



**ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
COLLEGE OF BUSINESS AND ECONOMICS**

**ASSESSMENT OF SERVICE DELIVERY AND CUSTOMERS SATISFACTION:  
EXPERIENCE FROM JINKA TOWN MUNICIPALITY, S.N.N.P.R IN SOUTH  
OMO ZONE**

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**DEPARTMENT OF PUBLIC ADMINISTRATION AND  
DEVELOPMENT MANAGEMENT**

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This is to certify that the thesis prepared by Ashenafi Gaemi entitled “Assessment of Service Delivery and Customer Satisfaction: Experience from Jinka Town Municipality, In SNNPR South Omo Zone” which is submitted in partial fulfillment of the requirements for the Degree of Masters in Public Management and policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

**APPROVED BY THE COMMITTEE OF EXAMINERS**

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## Declaration

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

### Confirmed by Advisor

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## **Abstract**

*The main objective of the study is to assess the quality of public service delivery and to examine the level of customer's satisfaction in land management related service in Jinka Town municipality, South Omo Zone of SNNPR. Regarding to research methodology; the researcher employed explanatory research method with both qualitative and quantitative data type. The Researcher employed simple random sampling for sample selection and convenient sampling for questionnaires' released to households. Interview, close ended questionnaires, FGD employed for data collection. The analysis conducted using SPSS through mean, standard deviations, correlations and stepwise regressions for the study. From the study it was found that service quality dimensions are positively related to customer satisfaction. However, not all of them are significantly correlated to customer satisfaction. The result indicates that the dimensions of Tangibility, Reliability and Empathy are not significantly related to customer satisfaction, in other words, they are not major determinants of customer satisfaction. The data also shows that Information on the practices of the public service delivery principles in the office is clearly declining customer satisfaction. Only one out of seven factors included in information on the practices of the public service delivery principles in the office has low mean effect which shows satisfaction of the customers. Other information on the practices of the public service delivery principles in the office totally fail to have an impact on customer satisfaction. Municipal officials need to ensure that all tangible attributes related to employee performance create a desirable impact on customer perception of quality. This is important as customer continue to look for tangible cue as a means to reduce perceived service quality and describe their service experience in municipality of Jinka.*

**Key words: service quality and customer satisfactions.**

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## **Acronomys**

EEPCO:	Ethiopian Electric Power Corporation
FGD:	Focus Group Discussion
NALF:	National Alcohol and Liquid Factory
PASDEP:	Plan for Accelerated and sustained Development to End Poverty
QPS:	Quality Public Service
SNNPR:	Southern Nation Nationalities and peoples Region
SPSS:	Statistical Package for the Social Science
VIF:	Certified Integrated Frequency

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the Study

The key objectives of the public sector reforms are improving the service delivery process, improving performance and acquiring the public sector with a clear sense of direction. Public sector is, collectively, the world's largest service provider entity. In other word, the ultimate goal of public sector is to sustain the quality of the public service and to enhance the capacity to carry out core government functions so as to promote a sustained economic and social development in the environment of its operation (Theodore, 2003).

Profit and nonprofit organizations, privately held and publically traded companies, government agencies, educational institutions, and volunteer community groups, businesses with hundreds of thousands of employees and home based part-time entrepreneurs have at least one thing in common that is to serve needs outside their boundary. Organizational boundaries can make work to be orderly, predictable and efficient while it can also foster an -us-versus-them mentality that creates a kind of disconnect between the organization and its customers. This is the inherent dilemma that modern organizations are continually facing in public service delivery (Fogli, 2006).

According to Juwaheer and Kandampully (2009), the relationship between service quality and customer satisfaction has proven its role and importance, in satisfaction, can be the result of high quality services when management implements service quality concepts and metrics properly. Any incremental improvement in public services positively impacts service receivers of public organizations. Rapid changes fuelled by the world economy and technology have been forcing different organizations including public sectors to transform themselves in order to become more responsive and competitive in providing service to their customers. As Day and Halpin (2004) point out, this has resulted in a pervasive need for public servants at every level to examine and monitor their effectiveness in providing quality service to meet their large customers' needs. Delivering the customer promise enables one to know customers and their needs.' Public sector leaders around the world face a common set of challenges, if their services are to meet the increased expectations of their customers, from both citizens and businesses. However, experience shows that while the challenges may be consistent, the ways in which they are being

confronted, and the results that are being achieved, vary considerably. One common challenge faced by every organization is how to service its customers better. Public sector like Jinka Town Municipality, which is the geographical study area of this study, is no exception to this. Though, traditionally, it has been seen as a passive vehicle for executing social policy mandated by legislation, however, accustomed to a relatively better service delivery from the private sector, citizens/businesses view the public-sector as another provider of services for which they pay taxes.

In line with this, it is apparent that public managers and decision makers of municipalities are required to see and improve the elements of service quality that can result in the most significant contributions on customer satisfaction. According to Rainey (2003), setting up an integrated and aligned management structure, continuously improves its core capabilities and truly treating the employees as its main asset are mandatory for an organization in achieving customer satisfaction. While public sector services perform better than we thought, the inescapable fact is that there is still a gap between the service citizens expect from the government and what they get. In order to narrow this gap, the public sector or municipalities must work on those things that will make the most difference to our public customers. Goodman (2009) stressed that adopting strategic public customer service typically requires several mental and managerial shifts along with view ongoing customer relationship as essential to the organization's health map the end to end customer experience and align the organization to it and appoint someone at least to monitor it if not manage it ,organize service employees ,resource that support them, and functions that affect services for maximum speed and flexibility with few specific rules beyond doing what is best for the customer.

It is possible to deduce from this that the key challenge for public servants is to balance the potentially conflicting objectives of customer service satisfaction with the protection of the interests of all nations. It is also obvious that public managers should align their effort to customer's needs of quality services that in turn has positive impact on smooth functioning of organizational performance. Apart from this fact, the Jinka Town municipality's annual report of 2016 reveals that the Municipality was blamed because of massive complaints raised from people/customers due to poor quality service provision. Empirical evidence by Wescott (1999) shows many African municipality Serves are characterized by corrupt, inefficient and poor

public service delivery that requires capacity building and relevant reforms to change the existing trend that in turn enhances social-economic developments.

According to Government of Federal Democratic Republic of Ethiopia(2000),Policy Directives are formulation of mission statements, promoting positive attitudes towards serving the public, establishing compliant handling mechanisms, setting serves standards, providing cost-effective service, promoting transparency in the public serves atmosphere should be realized. In April 2001, the government of the Federal Democratic Republic of Ethiopia published a service delivery policy for Ethiopian civil service. According to the document, service delivery from public sector organizations, refers to those activities of government institutions aimed at satisfying the need and ensuring the expectation of society as well as enforcing laws, regulations and directives of the government service delivery system requires systemic method where by activities are arranged so that the service recipients can get the services they need in an effective, efficient, transparent and equitable manner. Thus, it supports the premise that public managers need to do more with little resources, especially in countries like Ethiopia specially, in a way that satisfies customers' needs that ensures service are delivered with required quality and quantity.

According to the strategic Plan for Accelerated and Sustained Development to End Poverty (PASDEP) (2004) improvement in service delivery speed, efficiency and fairness in Federal and Regional Institutions are the outcome of the initiative to implement the National Policy for service that includes the core government functions and key services. Furthermore, the plan stresses that the civil servants are expected to act in accordance with the rule and the regulations in the spirit of legislation; apply the government policies and principles impartially and access to personal and official rights of customers and so forth. The role of public service delivery of a town municipality and a level of satisfaction of a local community found immense in the issues of development.

Accordingly, the purpose of this study is to assess the quality of public service delivery and examine the status of Customers' Satisfaction in the case of Jinka Town Municipality

## **1.2 Statement of Problem**

Although the need to satisfy customer is something that goes without saying this is precisely the problem with many organizations, assumptions are made about what customers really want and even if customers have been consulted, it may be such a long time in the past that this

information is at best irrelevant and often positively dangerous. Professional services in a particular sector frequently suffer from an attitude of thinking that they know best, because they are the experts. This may be true but this attitude can create blind spots in dealing with customers (Johnson and Clark, 2002).

To address this, the public sector must find ways of improving the efficiency and effectiveness of its service delivery. This means providing value for money by improving quality of service (accessibility for all and satisfactory customer experiences and outcomes), and reducing the costs involved in providing those services. Because the need for a customer-oriented focus coincides with tightening government budgets, providing value for money is a core concern today. This is prompting the public sector to explore new sustainable models for service delivery – models that can improve customer experience and outcomes through enhanced and quality service levels at the same or reduced cost. The solution lies in developing customer-centric models that draw brainwave from the relative success with which the private sector has addressed this situation, and that put the customer at the heart of service design and service delivery.

The existing government of Ethiopia adopted the Ethiopian service delivery policy in 2001 with the main objective of ensuring efficiency and effectiveness of service delivery; equity in access to government services; ensuring accountability for failure to provide quality service so as to ensure customer satisfaction. The policy also concerned and enacted the directive on compliant handling on public service delivery having an objective of providing quick responses to customer complaints, collecting feed-back and reducing the burdens of access to justice and legal institutions.

The essence of public sector reform in Ethiopia similar to elsewhere in the world, were the need to improve efficiency and effectiveness in the delivery of service to the public Kiragu and Mutahaba, (2006). The importance for the development and institution of public service reform has assumed greater prominence since a major factor in the successful formulation and implementation of socio-economic and political development policies and programs in any country is an effective, efficient and responsive public service. The authors further stated that without a fundamental and sustained public service reform, other aspects of reforms have a very lean chance of success and they are not anchored on an efficient, responsive, reliable and cost effective public service.



Currently, citizens expect, Tesfaye, (2009), variety of service from the government that requires seamless and flexible organization that is effective and efficient in delivering services. According to Hussein, (2009), though public organizations are supposed to give quality service in a way that is efficient, effective, fair, transparent, reliable, and responsive that meets customer satisfaction, service delivery quality lack these qualities which in turn affected the level of customer satisfaction. According to the existing experiences and reports, this is currently experienced Jinka Town Municipality, South Omo Zone of SNNPR.(Jinka Town Municipal's annual report of 2016)

As evidence, Jinka Town Municipal's annual report of 2015 and 2016, majority of its customers/inhabitants reflected their complaints directly and indirectly since the office did not meet service needs of its customers and requirements. In addition, the 2017 second quarter's report of the office shows that having the same number of households (customers) manifested their dissatisfaction orally and in written form due to the poor quality of the services given.

The researcher preferred the topic of the study because there had not been research undertaken in the study area especially regarding the municipality on the topic before this study to anticipate whether there is quality public service delivery and to determine level of customer satisfaction. The other reason is that the researcher observed and felt that there had been problems regarding land management related services and as well as the researcher observed a number of complaints through the experience and involvement in the municipality. Thus, the researcher was conducted the study with the objective of assessing the quality of public service delivery practice and customer satisfaction in land management service segment in Jinka Town Municipality, South Omo Zone of SNNPR and to suggest possible solutions for problems (gaps) that identified by the study.

### **1.3 Objective of the Study**

The study followed general and specific objectives.

#### **1.3.1 General Objective**

The main objective of the study is to assess the quality of public service delivery and to examine the level of customer satisfaction in land management related service in Jinka Town municipality, South Omo Zone of SNNPR.

### **1.3.2 Specific Objectives**

The specific objectives of the study:

- Examine the quality of public service delivery of the municipality;
- Examine the level of customer satisfaction towards public service delivery of the municipality;
- Determine compliant handling mechanism of the municipality;
- Identify major challenges/barriers of quality public service delivery in the municipality

### **1.4 Basic research Questions**

1. What is the status of quality of public service delivery of the municipality?
2. What is the level of customer satisfaction towards public service delivery of the municipality?
3. What is the level of compliant handling mechanism of the municipality?
4. What are the major challenges/barriers facing quality public service delivery in the municipality?

