value of reliability.

Looking at the reliability coefficients of all five dimensions on tables below, dimensions have coefficients slightly above 0.8, tangibles. These dimensions showed coefficients higher than 0.8, meaning the dimensions comprising of various items show a true measure of service quality and customer satisfaction.

Table 4.1: Reliability Test: All Variables

Case Processing Summary		
	N	%
Valid	80	100.0
Cases Excluded ^a	0	.0
Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.872	28

4.2. Socio Demographic Data

Eighty (80) questionnaires were distributed to respondents and all the questionnaires (Scheduled Interview Questions) were collected with a response rate of 100%. Hence, responses were valid with complete answers. The demographic characteristics include: gender, age, level of education, and court customer experience of respondents. The demographic part of the analysis dealt with the personal data on the respondents of the questionnaires given to them. The table below shows the details of background information of the respondents.

In table 4.1 demographic data table shows that out of 80 respondents, 38% (30) are females and the remaining 62 % (50) were males. As far as age of respondents is concerned, 10.5% of the respondents are in the range of above 55 years, 37.5% of the respondents are in the range of 36-55 years, 54% are in the range of 18-35 years. As regards educational background, the majority of the respondents is degree holders with 34 numbers and proceeded by Diploma and certificate holders of 38. Seven (7) respondents for educational qualification have masters and above, respectively. Table 4.2 below indicates that 54 each had less than one year experience as a customer. Those of 12 respondents in number had less than two (2) years experiences as a customer and 14 respondents have 3 to 4 years of experience as a customer with Federal Supreme Court Ethiopia (FSC), respectively.

Table 4.2: Profile of Respondents

Items	Options	Frequency	Percent
Gender	Female	30	38
	Male	50	62
	Total	80	100.0
Age	18-35	46	54.0
	36-55	26	37.5
	Above 55	8	10.5
	Total	80	100.0
Level of Education	Illiterate up to grade 12	-	-
	Certificate and Diploma	38	48
	First Degree	34	42
	Master and Above	7	10
	Total	80	100.0
Customer Court Experience	Less than a Year	54	68
	Less than 2 years	12	15
	3 to 4 years	14	17
	Total	80	100.0

Source: Survey Result (2020)

4.3. Descriptive Analysis

The SERVQUAL model proposed by Parasuraman et al., (1988), was used as the main guide for structured questionnaire where data was collected accurately on the customers' expectations and perceptions of service quality. The researcher used the SERVQUAL 5 dimensions (Tangibles, Reliability, Responsiveness, Assurance, and Empathy), considering the results for the individual question of variables are discussed below individually.

4.3.1. Tangibility Descriptive Measurement

According to analysis made the, FSC uses of latest equipment as shown on the table 4.3 indicates that majority of respondents Agree (51.7 percent) on the Court's equipment are latest and by strongly agreed with 16.4 percent and the rest 15.0 percent disagree, 11.4 percent are neutral and 4.5 percent strongly disagree. The mean result of responses shows that 3.68 imply that has positive implication for customers' satisfaction towards service quality in Federal Supreme Courts of Ethiopia.

Majority of responses strongly agreed that is 46.7 percent on employees of FSC of Ethiopia are neat and disciplined while serving the customers. 38.8 percent also agreed on employees disciplined and neatness employees of the FSC. The rest 8.3, 2.6 and 3.6 percent of responses said Neutral, Disagree and strongly disagree respectively. The Mean result 4.24 shows most of responses agree and above on the statement.

The analysis shows that 43.6 percent of respondents strongly agreed on FSCs have well organized staffs 34.5 responds agreed in organized staffs of the Court. 13.5, 5.1 and 3.2 percent responds on neutral, disagree and strongly disagree. The mean result 4.10 indicates most of respondents agreed on the statement.

Majority of respondents in the analysis shows 32.7 percent strongly agreed on the FSC has adequate support facilities like parking lot, toilet, guest chairs. 28.5 percent of response agreed on the statement and Neutral, Disagreed and strongly disagreed has response percentage of 17.6, 13.0 and 7.3 respectively. The mean result 3.66 indicates most of respondents answered above neutral on the statement.