### **1.5 Scope of the Study**

The result of the study was more comprehensive and reliable done taking all customers but due to different constraints like time, money and other resources, the research was limited as the following. Geographically, the study delimited to Jinka Town, south Omo Zone of SNNPR. Thus, physically, the scope of the study was delimited to some selected 2 kebeles, households and individuals who lived in the Town for at least four years. This was because of the sector itself was vast and has massive customers, which are not feasible to touch all otherwise. Conceptually, this study was delimited to assess the quality of public service delivery in land management related service using the five quality service dimensions from customers perspectives while the level of customer satisfaction was delimited to be measured using variables of quality service, service delivery process, service encounter, service recovery, outcome, and overall satisfaction, extra mile service, personal touch, and solving problems and quires that customer values. Compliant handling mechanism was determined based on variables like service standard, assessment of, if any, system to hear customer complaints and management, and the feedback processes. Furthermore, the challenges of quality of public

service delivery was dealt through consideration of variables of managerial aspects specially focusing on administrative body's managerial functions and experts' experiences and perspectives. Eventually, the researcher used 526 of respondents, considering time, financial and other constraints. However, the study was not giving detail analysis to the impact of quality service on customer satisfaction rather employ descriptive approach mixing with inferential statistical approach.

### **1.6 Limitations of the study**

This study had some limitations. Firstly, there are limitations in the availability of well organized and reliable data concerning the service delivery and customer satisfaction. Moreover, financial limitation and time constraint as well as unlimited meeting programs of the municipal officials for interview had an impact on the timely completion of the study. However, the data from those concerned body collected through going to their home and contacting them.

### **1.7 Significance of the Study**

As the researcher's main focus was to assess the quality of public service delivery and the current level of customer satisfaction on the delivery system of the municipality, emphasizing compliant handling mechanism, major challenges affecting the provision of quality and processes in the public service delivery, the study was important in different ways.

- Helps the management of the municipality to review its public service delivery in way that meets its customer's needs and expectations.
- Helps different levels of the sector to identify their respective status in relation to improvement needs of their public service delivery and customer satisfaction.
- Let's the researcher to fulfill the partial requirement for the masters of degree in Public Management and Policy
- May help any interested person who wants to conduct study in the area as point of reference.

### **1.8. Operational Definitions of Variables**

To keep the common understanding of the variables that was used in the study important terms was defined contextually.

**Delivery:** providing what is expected to be provided or discharging responsibility.

**Satisfaction:** is the final customers' judgment of service that is provided by the municipality.

**Quality:** is the expressed opinion, mental standard by the respondents and the estimation given on the scale especially Likert Scale. That is if there is good quality service it gains good mark (high-rise. 3 or 4 or highest score i.e. 5) on the designed scale of measurements. In the context of this study, the item on which 5 (excellent or strongly agree) is scored is the highest quality while of 1 (Very poor or strongly disagree) will be considered the lowest/poorest quality.

**Customers:** Any person or household or the inhabitants of the Town that demand service from the municipality.

**Service provider:** The municipal as a general or employees in the municipal office who deliver service for the customers.

**Variable:** Is anything that can help to measure or be measured in the study processes.

**ServQual model:** A model with five dimensions that helps to measure quality of service from customers point of view.

## **CHAPTER TWO**

### **2. LITRATURE REVIEW**

#### **2.1 Introduction**

This chapter deals with the theoretical and conceptual frameworks of the study. The meaning and rational of public service delivery and customer satisfaction theories related with characteristics of service, measuring quality of service and customer satisfaction, customer expectations and satisfaction and so forth. Thus, these conceptual framework which guided the study provided.

#### **2.2 Theoretical Literature Review**

It is scientific to make a study grounded on strong and relevant theoretical and conceptual literature which helps a researcher or a professional reader capture and evaluate what is the existing body of the knowledge and what is the gap to be filled by the topic under the study.

##### **2.2.1 The Definitions of Service**

Service is intangible activities aimed at satisfying the need and ensuring the wellbeing of individual, group or society as a whole. Service delivery system requires systematic method where by activities are arranged so that the service recipients can get the service they need in effective, efficient and in equitable manner. (Peter and Ellen, 1998, Berry, 1983) defined service as “acts, deeds, and performances”. In this context he attempted to define services bearing in mind what is done by the service provider and the end result of this process on the customers.

To reinforce this more, Fogli (2006), put that customer service is the interaction between the customer and a representative of the organization and is not limited to a single function or job type within the organization but customer service is defined as” meeting the needs and expectations of the customer, as defined by the customer since the customer is the judge of quality customer service based on the expectations he/she has for the service.

##### **2.2.2 Public Service and its Characteristics of Service**

In April 2001 the Government of the Federal Democratic Republic of Ethiopia published a service delivery policy for the Ethiopian civil service. According to the publication, service

delivery form public sector organization refers to those activities of the government institutions aimed at satisfying laws, regulations and directives of the government. Thus, public services are provided by central, local or state government for the community at large. Example includes: Police, prisons, health education services and so forth.

Public service is a service which is provided by government to people living within its jurisdiction, either directly, through the public sector or by financing provision of services. It is the term associated with a social consensus that is usually expressed through democratic elections, that certain service should be available to all regardless of income Naidoo, (2004).

Public services have holistic character RLGA, (2010) that is non-rivalrous and non-excludable apart from the existing norms that assume be provided by the market. In other word, public services may involve outputs that are hard to attribute to specific individual effort and o/r hard to measure in terms of key characteristics such as quality. They often require high levels of training and education and as well as they can attract people with a public service ethos who wishes to give something to the wider public or community through their work.

Various authors proposed different characteristics of service that differentiate it from the characteristics of goods that may have implications in service delivery.

According to Verman (2008), among the other, most of the service definitions are framed around the aspects that differentiate a service from goods. Accordingly, a service has characteristics of intangibility, inseparability, heterogeneity, perish ability and ownership.

**Intangibility characteristic:** In this case a service is a deed, performance or an effort that is consumed and experienced but not possessed. Here the absence of tangible clues enhances the customer's uncertainty and perceived risk. While the customer attempts to judge and understand a service, particularly before using, it the service is known by tangible evidence that surroundings it and the evidence that surrounds the service are critical for the customers. It is apparent from this explanation that the management of evidence should be deliberate rather than accidental

**Inseparability Characteristics:** According to Verman(2008), services are produced and consumed at the same time just as a service cannot be separated from the service creator, its use demands that the consumer must also be present at the same time. According to him, the

customer-provider interface may vary in its duration and intensity. During the interface time, the organization becomes marketing bottle ground and managing a service. Organization, therefore, necessitates coordination among the functions that interface with the customers.

**Variability characteristics:** Service that is delivered to customers varies more form customer to customer than product quality, in part, because of the customer's role in the delivery process Fogli (2006),. As a participant, the customer can facilitates or impede the delivery of service, Verman (2008), forwarded that service suffer from lack of standardization because of their intangibility and inseparability characteristics. According to him lack of precision in service often stems from the difficulty in determining and implementing service specifications. But it is possible that parts of the service delivery can be monitored, controlled and regimented by the quality control mechanism.

**Perish ability characteristics:** This unique characteristic of service according to Fogli (2006), is that service does not exist before it is delivered, and it cannot be stored for future use unlike other goods. Likewise, according to Verman (2008), the heightened vulnerability of services to the loss occurring due to insufficient demand or excess demand stems from the feature of perished ability. The lack of storability of services pre-empts quality check and control and this forces firms to develop quality systems that ensure, best the first time approaches because if something goes wrong the first time, there is no scope for corrections during the second time.

### **2.2.3 Measuring Quality of Service and Customers Satisfaction?**

If poor customer service is recognized at any time in an organization, it leads to customer dissatisfaction. If more customers are retained or appreciate a service provider's service delivery at an increased rate, an organization can be able to realize its goals and objectives increasingly Griffin, (1995).

According to Parasuraman et al(1985) ,Tangibility, Reliability, Responsiveness, Assurance and Empathy are used to measure the gap between customers' expected service level and perceived service level by performing the gap analysis. Buell et al. (2010), in the service industry in the U.S, the industry is found to be too competitive and customized in offering a better service quality and value to the customers and hence there is a positive association between customer value and service sensitivity when the competitor lacks in providing high quality services to the customers. All the five dimensions of service quality predispose customer satisfaction

substantially and improving the service quality elements is widely considered as the main ancestor which could effectively bring significant contributions on customer satisfaction.

Sudhahar and Selvam (2007), studied about service quality scale development in service sector in India by measuring the quality of service with the help of scaling procedure. The availability of service operations in the sector and employees performance are closely related to each other which directly influence customer perception towards the organization.

According to Parasuraman et al, (1985), the quality of service can be measured using the five quality dimensions and they are also factors affecting customers' satisfaction of which its broader term is quality service. These five dimensions are defined and framed as the following.

### **Reliability as Dimension of Quality Service**

Reliability is defined as the ability to perform the required service to customers dependably and accurately as promised to deliver Zeithaml et al, (1990). Dealing whatever the problems in services encountered by customers, performing the required services right from the first time, services being rendered at the promised time and maintaining error-free record are the paradigm of reliability in terms of service quality which will strongly influence the level of customer satisfaction Parasuraman et al,(1988). Thus, it is possible to understand from the explanation that an organization should consider these variables to attain the reliability of its service and this study will use these variables in its context.

### **Assurance as Dimension of Quality Service**

Assurance is defined as the knowledge and good manners or courtesy of employees Van Iwaarden et al, (2003). Further, it is also defined as the ability of employees with the help of the knowledge possessed to inspire trust and confidence will strongly strike the level of customer satisfaction Parasuraman et al, (1988).

### **Tangibility as Dimension of Quality Service**

Iwaarden et al. (2003) defined tangibility as physical facilities, equipment and appearance of employees and management team. Further, it is also defined as the ease in visibility of resources necessary for providing the service to customers, well groomed employees and ease in accessing written materials like pamphlets, brochures, folders, information books etc will have a favorable consequence on the level of customer satisfaction Parasuraman et al, (1985).



### **Empathy as Dimension of Quality Service**

Empathy is defined as the ability to take care of customers' attention individually in providing service to customers Iwaarden et al, (2003). Further, it is researched that understanding customer expectations better than competitors in providing the required customer service at any time without any inconvenience will strongly influence the level of customer satisfaction Parasuraman et al, (1988). Parasuraman, also propose that convenient working hours, individualized attention, better understanding of customer's specific needs, enhanced communication between management and customers will have a positive outcome on customer satisfaction.

### **Responsiveness as Dimension of Quality Service**

Zeithaml et al. (1990), defined responsiveness as the interests shown in providing prompt service to customers when required. Further, it is researched that willingness or readiness of employees to provide the required customer service without any inconvenience at any time will strongly influence the level of customer satisfaction Parasuraman et al, (1988). Customers get satisfied when organizations provide individual attention and the employees are paying attention to problems experienced by customers.

Thus, the researcher will use the above stated five dimensions to measure the quality of service delivery of the municipality from customers' perspectives.

#### **22.4. Customer's Expectation and Satisfaction**

Customer satisfaction in today's service delivery and service marketing era is believed to strongly connect with understanding consumers' behavior. To understand the consumer or customers' receiving pattern as organizations or public sectors are looking to influence them, each organization seeks help from external agencies and various sources to acquire the required information via the very common consumer behavior research analysis. Ultimately, there are certain motivating and influencing factors which play significant role in convincing a customer to choose a service or product and the same factors are also responsible for the consumer satisfaction after the post obtain behavior. Consumers prefer a service or products not base on the functional features anymore, rather service or products are preferred by them based on the environmental impacts and some other dynamic factors Mont and Plepys, (2003).

Customer satisfaction is always intended to influence service receivers' intention through positive word of mouth interaction; meanwhile being the other extreme, dissatisfaction leads to negative word of mouth communication. Moreover, satisfied customers always suggest others to go for the product while dissatisfied customers will also recommend others in huge numbers but in the context of negative service marketing, most probably dissatisfied customers recommend others not to use the service or product La Barbera and Mazursky, (1983)

It is important that the service management should have a better understanding of what their customer needs are and what the customers expect from the services provided by the organization in terms of service quality. The service managers should identify the gap prevails between the perceived service quality and actual service quality of organization services provided to customers and find effective ways to enhance customer satisfaction with respect to important service quality features. Because there is a stiff competition in service sector in a country, customer service by exceeding the required needs of customers is the most vital component for each sector and service managers need to emphasize on ways to improve customer satisfaction regarding improved service quality. Also, the service providers can use the results of this study to increase their understanding of which service quality dimensions has the strongest association with overall customer satisfaction. When providing public services, observations on the level of fulfillment of customer/citizens needs and the degree of customer satisfaction with the respective organization should be examined on regular basis.

Thus, this study will use those variables indicated in the above literature and other variables that are relevant to measure the overall customer satisfaction in the municipality.