According to the analysis made 66.1 percent of respondents strongly agreed on the Employees establish effective relationship with and agreed with 26.1 percent, 3.6 percent neutral, and 2.4

percent disagreed and the rest 1.8 percent strongly disagreed. The mean result of responses shows that 4.52 imply that has positive implication for customers' satisfaction towards service quality in FSC of Ethiopia.

Table 4.3.: Tangibility Measurement

Measur ement	Items	Respondents Response (%)					
No.	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average Mean
TA1	The Court uses latest equipment	4.5	11.4	15.0	51.7	16.4	3.68
TA2	The Court has neat and disciplined employees	3.6	2.6	8.3	38.8	46.7	4.24
TA3	The Court has well organized staffs	3.2	5.1	13.5	34.5	43.6	4.10
TA4	The Court has adequate support facilities (Parking lot, toilet, guest chairs and etc)	7.3	13.0	17.6	28.5	32.7	3.66
TA5	Employees establish effective relationships with Court customers	1.8	2.4	3.6	26.1	66.1	4.52

Source: Survey Result (2020)

4.3.2. Reliability Descriptive Measurement

Majority of respondents strongly agreed with employees follow rules and regulations. The percentage of strongly agreed and agree is 43.4 and 45.2 percent respectively of all the respondents response regarding the statement consists of 5.0 percent neutral, 2.4 percent Disagree and the last 4.0 percent strongly Disagree. The mean result of their response is 4.41 which entails that it has positive impact on the level of employees follow through rules and regulations of the Court.

The analysis shows 52.7 percent of respondents strongly agreed on FSC employees followed the time table or schedule consistently. 33.4 percent response also has agreed on employees'

handling of customers' appointment. The rest 6.1, 4.2 and 3.0 percent has a response of neutral, disagree and strongly disagreed on the statement. The mean result of the statement shows 4.29 that is above agree and it is a positive implication for Federal Supreme Court of Ethiopia.

The analysis indicates in FSC that respondents 46.9 percent strongly agreed on employees handled customers complaints effectively and with error free performance. 39.4 percent also agreed on the statement and the rest 9.1 percent are neutral but the rest 3.6 and 1.0 percent disagreed and strongly agreed on the statement. The mean result 4.21 shows most of the respondents agreed the employees effective compliant handling and error free performance.

The reliability measurement table shows that 38.2 and 43.0 percent of respondents strongly agreed and agreed on employees providing accurate information for customers respectively. Those of 10.9 percent are neutral and 5.4 percent disagreed and the rest 2.4 percent are strongly disagreed on the statement. The mean result 4.10 percent shows majority of respondents have agreed on the statement.

Majority of the respondents agreed court employees show dependability in handling service problem with 35.8 percent and those of 46.8 percent strongly agreed on the statement in addition to 11.3 percent are neutral. On the other side, 2.8 and 3.2 percent of each respondent disagreed and strongly disagreed the statement. The mean result 4.07 percent shows majority of respondents agreed on the statement.

The reliability data analysis listed as 49.1 percent strongly agreed and 40.9 percent agreed on the Court service delivery systems have positive contribution to the customers' time management in addition to the respondents of 6.6 percent are neutral. The rest 3.4 percent strongly disagreed on the statement. Mean result 4.33 shows most of respondents are agreed on the statement.

Table 4.4: Reliability Measurement

Measur ement	Items	Respondents Response (%)					
No.	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average Mean
RL1	Employees follow through the Court's Rules and regulations.	4.0	2.4	5.0	45.2	43.4	4.41
RL2	Employees are consistently attend to customer appointments	3.0	4.2	6.1	33.4	52.7	4.29
RL3	The employees handled customers complaints effectively and error free	1.0	3.6	9.1	39.4	46.9	4.21
RL4	Employees provide accurate information to Customers	2.4	5.4	10.9	43.0	38.2	4.10
RL5	Employees show dependability in handling Service Problem	3.2	2.8	11.3	46.8	35.8	4.07
RL6	The Court services have positive contribution to customer time	3.4	0.0	6.6	40.9	49.1	4.33

Source: Survey Result (2020)

4.3.3. Responsiveness Descriptive Measurement

The responsiveness measurement table below shows 48.7 percent strongly agreed on FSC's Employees are happy and willing to serve the customer. 34.9 percent also agreed on the statement in addition to 7.9 Percent are neutral. The rest 4.6 percent and 3.8 percent disagreed and strongly disagreed on the statement. The mean result 4.25 also shows majority of respondent agreed in the employees are happy and willing to serve the customer.

The analysis shows 34.8 percent agreed and 43.4 percent strongly agreed the bank provides diversified service to customers. Those of 11.0, 6.0 and 4.8 percent are neutral, disagree and strongly disagree on the statement respectively. The mean result 4.02 shows majority of respondents agreed that the Federal Supreme Court of Ethiopia provides diversified service to customers.

The data Measurement analysis in the responsiveness measurement table below indicates 46.1 percent strongly agreed and 43.2 percent agreed on the Court gives fast service. The rest 5.3, 3.7 and 1.7 percent are neutral, Disagree and strongly disagreed on the statement. The mean value 4.25 indicates majority of the respondents agreed on the statement.

Most of the respondents strongly agreed on the Court gives quick response to customers with 34.5 percent's and agreed as 52.2 percent and 9.0 percent are neutral. The remaining 3.1 and 1.2 percent disagree and strongly disagree on the statement. The mean value of 4.28 shows majority of the statement agreed the measurement.

The analysis shows 32.1 and 45.0 percent strongly agreed and agreed on the statement respectively in addition to 17.5 percent of neutral response. The remaining 3.8 and 1.6 percent align with disagree and strongly disagree on the measurement question. The mean value 3.96 shows most respondents are above neutral for the statement.

Table 4.5: Responsiveness Measurement

Measur ement	Items	Respondents Response (%)					
No.	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average Mean
RS1	Employees are happy and willing to serve the Customer	3.8	4.6	7.9	34.9	48.7	4.25
RS2	The Court provides diversified service to the customers	4.8	6.0	11.0	43.4	34.8	4.02
RS3	The Court gives prompt service	1.7	3.7	5.3	43.2	46.1	4.25
RS4	The Court gives quick response to customer requests	1.2	3.1	9.0	52.2	34.5	4.28
RS5	Employees are responsive to the problems faced by court customers	1.6	3.8	17.5	45.0	32.1	3.96

Source: Survey Result (2020)

4.3.4. Assurance Descriptive Measurement

The data analysis shows that 32.7 percent strongly agreed and 46.7 percent agreed that the Court (FSC) employees have the required skill in providing services. 15.0 percent indicates respondents are neutral and the remaining 1.4 and 4.2 percent shows disagree and strongly disagree response. The mean value 4.19 explains majority of respondents agreed on the Court employees have required skill to serve the customer as a base of customer satisfaction .

More than half of responses in the analysis that is 53.4 percent strongly agreed the Trustworthy and confident of Judiciary's performance (documents handed in, consultations, verdict issued by a judge, etc. of Court's staffs. The 30.9 percent also agree on the measurement and 11.3 percent are neutral. The last 2.6 and 1.8 percent respond as disagree and strongly disagree respectively on the statement. The mean value 4.34 explains that majority of respondents agreed and above for the measurement question.

The analysis shows 46.7 percent strongly agree and 38.10 percent agree for the statement. The rest 10.0, 3.7 and 1.1 percent responds neutral disagree and strongly disagree on the statement. The mean value of 4.22 shows majority of respondents agreed on Employees of the Court make customers feel safe in their transaction. Majority of the response lies on the statement are 45.5 percent agreed and 43.8 percent strongly agreed. 14.6 percent as neutral and the last 3.6 and 2.4 responding disagree and strongly disagree. The mean result of 4.10 shows majority of response agree on that the Court employees make the customers confident working with the FSC of Ethiopia.

Table 4.6: Assurance Measurement

Measur ement	Items	Respondents Response (%)					
No.	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average Mean
AS1	The employee has the required skill in providing Services	4.2	1.4	15.0	46.7	32.7	4.19
AS2	Court employees are trustworthy confident of Judiciary's performance (documents handed in, consultations, verdict issued by a judge, etc	1.8	2.6	11.3	30.9	53.4	4.34
AS3	The employees make customers feel safe in their transactions	1.1	3.7	10.0	38.1	46.7	4.22
AS4	The employees make the customers confident working with the Bank	2.4	3.6	14.6	33.8	45.5	4.10

Source: Survey Result (2020)

4.3.5. Empathy Descriptive Measurement

The Empathy measurement table indicates 33.4 percent strongly agreed and 41.0 percent agreed on Court employees understand customer's specific needs. 20.0 percent are neutral and the remaining 1.2 and 4.1 percent answers disagree and strongly disagree. The mean result 4.04 shows majority of the respondents agree on the statement. The analysis shows 50.9 and 37.5 percent strongly agree and agree on employees treat customer with great respect. 8.3 percent respond neutral and the rest 1.5 and 2.7 percent disagreed and strongly disagreed on the statement. The mean result 4.36 indicates majority of the respondents agree on the Court employees treat customers with great respect.