#### **2.2.5. Compliant Handling Mechanism**

According to Verman (2008), there are two important rules of quality in services. The first rule commands that quality in service is just a perception of service against the expected service while the second rule commands "do it right the first time there is no second time in services and when things go wrong they go wrong and there is no coming back". Thus, according to him, service firms employ a variety of mechanisms to understand customers' needs and expectations. Similar to Verman (2008), Fogli (2006) stressed that gathering, processing and responding to

customer feedback requires reaching beyond the boundaries of the organization to interact with customers to solicit their input.

It also requires that their feedback is accessible to those inside the organization who put it to effective use. According to FDRE directives (2000) for handling service users' complaints in civil service in institutions is any expression of dissatisfaction that may arise in the process of service delivery. There are two objectives Peter and Hellen(1998), of compliant handling mechanism: the first objective is to win back the customers who are dissatisfied; and the second is to reduce barriers or problems that might have a negative impact on other customers.

It is evident from the explanation that a customer's compliant plays a great role in improving service as input. Thus, a management is expected to establish appropriate handling compliant mechanism to be in position to perform its business effectively.

#### **2.2.6 Factors Influencing Provision of Quality Public Service**

The inescapable fact is there are a number of factors that affect the potential capacity of an organization in the service delivery processes and environments. There are a number of researches that have been done regarding those factors in different countries and organization context. According to a research finding Wanjū, Mururi and Ayodo (2012), low employees' capacity, ineffective communication, insufficient number of staff and skills required, insufficient finance, poor management of problems, challenges of collective action, policy incoherence and levels of performance are the major challenges that can affect provision of quality public service in an organization.

Furthermore, a study conducted in Rwanda RALGA, (2010) show that poor coordination of staff, poor planning ability, low motivation, geographic location of the center of service recipients. Lack of effective performance oversight: that is manifested mostly in the form of infrequent and non-periodic monitoring and evaluation of service delivery processes and quality. Therefore, a manager of an organization should pay attention to these problems and their effects in a way that can reduce or eliminate if possible.

### 2.2.7 Principles of Public Service Delivery

These days, according to different findings, public service delivery is the burning issue in the public sectors and non-profit organization for achieving their objectives. It is obvious that there is no single prescriptive way to provide services but the following points are major service delivery principles as stated by Naidoo, (2004). Accordingly, the following are the principles of public service along which public sectors should frame its service delivery.

1. **Consultation:** Naidoo (2004,) indicated that customers should be asked about the level and quality of the public services they receive and wherever possible should be given a choice about the services that are to have service standards.
2. **Courtesy:** politeness and consideration for public is one of the fundamental duties of public servants by specifying that public servants treat members of the public as customers who are allowed to receive the highest standards of service without restriction Naidoo,( 2004).
3. **Information:** - customers should be given complete and reliable information about the public service they are to receive as required. This is in a sense that information is one of the most important to accomplish the service delivery in a well-organized way.
4. **Openness and transparency:** - customers should be informed how public service is conducted and delivered, what they cost, and who is responsible for any activity and for the outcome of the delivery of the service. Thus, Public servants are required to be open enough in making the customers confident on the service they receive.
5. **Redress-** A right of redress is of particular importance in the public service. In the absence of a choice of supplier, individuals need mechanisms to settle their grievances fast, simply and fairly Common Wealth Secretariat, (2002). It is putting things (service) right through explanation of terms like apologizing and compensating for customers in a way that enable them get rid of their grievances.
6. **Value for money:** public services have to be provided cost effectively and efficiently to offer customers the best possible worth for money improving service delivery and expanding access to the general public must be achieved parallel to the need for reducing the public expenses and creating a more cost effective public service. For example a considerate and respectful salutation requires no monetary asset.

### **2.3. Empirical Literature Reviews**

Various studies conducted in the areas of public service delivery in Ethiopian civil service institutions indicate that several problems exist and have been leading to poor quality public service delivery. In April 2001, Government of the Federal Democratic Republic of Ethiopia published a service delivery policy of the Ethiopian civil service realizing that the existing system requires reforms or adjustment to improve public service delivery. The policy came up with the assumption that effective implementation of the policy requires that all civil servants, service users and other concerned bodies have sufficient understanding of the objectives, contents, concepts and principles that enables civil service initiations to carry out what is expected of them and makes service users (customers) aware of their rights to receive services and benefit thereafter.

Among the reviewed works of others, the case study research conducted by Aman, (2008) to determine the effect of service delivery and quality on customer satisfaction in the case of EEPCo was the one. Accordingly, the researcher came up with the findings that there were problems with provision of service delivery process and quality service indicating it was below the average customer expectations. Similarly, Zeritu (2010), conducted a research with a topic of 'service delivery and satisfaction' in the same organization. Lastly, her research findings revealed that similar problems identified by the former researcher were still ongoing. Based on her findings she concluded that because of poor quality service and performance of the organization, the needs and expectations of customers were not met to the level that it had to be.

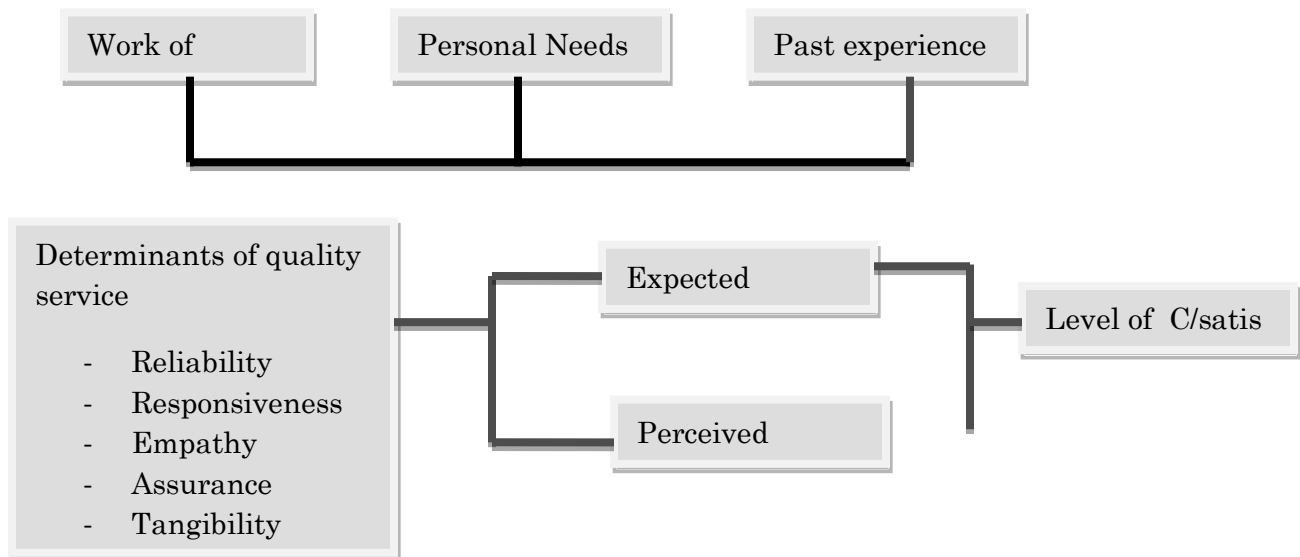
Further, Zegeye (2013), conducted a research entitled as 'public service delivery and customer satisfaction'. He used case study method to conduct his research at EEPCo-South Addis Ababa center. The study came up with the findings like mass dissatisfaction with the corporation indicating that there were long waiting time for getting service signifying the organization's unresponsiveness to customers' requests, clear procedures, and predetermined service standards were not in place and/or not posted officially; absence of communication to customers, no consultation process and feedback collection; no training for developing skills of service delivery and no consistent service delivery. Eventually, he concluded that the corporation was still could not achieve excellent public service delivery to the extent required.

By 2011, Tibebe conducted a research with the purpose of evaluating the service quality that the national Alcohol and liquor factory (NALF) provides to its customers by measuring customers' perceptions relative to their expectations of the service by the factory. He used the five-dimensional format of SERVQUAL model to assess the relationship among the five dimensions and customer satisfaction. The findings of his study indicate that the five service quality dimensions are positively related to overall service quality and are indeed drivers of service quality which in turn has an impact on a customer's satisfaction.

Thus, this study will attempt to assess the quality of public service delivery and level of customer satisfaction in Jinka Town Municipality, depending on variables indicated and theoretical knowledge, by giving more emphasis on quality service delivery processes, customer satisfaction, major problems encountering the office to provide quality service, and customers' compliant handling mechanism.

## 2.4 The Conceptual Framework of the Study

The following diagram briefly depicts the overall idea and variables of the research.



**Figure 2.1 Conceptual framework of the study**

Source: (Parasuraman *et al.*, 1985)

In their understanding, the authors put it as service need not be of the highest quality to satisfy customer rather customers trade off various factors in their assessments of quality and satisfaction. For some customers adequate service at a convenient location or a lower price may be more satisfactory than higher service levels elsewhere that triggered the authors to introduce the term Zone of tolerance to represent a range of service quality outcomes that are deemed neither particularly good nor bad by customers. That is the gap between desired service and the perceived service by the customers.

As has been discussed in the literature part of the study customer satisfaction is a customer's global evaluation of service provider's provision of service. Dissatisfaction of customers on service provision comes when performance does not meet an acceptable level of expectation. To show the relationship of variables interplay, the study was grounded on the above explanations and concept diagram in its progress. Accordingly the two most important variables of this study were quality public service (Independent variable) and customer satisfaction (dependent variable). The independent variable (QPS) has effect on customers satisfaction while the independent variable could be conditioned based on the status of the independent variables was tested in correlation in the analysis part of the study.

Quality public service was measured in terms of its five dimensions of Quality Service: reliability, responsiveness, empathy, Assurance and tangibility of the service. But this Quality public service was affected by different factors that can hamper or enhance the process of service provision. In addition, the way an organization receives feedback (complaints) and makes service recovery affect the satisfaction level. Effective system of handling in place the most likely result was customer satisfaction and, the reverse was occurred in the service delivery (exchange) process. It was also obvious that the customers' attributes like word of mouth, personal needs and past experiences affect the customers' expectations and perceptions that lastly result either in satisfaction and dissatisfaction.

## **CHAPTER THREE**

### **3. RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

This chapter deals with the research design, sampling techniques in determining the sample size for the study. Validity and reliability as well the methods of data analysis were addressed.

#### **3.2 Research Design**

The study was employed explanatory research method which is assessed service delivery and Customers Satisfaction in SNNPR at South Omo Zone in Jinka Town Municipality. This is because, explanatory research design helps the researcher to plan and implement the study in a way that was helped the researcher to obtain intended results, thus increasing the chances of obtaining information that can be associated with the real situation Burns & Grove (2001).According to Burns and Bush (2006), explanatory research design is referred as gathering information in an informal and unstructured manner. The explanatory research design is proper when the researchers knows small about the opportunity or issue. Explanatory research design is not limited to one specific paradigm but may use either qualitative or quantitative approaches. It was conducted on one selected area of Jinka Town Municipality, Ethiopia. The data uses in the study are quantitative in nature which was collected from primary sources.

In the explanatory factor analysis variables were measured the same impact analysis by using a single questionnaire. In addition that the study also associational in design because there is the intent to establish the relationship between dependent and independent variable of the study.

#### **3.3 Descriptions of the Study Area**

The study was conducted at Jinka Town Municipality, South Omo Zone of SNNPR. Jinka Town is located away from regional Town, Hawasa at distance of 525KMs and 751KMs away from Addis Ababa City. South Omo Zone has 8 districts (woredas) and 1 city administration, Jinka Town. Jinka Town has 5kebeles with 10800 households (43,200 population size).(Jinka Town Finance and Development Office, 2016).



### **3.4 Population of the Study**

The municipal has three new and two permanent and totally have five kebeles. The new kebeles being governed under the rural woreda which was the neighbor of the municipal become recently demarcated to the town because of the urbanization.

However, the researcher aimed to collect better data from the permanent kebele who have an experience in providing relevant information for the study than the new comers. Thus, all inhabitants or customers who lived in the Town for at least four years and the target study population was Mehal-arada and Tenadam-kebeles' households were selected. There are 500 households in Mehal-Arada Kebele and 520 households in Tenadam- kebele. In this study a household was represented by a breadwinner of the family members or any individual who is able to understand the manner of the municipality service. In addition, the employees of the municipality of the Town who worked in the office for at least two years were expected to provide better information about the service rendering & customer feedback were taken as the populations from which the sample of the study was drawn. Accordingly, there are 87 employees, five (5) core process owners, four (4) supervisors and two (2) elected officials in the municipality. Thus, the total population of the study was 1,118 in number of those households, employees and head office on individual basis.