The analysis shows 47.9 and 39.6 percent strongly agree and agree on employees make customers feel safe in their transaction. 5.3 percent respond neutral and the rest 6.0 and 1.2 percent disagreed and strongly disagreed on the statement. The mean result 4.23 indicates majority of the respondents agree on Court employees treat customers with great respect. Majority of response agree that Employees give advice for the customer cases with percentage of 35.2 and 42.5 percent strongly agree on the statement. 11.4 percent's are neutral with remaining percentage of 4.8 and 6.1 disagree and strongly disagree on the measurement question. The mean result 3.95 implies majority of respondents answer above neutral for the statement.

Table 4.7: Empathy Measurement

Measur ement	Items	Respondents Response (%)					
No.	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average Mean
EM1	Judiciary's staff understand customers' specific needs	4.1	1.2	20.0	41.0	33.4	4.04
EM2	Judiciary's staff treat customer with great respect	2.7	1.5	8.3	37.5	50.9	4.36
EM3	Judiciary's opening hours are convenient to all customers	1.2	6.0	5.3	39.6	47.9	4.23
EM4	Judiciary's staff give advice for your Court case	6.1	4.8	11.4	42.5	35.2	3.95

Source: Survey Result (2020)

Correlation and multiple regression analyses were conducted to examine the relationship between service quality dimensions and customer satisfaction. The below tables 4.8 summarize the descriptive statistics and analysis results. As can be seen each of the GRE scores is positively and significantly correlated with the criterion, indicating that those with higher scores on these variables tend to have higher customer satisfaction.

The multiple regression model with all five predictors produced a correlation is significant at the 0.01 level (2-tailed). As can be seen in Table 4.8 below, the Analytic and Quantitative GRE scales had significant positive regression weights, indicating court customers with higher scores on these scales were expected to have higher level of satisfaction, after controlling for the other variables in the model.

Pearson correlation analysis was conducted to examine the relationship between the variables (Wong and Hiew, 2005; Jahangir and Begum, 2008). As cited in Wong and Hiew (2005) the correlation coefficient value (r) range from 0.10 to 0.29 is considered weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.0 is considered strong.

The analysis of the selected indicators showed some relationships, which will have a bearing in the understanding of the influencing of service quality dimensions on the delivery of court services.

Customer satisfaction was found to have a positive relationship with improvement of public service delivery as the procedures are simplified by the adoption of the system the ability to track cases and generate quick reports from the system is enhanced.as shown by positive relationship (+0.809**) as is shown here under in table 4.8.

Table 4.8: Descriptive Statistics

Descriptive Statistics				
	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
TA	80	3.3725	.09690	.86668
RL	80	3.8187	.12062	1.07888
RS	80	3.8875	.09827	.87892
AS	80	3.8375	.10862	.97154
EM	80	3.3875	.09522	.85166
Valid N (listwise)	80			

Correlations						
		TA	RL	RS	AS	EM
TA	Pearson Correlation	1	.809**	.884**	.852**	.846**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	80	80	80	80	80
RL	Pearson Correlation	.809**	1	.837**	.876**	.891**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	80	80	80	80	80
RS	Pearson Correlation	.884**	.837**	1	.896**	.869**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	80	80	80	80	80
AS	Pearson Correlation	.852**	.876**	.896**	1	.924**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	80	80	80	80	80
EM	Pearson Correlation	.846**	.891**	.869**	.924**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	80	80	80	80	80

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

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

The findings and analysis of data are summarized in this chapter in line with the study objectives. Conclusions are based on the study findings and analysis conducted in the previous chapter. The recommendations are made with regard to the conclusions reached after the data were analyzed. The suggestions assumed to help not only the FSC of Ethiopia on which this research was conducted but also any interested group or individual to conduct similar work for further findings.

5.1. Summary

The study was intended to investigate the role of public service delivery quality on customer satisfaction in Federal Supreme Court of Ethiopia based on the questionnaire consisting of 80 (Eighty) randomly selected customers of the Court.

The results of the descriptive statistical analysis indicated that, Court customers were satisfied with the dimensions of service quality measures of tangibility, reliability, responsiveness, assurance and empathy.

However, customers were less satisfied with tangibility dimension of service quality as compared to other measures. There is a positive and significant relationship between empathy and customer satisfaction, assurance and customer satisfaction, reliability and customer satisfaction, responsiveness and customer satisfaction. However, the results indicate that, there is positive and significant relationship between the independent variables and public service delivery satisfaction.

The finding also indicates that the highest relationship was found between empathy and customer satisfaction, while the lowest relationship was found between tangibility and customer satisfaction.

The findings of this study also indicated that empathy is the most important factor to have positive public service delivery on customer satisfaction, followed by assurance, reliability and responsiveness.

5.2. Conclusion

This study examined the effect of public service delivery quality on customer satisfaction in Federal Supreme Court of Ethiopia, where service delivery quality has five dimensions which are tangible, reliability, responsiveness, assurance, and empathy.

The finding of the study also indicated that, court customers were most satisfied with the empathy dimensions of service quality. However, customers were less satisfied with tangibility dimensions of court service delivery quality. The correlation result shows that, responsiveness, empathy, tangibility, reliability and assurance are positively related with customer satisfaction.

The four service quality dimensions including reliability, responsiveness, assurance and empathy have positive and significant effect on customer satisfaction. The findings of this study also indicated that empathy is the most important factor to have a positive and significant effect on customer satisfaction by the federal supreme courts public service delivery. In addition to this, five service quality dimensions significantly explain the variations in court customer satisfaction.

This study has endeavored to determine the influence of ICT on effective court service delivery at the FSC. The results from the data analysis in chapter four has pointed to an agreement with the analysis in the literature review. Service delivery has lately been an important consideration i many institutions. Customer satisfaction is a function of both the service and the method of service delivery. With the judiciary being the major custodian of the constitution its transformation is key to the transformation of other public institution. The research found out that the use of case management system has improved service delivery in the Court. This necessitated the adoption of the system as well as the understandability by the public. In conclusion the adoption of ICT case management system has improved the effeteness of court service delivery at the Federal Supreme Court of Ethiopia.

5.3. Recommendation

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the administration of Federal Supreme Court of Ethiopia. Empathy dimension was considered as one of the most important factors influencing court customer satisfaction. However, the customers of FSC were found less satisfied in terms of the tangibility dimensions.

One way of addressing would be by treating customer to perform the promised service dependency and accurately. This is to say, the court administration should focus on this factor to maximize court customer satisfaction through modern equipment (computers, data capture systems, information systems provided to customers).

Furthermore, tangibility dimension was considered as one of the most important factors influencing customer satisfaction. However, the customers of the court were found less satisfied in this regard due to this problem of delivering its services at promised times, and handling customers complaints effectively.

Since keeping the promise for customers contributes in attracting as well as retained loyal customers of an organization, the employees of the Court (FSC) should respect their promise by telling to service recipients only the truth about their service. Evidence from the study show that, the court has to improve performance on all the dimensions of service quality in order to increase customer satisfaction since Customer expect more than what is been offered by these service. This will enable them maintain level of confidence on court system of Ethiopia at Federal Level.

In general, delivering a quality public service for customers has a tremendous effect on court customers' satisfaction that in turn determines the smooth service delivery and success of FSC. So, it is mandatory that the Court should attempt to maintain consistent and quality public service delivery at or above customers' expectation by assessing all the service quality dimensions regularly.

Customer satisfaction through improved and quality public service delivery performance is very important for the survival of Ethiopia's multi sectorial development in general, and the Judiciary system in particular. Now a days customers are becoming an inevitable factor

in public sector administration and development management with the power to change short-term and long-term policies and strategies. Therefore, enough knowledge of court environment, expectation of court customers and their desire are very important to find the best solution for facing the expectation to behave in such a way that to change the mind of customers in the direction of judiciary system performance.