### **3.5. Sampling technique and sample size**

The list of names of all elements of office staffs and customers (households and individuals) was the sample frame of the study from which the researcher draws the samples of the study.

#### **3.5.1. Sample Technique**

To go with the available resource and to be economical, the researcher was employed sampling techniques of both probability and non-probability sampling methods. Briefly speaking, the researcher was used multistage sampling strategy that is assumed help the researcher reach the target group.

Accordingly, the researcher selected two kebele using purposive sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher because, they are easiest to recruit for the study and the researcher did not consider selecting subjects that are representative of the entire population.

According to Burns and Bush (2006), stated that convenient sampling would be ideal to test the entire population, but in most cases, the population is just too large that it is impossible to include every individual. This is the reason why most researchers rely on sampling techniques like convenience sampling, the most common of all sampling techniques. Many researchers prefer this sampling technique because it is fast, inexpensive, easy and the subjects are readily available. Therefore, the researcher purposively selected and conveniently released the questionnaires for those of households who lived for more than four years from both kebeles namely Mehal-Arada and Tenadam kebeles each having 500 and 520 household population respectively employed as sample size. Because, the researcher thought that these kebeles have relatively inhabitants and customers who lived in the Town for more than four years which was considered as point of reference for this study to take samples for the study.

### 3.5.2. Sampling size

A simple random sampling was employed to select sample from the study populations. The reason for using simple random sampling is that first, we have more precise information inside the sub-population about the variables we are studying. And second, we can raise precision of the estimate of the variables of the whole population.

According to Taro (1973), study was applied as simplified formula to determine the required sample size at 95% confidence level, and allowable error = 0.05% and number of employees who work within the municipality lines of supply chain management practice of the municipality are 1118.

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

Where ‘n’ is the sample size, N represented for both of the total number of employees in the municipality as well as the households, and ‘e’ is the level of precision. Employees in the office who worked more than two years were selected through calculating the sample size by substituting the numbers into the Taro’s formula, the numbers of sample is 526. From the total number of 98 employees who have worked for more than two years and out of them 78 employees were needed as the targets subjected for the study was selected 1 through 98 lottery method. After all, considering such constraints as financial, material and time, as has been stated earlier, the total sample size was as the following.

**Table 3.4.1 Population, sample size and sampling techniques**

S/No.	Category	Population	Sample size	Sampling technique
1	Office Experts (including head and vice of the municipal)	150 out of which 98 employees worked in the municipal office for at least 2 years	78.71 employees among those who worked in the office => 2 years	Convenient for Elected officials, Core-process owners and supervisors; simple random sampling technique for experts in different section of the municipal office.
2	Households (Individuals Customers)	Mehal arada Kebele: 500 (2000 family members)	222	Simple random sampling
		Tenadam Kebele: 520 (2080 family members)	226	
Total		1118	526	

**\*\*\*Source from JINKA municipality data, 2018**

The released questionnaire to households was collected by the researcher using the motor bicycle averagely addressing 20 households/day and totally spent 24 days for the completion of data collection regarding the employees, officials and core process owners as well.

**3.6. Sources of Data**

To ensure the validity of the research and meet the objectives of the study, the researcher was collected relevant data of both primary and secondary sources.

**3.6.1 Primary Data Sources**

The data collection techniques that were used to collect firsthand information were self-administered questionnaires, depth interview and FGD.

**A. Questionnaires (closed-ended and open –ended)**

Questionnaires were designed in open ended and closed ended. The closed ended questionnaires prepared in Five Likert Scales to let customers and employees express their opinion on the scales. In addition, questions like “Yes” or “No” questions were used when appropriate. The questionnaires were administered to 448 customers and 78 employees including the major and the

vice of the municipal office. The questionnaire was designed separately for customers and service providers (employees of the municipality) to enable the researcher collect relevant data. Once the questionnaires have been developed in English, most parts of the questionnaires were translated in to Amharic.

The questionnaires were used to collect data regarding; reliability, responsiveness, assurance, empathy and tangibility of SERVQUAL model from customers view point. Likewise, variables related to customer satisfaction was used in the questionnaire to collect data such as customer expectation, perception and evaluation of service delivery, quality service recovery, service encounter and service improvement and request outcome of that particular level from the customers.

In addition, items prepared on the practice of the principles of public service delivery were used to determine the practice of the principles in the municipal office. The distribution of questionnaire was using simple random sampling technique of probability sampling method for the customers and employees. The employees were provided questionnaires on challenges of provision of quality public service and on the practices of public serve delivery principles.

## **B. Interview**

In interview, the researcher used purposive sampling technique to interview the head and vice head of the municipal office and additionally the office's core-process owners, and supervisors. Accordingly, problems faced in delivering quality service at the different levels of the sector focusing on work related variables such as standards, hospitality, processes, time, customers' compliant handling mechanism and employee's related attributes was considered and asked.

## **C. Focus Group Discussion**

The Focus Group Discussion was used to generate information from both customers and service providers separately; through formation of five groups where two groups are from service providers (employees) and three groups are from customers. Thus, the researcher was used the information gathered through this tool to enhance those data that was collected through questionnaires and interviews as well as synthesized with thematically important literatures.

### **3.6.2 Secondary Data Sources**

To robust the study, the researcher collected relevant secondary data related to the study's topic by analytically reviewing different documentary sources. Among such sorts of sources books, articles /thesis, journals, internet, reports and any other relevant scholarly or academic writings were the most ones.

### **3.7 Validity and Reliability**

According to Bryman and Bell (2007), reliability analysis is concerned with the internal consistency of the research instrument. Malhotra (2010) mentioned about three types of validity in his study: content validity, predictive validity, and construct validity. This study was discoursed content validity through the review of literature and adapting instruments which used from previous research. This means the respondents agreed that they were satisfied with the service. A Cronbach's alpha coefficient calculation of 0.871 showed the 43-item instrument to be internally reliable.

As multiple items in all constructs were used, the internal consistency/reliabilities were conducted with Cornbrash's reliability analyses were expected to conduct each variable of the instrument. The reliability of the measures was examined through the calculation of Cronbach's alpha coefficients. For scale acceptability, Hair et al. (1998) suggested that Cronbach's alpha coefficient of construct is 0.65. If each domain obtains the value 0.65, it means that, the items in each domain are understood by most of the respondents. On the other hand, if the findings are far from the expected value of 0.65, this might be caused by respondents' different perception toward each item of the domain.

### **3.8. Methods of Data Analysis and Presentation**

For the purpose of achieving the objectives of the study, data gathered through these different techniques were analyzed and interpreted qualitatively and quantitatively hence the data analysis was employed both qualitative and quantitative method. To this effect, data gathered through questionnaire was analyzed quantitatively and displayed by using tables, and central tendency measures like mean, modes, and percentage. In this sense, mean score correlations, stepwise regressions was to describe the service delivery processes, improvements in service quality and

level of customers' satisfaction and other objectives. Similarly, data gathered through interviews and observations was analyzed qualitatively.

In most cases data gathered through interview and FGD was interpreted, thematically, in line with the data gathered by questionnaire especially in the discussion part of the study. Finally, correlation coefficient (Spearman correlation coefficient) was used to show the relationship between quality public service delivery and customer satisfaction and in addition to check the correlation among the five dimensions. Statistical Package for the Social Sciences (SPSS) Version 20 and Microsoft Office Excel Windows 2013 was used to analyze the data as they assist the researcher to manage it.

### **3.9 Ethical Consideration of the Study**

In conducting the study, the researcher was considering the next ethical approaches:

- The researcher ensured that there is no exploitation for personal gain of research population.
- The researcher didn't influence over respondents and others to enforce them to participate in the research.
- The researcher considered cultural, religious, gender and other significant differences into account within the research population.
- The researcher used the data only for the intended purpose that was for the academic purpose.

To sum up, this chapter deal with the overall research design of the study that gives clear path about what kind of data are required and from whom, how to gather those data, and how to analyze and present those data was put orderly.

## **CHAPTER FOUR**

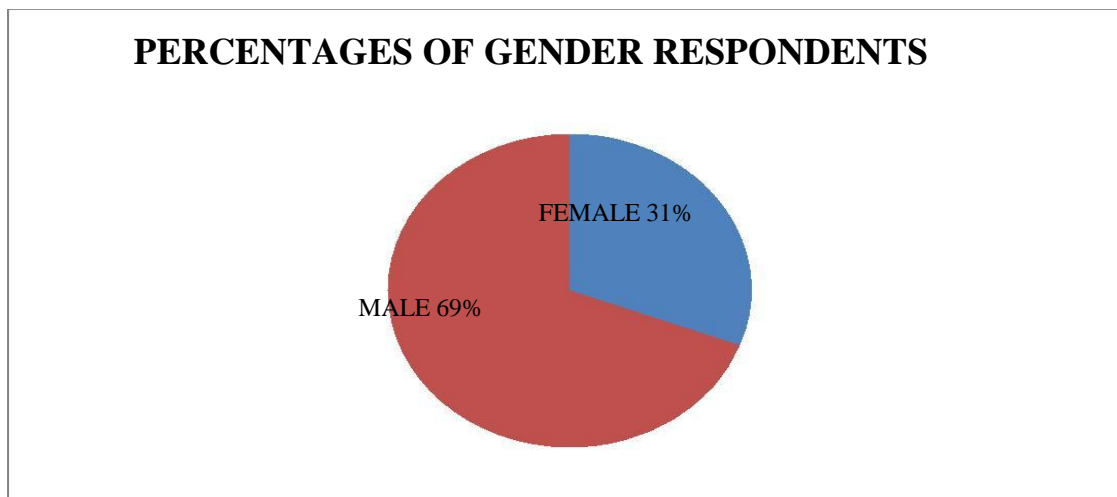
### **Data Presentation and Discussion of Results**

#### **4.1 Introduction**

This chapter is a detailed presentation of the results of the study. The data covering the various sub-themes are presented, analyzed and discussed. They include the profile of respondents, level of service quality and satisfactions in Jinka municipality customer perceptions not expectations, regression and correlation tests that were conducted, service quality gaps, standards of service quality, processes and procedures and in ensuring high services delivery.

#### **4.2. Demographic characteristics of respondents**

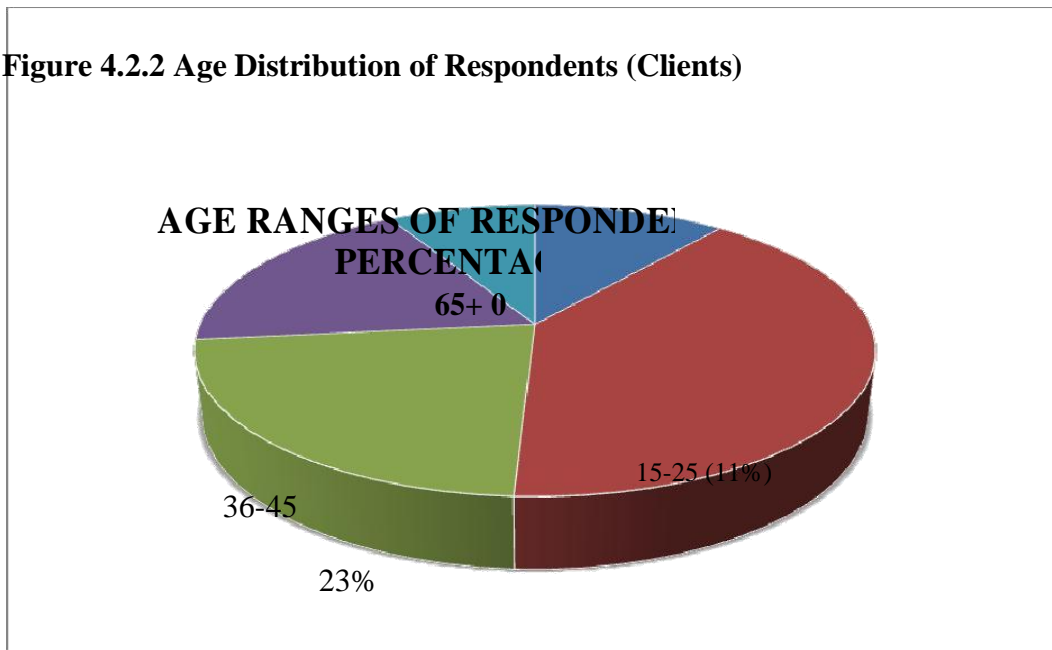
**Figure 4.2.1 Gender Distribution of Respondents (Clients)**



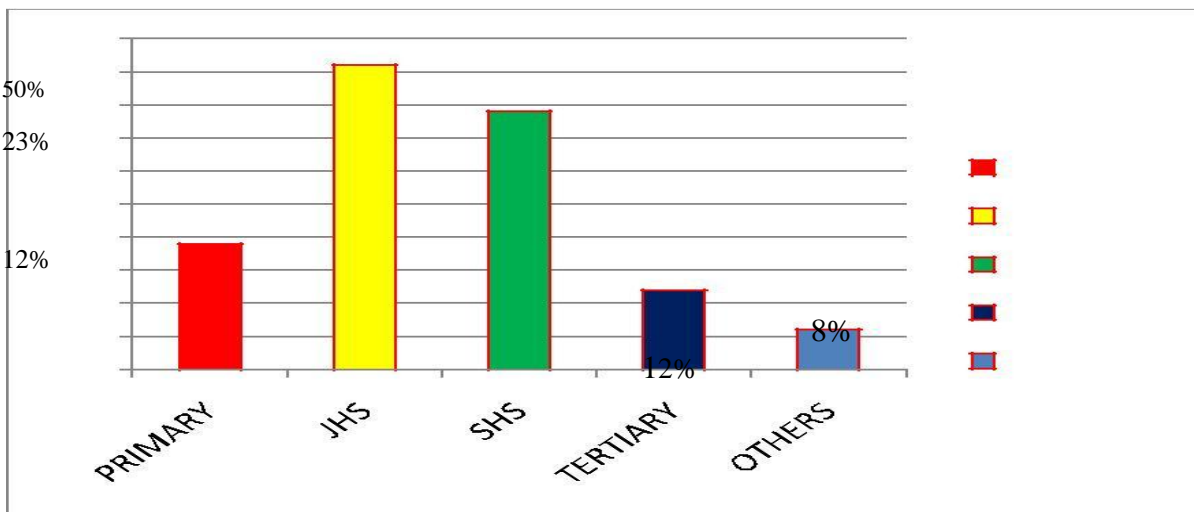
Source: Field Data, 2018

The demographic factor was not the main concern of this study. But, the demographic feature indicated that majority of male customers have more attachments to the service entity than the female respondents. From the above result, it is possible to understand that issues especially related to land management segments in the study area was more concerning the male those have more ownership rights than the female.

**Figure 4.2.2 Age Distribution of Respondents (Clients)**



**Figure 4.2.3 Educational Backgrounds of Respondents (CLIENTS)**



Source: Field Data, 2018



### **4.3 Analysis of the above Figures**

From the above figure 4.2.1 to 4.2.3 and diagrams above the demographic profile of the respondents is as follows: With regards to sex, 69% of the respondents were found to be males, with the females constituting 31%. The demographic factor was not the main concern of this study. But, the demographic feature indicated that majority of male customers have more attachments to the service entity than the female respondents. From the above result, it is possible to understand that issues especially related to land management segments in the study area was more concerning the male those have more ownership rights than the female.

With regards to age, respondents in the age group of 26 to 35 years constituted the majority (which is 40%), with those in age group of 65 years and above constituting zero %. The second largest age group is that of 36 years to 45 years, accounting for 23%. Thus these two groups account for 63% of the Commissions clientele in terms of age. This picture might very possibly be the general situation because majority of Jinka Town municipality population are the most of these are among the active segments of the population are more abreast of service issues. With regards to their educational background, surprisingly those with junior high school level happened to be the dominant group, followed by senior high school. This point to the fact that the majority of the respondents are not poorly educated neither are they highly educated, as only twelve (12) of them have tertiary education. Educational background of the respondents having a contribution for this study to find a well justified data based on the questionnaires being distributed for the respondents.

### **4.4 Service Quality and customer Satisfaction in Jinka Town Municipality**

According to Zeithaml and Bitner (2008), “service quality is a focused evaluation that reflects the customer’s perceptions of specific dimensions of quality: reliability, responsiveness, assurance, empathy and tangibles”. It is a conceptual construct which centers on perceived quality defined as a customer’s or client’s judgment about an entity’s overall excellence or superiority Zeithaml, (1987). Customer (client) satisfaction measures how well an organization’s product or service meets or exceeds customer or client expectation. According to Kotler (2000), customer satisfaction is a person’s feeling of pleasure or disappointment resulting from a product or service perceived performance (or outcome) in relation to his or her expectations.

**Table 4.3.1 summary of descriptive statics on service quality inJinka town**

<b>Tangibles</b>	<b>Mean score</b>	<b>St. deviations</b>
The municipality has visually appealing material associated with the service delivery	2.7572	1.63426
The municipality has modern equipment's in the office that facilitate service delivery	3.5583	1.59557
Employees have a net and professional appearances	2.4912	1.39629
After all the office's service is usually reliable	2.8688	1.68915
<b>Reliability</b>	2.4107	1.61012
The employees of the municipal office provide service as promised	3.2243	1.57331
The employees of the municipal office are dependable in handling customers service problem	2.8738	1.37692
Employees of the municipal office perform service delivery right at the first time	2.4019	1.42979
The employees of the municipal office provide the required	2.1663	1.52679
<b>Responsiveness</b>	2.7572	1.63426
The municipal office's employees are always willing to help you	2.7683	1.59557
The employees of the offices are ready to respond to your request as required	2.4912	1.39629
The employees of the office provide prompt services	2.8688	1.68915
The office's experts are never busy to reply to you as their customer	2.4107	1.61012
<b>Assurance</b>	2.2243	1.57331
The employees of the office greet you positively just as you enter the office	2.8738	1.37692
The employees of the office are flexible in solving your problem	2.4019	1.42979
The employees treats you equal to others for your request	2.1663	1.52679
The organization is good at keeping your privacy secret as needed	2.7572	1.63426
The employees ability is convincing in problems solving	2.7683	1.59557
<b>Empathy</b>	2.4912	1.39629
The employees of the municipal office well understand you and your problem	2.8688	1.68915
The offices' employees acknowledge your need or frustration when solving problems	2.4107	1.61012
The employees are caring for your emotion while service encounter	2.2243	1.57331
The employees of the office are empathic to issues you bring to them.	2.8738	1.37692

Source from field data, 2018

Note =

- **0-2.5 low mean difference of agreement due to positive questions**
- **2.6-3.5 medium mean difference**
- 3.6-5.00 – high mean

From above table 43.1 Regarding to the service delivery part; Tangibility's item, The municipality has visually appealing material associated with the service delivery in medium mean score of 2.757 by standard deviations of 1.63426 varies , The municipality has modern equipment's in the office that facilitate service delivery in medium mean score of 3.5583 by standard deviations of 1.59557, Employees have a net and professional appearances low mean of 2.4912 by standard deviations of 1.39629, After all the office's service is usually reliable medium mean difference 2.8688by standard deviations of 1.68915.The study shows that all Tangibility is in moderate level.

Regarding to Reliability, the employees of the municipal office provide service as promised in medium mean score of 3.2243 by standard deviations of 1.57331, The employees of the municipal office are dependable in handling customers service problem in medium mean score of 2.8738 by standard deviations of 1.37692, Employees of the municipal office perform service delivery right at the first time in low mean score 2.4019 by standard deviations of 1.42979, The employees of the municipal office provide the required in low mean score of 2.1663 by standard deviations of 1.52679.As shown in table 4.3.1 customers perceived the ability of the service providers to meet its agreement was moderate level (3.28). This clearly indicates that the municipality was not delivering service as per the agreement.

From interview provided by respondent, majority of respondent municipality service not well reliable and full of corruptions.

Regarding to Responsiveness, The municipal office's employees are always willing to help you medium mean score 2.7683by standard deviations of 1.59557, The employees of the offices are ready to respond to your request as required medium mean score 2.4912 by standard deviations of 1.39629, The employees of the office provide prompt services in medium mean score of

2.8688 by standard deviations of 1.68915, The office's experts are never busy to reply to you as their customer medium mean score 2.4107 by standard deviations of 1.61012.

Responsiveness concerns the willingness to help customers and provide prompt service (Parasuraman et al, 1988). Gilmore, A. (2003) explained that responsiveness concerns the willingness and readiness of staff to deliver the service and respond to customers' requirements. It may involve mailing information or transaction details immediately, calling customers back promptly when promised and giving prompt service is at medium level 2.74.

Service quality regarding to Assurance, The employees of the office greet you positively just as you enter the office medium mean score 2.8738 by standard deviations of 1.37692, The employees of the office are flexible in solving your problem low mean score 2.4019 by standard deviations of 1.42979, The employees treats you equal to others for your request low mean score 2.1663 with standard deviation of 1.52679. The organization is good at keeping your privacy secret as needed in medium mean score of 2.7572 by standard deviations of 1.63426, the employees ability is convincing in problems solving in medium mean score of 2.7683 by standard deviations of 1.59557. Assurance relates to how secure, free from danger, risk or doubt customers feel during interaction with the service.

Parasuraman et al., (1985) stated that assurance is the freedom from danger, risk, or doubt. It involves confidentiality of customers' secret information. As depicted in Table 4.3.1, customers' perception, they ranked medium level (2.75).

Regarding to Empathy, The employees of the municipal office well understand you and your problem in medium mean score of 2.8688 by standard deviations of 1.68915, The offices' employees acknowledge your need or frustration when solving problems in low mean score of 2.4107 by standard deviations of 1.61012, The employees are caring for your emotion while service encounter in low mean score of 2.2243 by standard deviations of 1.57331, The employees of the office are empathic to issues you bring to them in medium mean score of 2.8738 by standard deviations of 1.37692.

The data representing the responses of the clients were analyzed to depict their responses with regards to their perception levels of service quality in Jinka town is at medium level at 2.87.

According to one of respondents informed:

*I think this municipal has no one give attained due to open ignorant and abasement. We always applied for something we don't have had answer. The only person who got response are those who have money for bribe. That is all about for me.*

Similarly, one of the respondents stated that:

*I don't think this municipal can be reliable based on its service and employee response. They are ignorant. A month ago, I should have built house and went municipal. Then, I asked them to have building permit but they still did not give me the opportunity. All building material now distorted. This is Because of them. This is big mistake they made asking me give them money. Now time I have no money. so, how can I go on building my house.*

The Municipality regarding land management, building and replacement of housing have no well implementations on permitting and measurement of the land.

Employees were also asked to list down the main problems that exist on service provision, and they are summarized as follows: there is no enough resource to serve customers effectively, non-recognition of employees by the management, lack of training and development, lack of information flow, lack of any competitive firm, system failure especially for prepaid meter operation, no clear manual and procedure, and poor resource allocation are the main problems. These facts are also confirmed by the officials' interviews that were conducted with them. During interview the municipal officials time of asked "Have you ever made any reform in service delivery system in order to satisfy your customers?"

*There is always follow up mechanism for improvement and continuous discussion around the reform. In addition, there is always feedback from customers and reform team members at the municipal employee authority levels, and there is regular meeting of the employees, with the case team, with teams and management members.*

During FGD& interview both officials believe that there may be dissatisfied customers on service delivery. They informed that various reforms are being implemented for improvement of service delivery and satisfaction level. Moreover, both officials raise the impact of committed workers and the shortage of human power to meet the rapidly increasing demands. These show that there is a knowledge gap between the officials and the service providers of the municipal. To see this gap employees were asked to rate their knowledge based on the standards of the service. Customer satisfaction is linked with both the personal interaction in the service provider and the outcomes experienced by service user. In this part of the Thesis, the summary of findings of the study is derived from the analysis of both the primary and secondary data.

However, the data source is mainly emphasized on the primary data that had been collected from different respondents through questionnaires and interviews. Based on the analysis of the service delivery practice and customer satisfaction, the following findings are identified. Substantial number of customer not satisfied with service provisions given by the employees about services, convenience of the working hours, knowledge of employee and consideration given by the municipal.