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ANNEX I: QUESTIONNAIRE

Dear Respondents, I will appreciate your commitment to fill this questionnaire properly. The Researcher is Public Management and Policy Graduate student and this questionnaire is prepared for academic purpose only to fulfill the research project. All your information will be confidential and will be used only for research paper only.

Instruction please use “√” a thick mark in the box.

Part I. Demographic data

1. **Sex:-** Female ☐ Male ☐

2. **Age :-** 18-35 ☐ 36-55 ☐ above 55 ☐

3. **Educational Background** ☐ - Illiterate ☐ Up to grade 12 ☐ Diploma ☐
Degree ☐ Master and above ☐

4. **How long have you been a customer of Federal Supreme Court (FSC) ?**

0-1 ☐ 1-2 ☐ 3-4 ☐ 5-6 ☐

Part II. Service Quality Measurement

No.	Questionnaire Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Tangibility					
1	Court have modern equipment (computers, data capture systems, information systems provided to customers)					
2	Courts' facilities are visually attractive (waiting rooms, toilets, halls)					
3	Courts staff has a neat personal appearance					
4	The Court has Well organized staffs.					
5	The Court has adequate support facilities. (Parking lot, toilet, guest chairs, signs, informative posters, brochures)					
	Reliability					
6	Employees follow through rules and Regulations of the Court.					
7	Courts provide their service within the promised time					

	window					
8	Judiciary keeps error free records (case files, documents, etc)					
9	Employees provide accurate information to Customers.					
10	Employees show dependability in handling Service Problem.					
11	Courts perform right since the very first time					
	Responsiveness					
12	Employees are happy and willing to serve the Customer.					
13	Judiciary's staff accurately informs customers when a service delivered,					
14	The Court gives prompt service.					
15	The Court gives quick response to customer requests.					
16	The Court employees are working with ECMS.					
	Assurance					
17	The employee has the required skill in providing Services					
18	You are confident of Judiciary's performance (documents handed in, consultations, verdict issued by a judge, etc)					
19	The employees make customers feel safe in their ICT supported case management.					
20	Judiciary's staff behavior conveys confidence to service customers					
	Empathy					
21	Judiciary's staff understand customers' specific needs.					
22	Judiciary's staff treat customer with great respect.					
23	Judiciary's opening hours are convenient to all customers					
24	Judiciary's staff give advice for your case.					

Thank you.

ANNEX II: DATA STATISTICS

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DM1	13.2875	11.777	.856	.807
DM2	13.0625	10.363	.855	.802
DM3	12.8250	11.058	.882	.796
DM4	13.1250	11.225	.825	.811

Reliability for service quality dimension-Tangibility (TA)

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded ^a	0	.0
	Total	80	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.868	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TA1	15.5750	11.893	.724	.832
TA2	15.5500	11.744	.784	.815
TA3	15.7375	14.500	.566	.868
TA4	15.1625	12.518	.749	.825
TA5	15.7250	13.189	.641	.852

Reliability for service quality dimension-Reliability (RL)

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded ^a	0	.0
	Total	80	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.937	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RL1	19.0375	30.087	.743	.934
RL2	19.1125	29.873	.830	.923
RL3	19.2500	29.684	.773	.930
RL4	19.1750	28.754	.864	.918
RL5	19.0375	29.100	.837	.922
RL6	18.9500	29.314	.826	.923

Reliability test for service quality dimension-Responsiveness (RS)

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded ^a	0	.0
	Total	80	100.0

a. Listwise deletion based on all
variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.938	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RS1	15.4250	15.032	.857	.919
RS2	15.2375	15.449	.837	.923
RS3	15.5000	15.443	.880	.915
RS4	15.2125	16.726	.712	.944
RS5	15.3750	14.035	.891	.913

Reliability test for service quality dimension-Assurance (AS)

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded ^a	0	.0
	Total	80	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.868	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AS1	15.5750	11.893	.724	.832
AS2	15.5500	11.744	.784	.815
AS3	15.7375	14.500	.566	.868
AS4	15.1625	12.518	.749	.825

Reliability test for service quality dimension-Empathy (EM)

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded ^a	0	.0
	Total	80	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.938	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EM1	15.4250	15.032	.857	.919
EM2	15.2375	15.449	.837	.923
EM3	15.5000	15.443	.880	.915
EM4	15.2125	16.726	.712	.944

Source: Survey Result (2020)