Majority of the customers are not satisfied up to reliability and tangibility of service and the ability of responsiveness to attract customers' visions. However, customers are not satisfied with corrupted of employees and the located of officers. There is a great problem of system failure, shortage of employee, ignorant problem and lack of orientation on how to use the work hour for its customers, especially for prepaid land management related users.

**Table 4.3.2. Customer satisfactions in Jinka town**

Variables	Item	Mean score	Standard deviations
Service Quality	How do you rate the municipality's service provision; and did the employees meet your needs and expectations?	2.6232	1.44731
Service Delivery	How one can judge the timely performance and the office's commitment to meet your expectations of service?	2.8649	1.62699
Service Encounter	How do you rate the employees' interaction with you in service provision processes?	3.0646	1.55353
Service Recovery	How do you determine the office in terms of service Improvement and the way the office receives and gives feedback to you?	2.5599	1.65619
Outcome	After all, did you get what you requested from the office?	4.1806	1.43213
Overall Satisfaction	How do you rate the overall satisfaction level you feel to all aspects of the service the municipality provides to you?	3.5052	1.35559

Source from field data, 2018

**Note =**

- **0-2.5 low mean difference of agreement due to positive questions**
- **2.6-3.5 medium mean difference**
- **3.6-5.00 – high mean difference**

From above table 43,2, regarding customer satisfactions in Jinka town, the rate the municipality's service provision; and did the employees meet their needs and expectations was showed in mean score of 2.6232 by standard deviations 1.44731

Respondent judge the timely performance and the office's commitment to meet your expectations of service in mean score of 2.8649 by standard deviations of 1.62699. The rate

given by respondents of the employees' interaction with them in service provision processes is in mean score of 3.0646 by standard deviations of 1.55353.

Respondent determine that the office in terms of service Improvement and the way the office receives and gives feedback to them in mean score of 2.5599 by standard deviations of 1.65619. They get what they requested from the office in mean score 3.1806 by standard deviations of 1.43213. They rate the overall satisfaction level as client feels to all aspects of the service the municipality provides to them is in medium mean score of 3.5052 by standards deviations of 1.35559.

Table 4.3.2 indicates that the overall satisfaction of the customers in service quality is below the expected average mean. These indicated that there is service quality problem in some activities of the municipality. The dimensions in measuring the quality service were declined to having an impact on customer satisfaction. Finally, the study attempted to find out whether in ensuring quality service delivery the municipality encounters any challenges. Timeframes have also been set out within which various categories of complaints are expected to be dealt with. The complaints are classified based on their degree of complexity. For each class or category, timelines have been set within which preliminary and full investigations are to be completed. Majority of the municipality service delivery indicated and manipulated as dirty handy and it constrained in "embezzlement assured service delivery".

The constraints identified by the study are as follows: municipality constraints, poor service conditions, and low application of employee motivations, poor budgetary allocation, poor office environment, inadequate training opportunities and lack of enforcement powers.



**Table 4.3.3: Compliant Handling Mechanism from customer perspective**

variables	Statement	Mean score	St. deviations
Improvements	You can say the office use your feedback as input to improve the service next time	2.8688	1.68915
	You repeatedly complain the same/ similar problem to the organization.	3.4107	1.61012
	You are encouraged to tell your feelings on the service you are provided	2.2243	1.57331
	The organization has a person or a committee	2.8738	1.37692
	The office has habit of seeking feedback from you	2.7572	1.63426
Encounter	The office resolves complaints effectively	2.7683	1.59557

**Source from field data, 2018**

**Note =**

- **0-2.5 low mean difference of agreement due to positive questions**
- **2.6-3.5 medium mean difference**
- **3.6-5.00 – high mean difference**

From above table regarding to municipality complain handling mechanism, they can say the office use their feedback as input to improve the service next time in medium mean score of 2.8688 by standard deviations of 1.68915., You repeatedly complain the same/ similar problem to the organization in medium mean score of 3.4107 by standard deviations of 1.61012,

You are encouraged to tell your feelings on the service you are provided in low mean score of 2.2243 by standard deviations of 1.57331, The organization has a person or a committee in medium mean score of 2.8738 by standard deviations of 1.37692, The office has habit of seeking feedback from you in medium mean score of 2.7572 by standard deviations of 1.63426 and The office resolves complaints effectively In medium mean score of 2.7683 by standard deviations of 1.59557 varies.

As depicted in Table 4.3.3, of all outcome compliance handling, the implement ability of the study was considered as medium level (2.72). But all the rest outcome compliance handling was expected to be at moderate level. Thus, the overall customers' perceptions on compliance handling level became moderate.

Regarding to the customer during interview, majority of respondents replied that, the municipality employees were completely ignorant during customer applying for complaint of services. According to one of respondent interview about complaint handling:

*I bought a small house from my neighbor. I went to municipal to rebuild the house. As soon as I went to municipal to get work permit ion. In the first day one of guard stated that there is meeting. The next day I came again and asked one of employee, he stated that the engineer is not there due to she went out. One week latter I came again to ask permitted, but, they told me to come after a week. Even after two weeks later came again still the same. On other employee secretly told me to give some money to her & your request will be completed within an hour. I felt sorry.*

The other respondent similarly stated that:

*Jinka municipality is source of ignorant and full of corruptions carryout. On week latter I was went to municipality apart my house to my son. Then, I asked them to see and allow me to depart. Female engineer told me she will have come and see. But, she is not even remembering me. How could even I go ahead perform my home. It is disgusting. I was applied to the officer, he told me better be wait for response until I will have offer the service.*

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

**Table 4.3.4: customer perceptions among Information sharing on the Practices of the Public Service Delivery Principles in the office**

<b>variable</b>	<b>Item</b>	Mean score	St. deviations
Consultation	The office has regular consultation hours with you	2.6232	1.44731
	The consultation hours and days are convenient to you	2.8649	1.62699
Courtesy	When you go to the office to be served, the employees are politely receiving and serving you.	2.0646	1.55353
Information	Usually the office gives you reliable and complete information on what you ask and do.	3.5599	1.65619
Openness and Transparency	Whenever you go to the office for service, you can easily identify division of job together with their responsibilities and the body/person that is responsible for the service type.	2.1806	1.43213
Redress	Feedback for your complaints and grievances are usually fast ; the employees of the office are sympathetic to your problem and apologize for mistakes or your grievances	2.7052	1.35559
Value for money.	The office provides service cost effectively and efficiently and strive to reduce the expenses you incur in the service process	2.2452	1.64902

**Source from field data, 2018**

**Note =**

- **0-2.5 low mean difference of agreement due to positive questions**
- **2.6-3.5 medium mean difference**
- **3.6-5.00 – high mean difference**

From above table 4.3.4, Regarding to Information on the Practices of the Public Service Delivery Principles in the office; the office has regular consultation hours with you in medium mean score of 2.6232 by standard deviations of 1.44731. The consultation hours and days are convenient to you in medium mean score of 2.8649 by standard deviations of 1.62699, when you go to the office to be served; the employees are politely receiving and serving you in low mean difference of 2.0646 by standard deviations of 1.55353, Usually the office gives you reliable and complete information on what you ask and do in medium mean score of 3.5599 by standard deviations of 1.65619, Whenever you go to the office for service, you can easily identify division

of job together with their responsibilities and the body/person that is responsible for the service type in low mean score of 2.1806 by standard deviations of 1.43213.

Feedback for your complaints and grievances are usually fast; the employees of the office are sympathetic to your problem and apologize for mistakes or your grievances in medium mean score of 2.7052 by standard deviations of 1.35559. The office provides service cost effectively and efficiently and strive to reduce the expenses you incur in the service process in low mean score of 2.2452 by standard deviations of 1.64902.

The analysis of the research data shows that Information on the Practices of the Public Service Delivery Principles in the office is clearly declining customer satisfaction. Only one out of seven factors included in Information on the Practices of the Public Service Delivery Principles in the office has low mean difference which shows satisfaction of the customers. Such factor is customer service i.e other Information on the Practices of the Public Service Delivery Principles in the office totally fail to have an impact on customer satisfaction.

Similarly to interview time, respondents responded that regarding to information's show the way, municipal is full of ignorant. Most of them indicated that though they were not completely satisfied with their experience because their expectations with regards to some of the requests were not met specially land management related information's in the area, they still regard the municipal as the most appropriate and easily accessible place to seek remedies to cases of information's shortage, administrative injustices and issues of corruption is highly associated. To some they would return to in corruption. Because, its services are free of hiding and the staff do not engage in extortion of blame from the municipal due giving money to workers.

According to municipal official gave suggestions that:

*As far as possible, we are offering better service to service seekers. But, we are not full of compassions and we do say there is no problem, sometimes this kind of service inaccuracy happens.*

Some were of the view that information's delivery in the public sector is generally not the best and given the level or standard of service quality in Jinka Town and comparing it with what obtains in information's provision similar services, pity corruptions is relatively better. The

conclusion is that they prefer to come to get better information's when need be it is get better give some money to terminate their business.

Finally, when asked whether based on their experience they would recommend the municipality to other officers, all majority of respondents during FGD, replied that they are affirmatively did not have answer from concerned bodies; either of municipality employee or officials.

**Table 4.3.5, Response of Employees on the practices of Public Service Delivery Principles**

<b>Variable</b>	<b>Item</b>	<b>Mean score</b>	<b>St. deviations</b>
Consultation	The office has regular consultation hours with its customers	2.7572	1.63426
Courtesy	In case a customer is dissatisfied to your response to his or her request, you will let him/her go and come back after some days	3.7683	1.59557
Information	Usually your customers have complete and reliable information regarding what they will do and expected of them	4.4912	1.39629
Openness and Transparency	All or most of your customers know which division of work and individual is responsible for which service kind and they can easily identify what is expected of them.	3.8688	1.68915
Redress	Feedback for complaints and grievances are usually processed fast ; the employees of the office are sympathetic to their customers' problem and apologize for mistakes	3.4107	1.61012
Value for money	The office provides service cost effectively and efficiently and strive to reduce the expenses of its customers	3.2243	1.57331

**Source from field data, 2018**

- Note = **0-2.5 low mean difference of agreement due to positive questions**
- **2.6-3.5 medium mean difference**
- **3.6-5.00 – high mean difference**

From above regarding to table 4.3.5, Response of Employees on the practices of Public Service Delivery Principles; the office has regular consultation hours with its customers in medium mean score of 2.7572 by standard deviations of 1.63426. In case a customer is dissatisfied to your response to his or her request, you will let him/her go and come back after some days was agreed in highest mean of 3.7683 by standard deviations of 1.59557

Usually your customers have complete and reliable information regarding what they will do and expected of them was agreed in highest mean of 4.4912 by standard deviations of 1.39629

All or most of your customers know which division of work and individual is responsible for which service kind and they can easily identify what is expected of them was agreed in highest mean of 3.8688 by standard deviations of 1.68915, Feedback for complaints and grievances are usually processed fast; the employees of the office are sympathetic to their customers' problem and apologize for mistakes was agreed in medium mean of 3.4107 by standard deviations of 1.61012 and The office provides service cost effectively and efficiently and strive to reduce the expenses of its customers was agreed in medium mean of 3.2243 by standard deviations of 1.5733.

The finding of the study shows that it is contrary to the client response by higher mean deviations of response above 3.5 mean.

This over all Response of Employees on the practices of Public Service Delivery Principles seems modern level. But there is contrary idea from interview and FGD; during the interview one of the municipality officials stated that:

*“It is difficult to say that, all our customers are fully satisfied in municipality services. Because, the situation now adays in the country is the problem between customer demand and our service gap. So, they may not be happy with some services given by municipality”.*

According to the FGD, they believed that they requesting the improvements have been made to increase customer satisfaction: There are some changes in service and delivery processes.

For example, for solving Delaying problem to adders service to the customer there is rapid expansion in prepaid meter connection and other services are given based on the assumption of

one stop service (one touch service) There is a big shortage of man power, expansion of service to all community of distribution service from municipality. Finally study justifies that there is still problem on service delivery not consolidated by officials of municipals in Jinka town.

➤ **Staff perceptions and Management Perspectives on Service Quality and Customer Satisfaction**

During interview and FGD together some perspectives of the staff of *Jinka* Town Municipality on the concepts of service quality and customer satisfaction this was thought to be necessary. Because, the researcher is of the view that a good understanding of the two concepts by the staff, who are the internal customers of *Jinka* Town municipality put them in a better stead in enhancing service delivery. The staff interviewed had some understanding of service quality and customer satisfaction regarding management Perspectives, most of them could not clearly explain what constitute these two concepts.

Generally, the staff were viewed that service quality is about offering efficient services that address the needs of the clients and some indicated it is about “offering the best to your clients.” On customer satisfaction, they explained that it involves making sure that the client is content with the services offered.

On the relationship between staff and customer, all staff interviewed were viewed that service quality impacts on customer satisfaction related to land management is poor. That is to achieve customer satisfaction; service quality has to be improved upon. This in general agrees with the understanding of clients with regard to these concepts and their relationships.

These positions are therefore consistent with the position of researchers and practitioners who view service quality as an antecedent to customer satisfaction.

#### **4.5. Correlations**

A Pearson correlation analysis was carried out to determine the amount of association between the studied variables (Table 4.3.2). It was observed that all quality variables correlated in a positive and significance manner with satisfaction ( $p < .001$ ). The analysis indicated a high correlation between satisfaction and tangibility ( $r = .585$ ), followed by reliability ( $r = .526$ ), empathy ( $r = .493$ ),

responsiveness ( $r = .484$ ) and assurance ( $r = .364$ ). The effect size of these correlations can be classified as medium to large based on Cohen's (1988) guidelines.

**Table 4.4.1, Pearson Correlations of the Perceived Quality Dimensions and Satisfaction**

variables	Empathy	Tangibility	Assurance	Reliability	Responsiveness	Customer Satisfaction
Empathy	1.00					
Tangibility	.440	1.00				
Assurance	.395	.343	1.00			
Reliability	.414	.348	.234	1.00		
Responsiveness	.424	.457	.254	.315	1.00	
Customer Satisfaction	.493	.585	.364	.526	.484	1.00

Note: All correlations are significant at the 0.01 level (2-tailed).

#### **Source from field data, 2018**

To identify which service quality dimensions were correlated strongly with satisfaction, multiple regression analysis was conducted with the five subscales of service quality dimensions as predictor variables and satisfaction as the dependent variable. The satisfaction variable index was based on the arithmetic mean of six consecutive items on the scale, used for measuring general satisfaction towards municipal service. The mean value for the satisfaction variable was  $x = 4.146$ , with a standard deviation of 0.808.

Stepwise regression was used to examine the relative importance of the five service quality dimensions in determining satisfaction. A significance level of 5% was used. The model to be tested was:

$$Y = ax_1 + bx_2 + cx_3 + dx_4 + ex_5 + e$$

Where  $Y =$  Satisfaction;  $x_1 =$  Tangibility;  $x_2 =$  Reliability;  $x_3 =$  Responsiveness;  $x_4 =$  Assurance;  $x_5 =$  Empathy; and  $e =$  Constant.

To find the best regression model, an automated selection procedure of stepwise regression was applied. In the stepwise solution, the tests are performed at each step to determine the influence or contribution of each variable already in the equation as if it were entered last. So by doing this



it makes it possible to select a set of independent variables that best predict the dependent variable, and thereby eliminate superfluous variables. The order of the inclusion of the independent variable is determined by the contribution of each variable, to explain the variance in the independent variable (Hair *et al.* 1998). In this case, the variable that explains the greatest amount of variance is entered first; the variable that explains the greatest amount of variance in conjunction with the first variable is entered second, and so on. The independent variables which do not meet the pre-established statistical criteria for inclusion in the equation are deleted at each successive step.

To test whether the assumptions of linearity, homoscedasticity and independence were met by the data, checks were undertaken by constructing the normal probability plot and residuals scatter plot. A visual inspection of the normal probability plot revealed that the residual plots were almost close to the normal straight diagonal line, suggesting that the residuals were approximate normal distribution. Additionally, the scatter plot (a plot of the student zed residuals versus the predicted values) revealed that most of the plots concentrated along the zero line in an almost rectangular shape, with relatively equal dispersion about zero and no strong tendency to be either greater or less than zero, verifying that the residuals were linear and homoscedastic. Thus there were no reasons to be concerned about the violation of regression assumptions.

To test for the possible presence of multicollinearity problem, a correlation matrix was run among the five independent variables. As shown in Table 4.4.1, the inter-correlations among the five independent variables were rather low, ranging from 0.234 to 0.457. Thus, it was concluded that there were no reasons to be concerned as no high inter-correlations existed among these variables.

However, the absence of high vicariate correlation does not imply lack of co linearity because the correlation matrix may not reveal collinear relationships involving more than two variables. Therefore, the tolerance values of the independent variables were assessed further while the regression analysis was run using the conventional tolerance value of 0.1 as the cut-off point for high multi-co linearity (Hair *et al.* 1998). The analysis showed that all independent variables in the regression equation had high tolerance values ranging from 0.688 to 0.785 and the VIF values are all quite close to 1.0 (the highest was 1.454), indicating an absence of multi-co linearity problem.

**Table 4.4.2, Stepwise Regression Results of Service Quality with Satisfaction**

Model	Predictor	B	Beta ( $\beta$ )	t-value	p-value	F-ratio for the equation	Adjusted $R^2$
		coefficient					
1	(Constant)	1.96		9.913	.000	128.189	.353
	Tangibility	.514	.597	11.322	.000		
2	(Constant)	1.38		6.861	.000	98.318	.455
	Tangibility	.359	.417	7.540	.000		
	Empathy	.291	.369	6.667	.000		
3	(Constant)	1.13		5.502	.000	74.698	.487
	Tangibility	.326	.378	6.924	.000		
	Empathy	.229	.290	5.056	.000		
	Assurance	.176	.211	3.911	.000		
4	(Constant)	1.066		5.224	.000	59.323	.50
	Tangibility	.285	.331	5.835	.000		
	Empathy	.210	.267	4.66	.000		
	Assurance	.146	.175	3.20	.002		
	Responsiveness	.106	.150	2.679	.008		

**\*\*Note: None of the previously entered variables was removed in subsequent steps. T-value of the estimate:  $|t\text{-value}| > 1.64$ ,  $p > 0.1$ ;  $|t\text{-value}| > 1.96$ ,  $p > 0.05$**

From above table 4.4.2, on Stepwise Regression Results of Service Quality with Satisfaction; Statistics on variables that entered the regression equation and that, collectively, explained portions of the variance in the dependent variable are summarized in Table 4.4.2.

The overall  $F$ -test for the final regression model was highly significant ( $F = 59.323$ ,  $p < .001$ ), with four service quality dimensions entered the resulting equation: tangibility ( $\beta = .331$ ,  $p < .001$ ), empathy ( $\beta = .267$ ,  $p < .001$ ), assurance ( $\beta = .175$ ,  $p < .005$ ), and responsiveness ( $\beta = .15$ ,  $p < .05$ ). The explanatory power of this model, as reported by the adjusted  $R^2$  value was 0.5, suggesting that 50 percent of the variability in the subjects' overall satisfaction was predicted by the service quality dimensions. According to Cohen (1988, p. 79-81), this effect size can be considered as large.

Stepwise ordering of service quality dimensions that entered the regression equation is as follows. Tangibility was the first variable that entered the equation as it was the most salient in explaining satisfaction. It alone contributes 35.3 percent of the variation.

At Step 2, Empathy entered the regression equation and it improved the predictive efficiency of service quality (R-square) from 35.3 to 45.5 percent. Assurance, the next variable to enter the equation at Step 3, accounted for an additional 3.2 percent of the variation.

Responsiveness was the final predictor that entered the equation and accounted for an additional 1.3 percent of the variation. The relative importance of the service quality dimensions was indicated by their Standardized Beta Coefficients. As is evidence from Table 4.4.2, the strongest impact on satisfaction was by tangibility ( $\beta = 0.331$ ). The next most important was empathy ( $\beta = .267$ ), followed by assurance ( $\beta = .175$ ) and responsiveness ( $\beta = .15$ ).

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

- They are serving very large number of customers at municipalities.
- Lack of motivated and skilled, and disciplined manpower
- It is Lack of orientation program for customers especially for service users.
- It got repeated service failure without any prior information.
- Lacks of appropriate complain handling procedure.

But, according to municipal during interview sated here about service delivery, there is always follow up mechanism for improvement and continuous discussion around the reform. In addition, there is always feedback from customers and reform team members at the kebele and there is regular meeting of the employees, with the case team, with region teams and management members to conclude the satisfactions of customers.

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

During the FGD time majority of respondents stated that the above information from interviews shows contrary that there exists a very serious problem of distribution service to customer which is provide complain by customer.

The information obtained from customer and employee indicates that as a result of supply shortage it is difficult to deliver desired services to satisfy customers. Both officials believe that during interview there may be dissatisfied customers on service delivery.

They informed that various reforms are being implemented for improvement of service delivery and satisfaction level. Moreover, both officials raise the impact of affected budgetary and the shortage of man power to meet the rapidly increasing demands of land management related service.

#### **4.6. Discussion**

It believes that there may be some potentially universal facets of service quality and that perhaps we may not need to develop specific measures from scratch for each context. This would suggest that basing quality measurement efforts on SERVQUAL is appropriate for the assessing municipal services.

The study has also attempted to identify the most important service quality dimensions that determine citizen satisfaction in Jinka town municipal services. Descriptive statistics Mean of Customers perceived the ability of the municipality to meet its agreement was moderate level (3.28). This clearly indicates that the municipality was not delivering service as per the agreement. Assurance relates to how secure, free from danger, risk or doubt customers feel during interaction with the service. Parasuraman et al, (1985) stated that assurance is the freedom from danger, risk, or doubt. It involves confidentiality of customers' secret information.

As depicted in Table 4.3.1, customers' perception, they ranked medium level (2.75). The data representing the responses of the clients were analyzed to depict their responses with regards to their perception levels of service quality in jinka town municipality is at medium level at 2.87

From descriptive statics the overall satisfaction of the customers in service quality is below the expected average mean.

These indicate that there is service quality problem in some activities of the municipality especially land management related service provision activities were mostly the center as a source of the customers dissatisfaction. Regarding to all outcome compliance handling, the implement ability of the study was considered as medium level (2.72). But all the rest outcome compliance handling was expected to be at moderate level. Thus, the overall customers' perceptions on compliance handling level became moderate. This over all Response of Employees on the practices of Public Service Delivery Principles seems medium level.

The results support the findings of the research which indicates that service quality plays an important role in affecting customer satisfaction our service quality dimensions namely were found to significantly predict citizen satisfaction, accounting for 50 % of the variation means in moderate level. Tangibility emerged as the most important predictor or determinant of people satisfaction in Jinka Town municipality, followed by empathy, assurance, and responsiveness.

## CHAPTER FIVE

### 5. Summary, Conclusions and Recommendations

#### 5.1 Summary

The purpose of this study was to assess the service delivery and customer satisfaction in Jinka town municipality. In order to achieve this purpose the following specific questionnaires raised in this study as:

1. what is the status of quality of public service delivery of the municipality?
2. What is the level of customer satisfaction towards public service delivery of the municipality?
3. What is the practice of complaint handling mechanism of the municipality?
4. What are the major challenges of quality public service delivery in the municipality?

Addressed in the study.

The data gathered mainly through questionnaires, interview, and focus group discussion and reviewing documents.

The research revealed that there are a number of problems that made customers were not happy in the quality service rendering of the municipality. This was the result of poor attention given to the customers by the employees as well as the response of the municipal officials. There was lack of information sharing, lack of implementing all the service quality measuring dimensions and compatibility of services in line with the value of customers.

The service provision related to land management segment faced a serious problem significantly dissatisfied the customers. This is because of the ignorance by the service providers concerning, core process owners related to rent seeking increased the deterioration of the reliability of the municipality in parts of the customers. There was a failed system and lack of accountability in order to deter sabotages regarding service delivery for the customers are some part of accepted challenges of the municipal. Customers were try to fill their complaints in the complaint form.

However, because of the absence of well-organized system the municipal could not time bounded feed-back to their customers.

Most employees of the municipal did not need to provide quality service to their customer due to the absence of employee motivation as well as trainings. This challenge had an impact on the customer satisfaction. Access to the necessary resources required to carry out the quality service are the constraints of the municipal. There challenges like, poor budgetary conditions, poor service conditions, poor office environment and so forth contributed to poor service quality.

To give better solutions it was suggested that:

- ✚ The municipal officials can be determined the relative importance of the five service quality dimensions in predicting citizen satisfaction.
- ✚ To do so, the officials can determine which service quality dimension(s) they should pay most attention too.
- ✚ Recognizing the dominant role played by the employees in delivering quality service, the municipal officials should make sure that there are always sufficient staffing levels.
- ✚ The municipal officials should be committed to take a corrective measures towards ensuring accountability regarding employees who might had with his/her dirty hands in abusing customers satisfaction.
- ✚ The officials should assessing service quality regularly through the inclusiveness of customers and their feed-back so as to make the municipality to improve its quality problems.

## **5.2. Conclusions**

Our empirical findings provide several service quality implications for municipal service delivery were found that in moderate practical guidelines for employee to improve quality attributes that would increase citizen satisfaction. From a strategic standpoint, municipal officials can determine the relative importance of the five service quality dimensions in predicting citizen satisfaction. By doing so, municipal officials can determine which service quality dimension(s) they should pay most attention to. Given the importance of tangibility as a major determinant of satisfaction, as demonstrated in this study, it is imperative for municipal officials to identify the relevant extrinsic and intrinsic cues used by customers in order to effectively communicate to

them the relevant quality signals.

From the study, it was found that service quality dimensions are positively related to customer satisfaction. However, not all of them are significantly correlated to customer satisfaction. The result indicates that the dimensions of Tangibility, Reliability and Empathy are not significantly related to customer satisfaction, in other words, they are not major determinants of customer satisfaction.

The Findings indicated that, the municipal did not providing its services as per to the mission expected from it. For a single service issue, customers are exposed for additional costs.

Land related service are unthinkable without secrete charges. Most of the customers try to raise their disappointment for many returns on public meetings towards issues related to dirty hands in the municipality especially land related services. However customers lack any committed body to resolve their complaints.

Finally, the study attempted to find out whether in ensuring quality service delivery the municipality encounters any challenges. Timeframes have also been set out within which various categories of complaints are expected to be dealt with. The complaints are classified based on their degree of complexity. For each class or category, timelines have been set within which preliminary and full investigations are to be completed. The categories have been given color codes and these color codes are placed on each file. Sources indicated that municipality is constrained in its bid to ensure quality service delivery.

The constraints identified by the study are like -municipality constraints, poor service conditions, corruption and low application of employee motivations, poor budgetary allocation, poor office environment, inadequate training opportunities and lack of enforcement powers to service providers and lack of accountability are some of exceptions

The analysis of the research data shows that Information on the Practices of the Public Service Delivery Principles in the office is clearly declining customer satisfaction.

The variables as a factors included in Information on the Practices of the Public Service Delivery Principles in the office has low mean effect which shows dissatisfaction of the customers. And other Information on the Practices of the Public Service Delivery Principles in the office totally fails to have an impact on customer satisfaction. Municipal officials need to ensure that all



tangible attributes related to employee performance create a desirable impact on customer perception of quality. This is important as customer continue to look for tangible cue as a means to reduce perceived risk and describe their service experience (Chen & Chang, 2005).

### **5.3. Recommendations**

In order to offer a consistently high standard of service delivery, municipal officials should make key performers aware of their role and provide them with adequate training. Empathy and listening skills are two central areas that need to be addressed in training those employees actually providing the service. Recognizing the dominant role played by the employees in delivering quality service, municipal officials should make sure that there are always sufficient staffing levels. In so doing, they will optimize service delivery and provide a prompt services at all times. On job training for employees, fulfilling resources which encouraging the service provision activities, try to build standardized evaluation system so as to use as a measuring tool in differentiation among employees who perform better in public services delivery principles, Information sharing as well as effective compliant handing mechanisms. The municipal officials should be committed to take exemplary corrective measures so as to ensure accountability on those who are with their dirty hands to abuse the customer's satisfaction.

Moreover it also recommended that service quality be assessed throughout the year have a positive impact for the service quality improvement. The initial assessment provides a baseline for comparison with future assessments. This comparison is essential for monitoring the effectiveness of service quality improvement efforts and identification of service quality trends as they emerge. The assessment would also provide a broader picture of interest to local governments who would then be aware of the potential areas of interest to their citizens (Scott & Scieff, 1993). An assessment throughout the year can help measure progress and would allow enough elapsed time between assessments for improvement efforts to have an impact, while at the same time still be frequent enough to identify emerging customer service trends (Dutka & Frankel, 1993).

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## Appendix I

### Addis Ababa University

#### School of Graduate Studies

#### Department of public Administration and Development Management

#### Questionnaires to be filled by Customers

Dear respondents, I am Ashenafi Gaemi, Candidate for Master's Degree. The main objective of this questionnaire is to obtain data on the Quality of Public Service Delivery and the Level of Customer Satisfaction in Jinka Town Municipality. The data will be analyzed to assess the quality of public service delivery and customer satisfaction of the office and the result of the study will be only for the academic purpose that you are requested to fill freely and accurately as much as possible. The researcher would like to thanks you in advance for your truthful response.

#### Part I. Respondents Profile: Make "X" mark to appropriate box.

1. Sex: Male  Female

2. Age: Below 20  20-30  31-40   
41-50  above 50

3. Educational Status: Certificate  Diploma  BE/BSc  MA/MSc   
Above PhD

## Part II: Quality public service delivery Practice

Respond by putting “X” Mark to the only number that best fits your opinion and feelings.

***NB: 5=strongly Agree, 4=Agree, 3=neither Agree nor Disagree, 2=Disagree, and 1represents strongly Disagree with the respective statements stated below.***

Dimension	Statements /questions	Scale / Value				
		5	4	3	2	1
Tangibles	1. The municipality has visually appealing material associated with the service delivery					
	2. The municipality has modern equipment’s in the office that facilitate service delivery					
	3. Employees have a net and professional appearances					
	4. After all the office’s service is usually reliable					
Reliability	5. The employees of the municipal office provide service as promised					
	6. The employees of the municipal office are dependable in handling customers service problem					
	7. Employees of the municipal office perform service delivery right at the first time					
	8. The employees of the municipal office provide the required service at the promised time					
Responsiveness	9. The municipal office’s employees are always willing to help you					
	10. The employees of the offices are ready to respond to your request as required					
	11. The employees of the office provide prompt services					
	12. The office’s experts are never busy to reply to you as their customer					
Assurance	13. The employees of the office greet you positively just as you enter the office					
	14. The employees of the office are flexible in solving your problem					
	15. The employees treats you equal to others for your request					
	16. The organization is good at keeping your privacy secret as needed					
	17. The employees ability is convincing in problems solving					
Empathy	18. The employees of the municipal office well understand you and your problem					
	19. The offices’ employees acknowledge your need or frustration when solving problems					
	20. The employees are caring for your emotion while service encounter					
	21. The employees of the office are empathic to issues you bring to them.					

**Part III: Status of customers' satisfaction on public service delivery**

**NB:** Please Put "X" only to the number that best fits your opinion and feelings for the below tabulated questions in the same manner to the above table.

**Key:5=Excellent, 4=Very good, 3=Good, 2= Poor,1= very poor**

Variables	Question	Scale/Value				
		5	4	3	2	1
Service Quality	How do you rate the municipality's service provision; and did the employees meet your needs and expectations?					
Service Delivery	How one can judge the timely performance and the office's commitment to meet your expectations of service?					
Service Encounter	How do you rate the employees' interaction with you in service provision processes?					
Service Recovery	How do you determine the office in terms of service Improvement and the way the office receives and gives feedback to you?					
Outcome	After all, did you get what you requested from the office?					
Overall Satisfaction	How do you rate the overall satisfaction level you feel to all aspects of the service the municipality provides to you?					

#### Part IV: Compliant Handling Mechanism

Please Put "X" mark only to the number that best fits your opinion and feelings for the below tabulated questions in the same manner to the above table.

**Key: 5=Excellent, 4=Very good, 3=Good, 2= Poor,1= very poor**

variables	Statement	Value				
		5	4	3	2	1
Compliant handling system	The organization has a system to receive and give feedback					
	You are always told what is expected of you					
	Timely information dissemination is the sign of the office					
Improvements	You can say the office use your feedback as input to improve the service next time					
	You repeatedly complain the same/ similar problem to the organization.					
	You are encouraged to tell your feelings on the service you are provided					
Encounter	The organization has a person or a committee who receive complaints					
	The office has habit of seeking feedback from you					
	The office resolves complaints effectively					



**Part V: Information on the Practices of the Public Service Delivery Principles in the office.**

*Please Put “X” mark only to the number that best fits your opinion and feelings for the below tabulated questions in the same manner to the above table.*

**Key:5=Excellent, 4=Very good, 3=Good, 2= Poora,1= very poor**

Principle	Statement of Question	Scale/value				
		5	4	3	2	1
Consultation	The office has regular consultation hours with you					
	The consultation hours and days are convenient to you					
Courtesy	When you go to the office to be served, the employees are politely receiving and serving you.					
Information	Usually the office gives you reliable and complete information on what you ask and do.					
Openness and Transparency	Whenever you go to the office for service, you can easily identify division of job together with their responsibilities and the body/person that is responsible for the service type.					
Redress	Feedback for your complaints and grievances are usually fast ; the employees of the office are sympathetic to your problem and apologize for mistakes or your grievances					
Value for money.	The office provides service cost effectively and efficiently and strive to reduce the expenses you incur in the service process					

## Appendix II

### Addis Ababa University

### School of Graduate Studies

### Department of Public administration and Development management

#### Questionnaires to be filled by Employees of the Municipality

Dear respondents, I am Ashenafi Gaemi, candidate of Master's Degree. The main objective of this questionnaire is to obtain data on the Quality of Public Service Delivery and the Level of Customer Satisfaction in Jinka Town Municipality. The data will be analyzed to assess the quality of public service delivery and customer satisfaction of the office and it will be only for the academic purpose that you are requested to fill freely and accurately as much as possible. The researcher would like to thank you in advance for your truthful response.

Thank you

#### Part I. The respondents Profile: Put "X" mark in relevant box below.

1. Sex: Male  Female
2. Age: Below 20 years  20-30 years  31-40 years   
41-50 years  above 50 years
3. Work Experiences  
1-2  3-7  8-13  14-20  Above 20
4. Educational status: Certificate  Diploma  BE/BSc   
MA/MSc  PhD and above
5. Job; Head office  vice head  Core process owner   
Expert  others

**Part II Major challenges of providing Quality Service.**

1 Have you ever faced problems to deliver quality service to your customers?

Yes  No

1.1 If you say “yes”, for the first question what problems did you face? List the major ones.

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1.2 Put the above problems you listed in their significance or severity (which one greatly affects your performance)

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2 .In your understanding, what causes these challenges to happen? \_\_\_\_\_

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3 .Does your office tries best to reduce the problems and their negative effects? If so, is it sufficiently?

Yes  No

3.1 If yes for question “3 above what actions have ever been taken by the municipal office to reduce the impact? \_\_\_\_\_

4 Do you think these challenges and their causes can be reduced or eliminated?

Yes  No

4.1 If you reply yes for the above question “4” what are possible solution do you suggest to be done by your office? \_\_\_\_\_

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4.2 By other office or structures

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### Part III. Response of Employees on the practices of Public Service Delivery Principles

Please make a tick in the appropriate box to indicate your opinion.

Where: 5 =Excellent, 4 = Good, 3 = Satisfactory, 2 = Poor, 1 = Very Poor

Principle	Statement of Question	Scale				
		5	4	3	2	1
Consultation	The office has regular consultation hours with its customers					
Courtesy	In case a customer is dissatisfied to your response to his or her request, you will let him/her go and come back after some days					
Information	Usually your customers have complete and reliable information regarding what they will do and expected of them					
Openness and Transparency	All or most of your customers know which division of work and individual is responsible for which service kind and they can easily identify what is expected of them.					
Redress	Feedback for complaints and grievances are usually processed fast ; the employees of the office are sympathetic to their customers' problem and apologize for mistakes					
Value for money	The office provides service cost effectively and efficiently and strive to reduce the expenses of its customers					

## **Appendix III**

### **Addis Ababa University**

#### **School of Graduate Studies**

##### **Department of public Administration and Development Management**

##### **Interview and Focus Discussion Group (FGD) Questions for Employees of the Office**

1. As an expert and responsible civil servant, how can you suggest about your organization's Practices of public service?
2. Has your organization regular meeting? When? Why?
3. What are issues frequently rose on your daily job and on your meetings?
4. Who are participants of the Decision Making? Who are the role players?
5. Are you given chance to actively participate in meetings without your request?
6. To what extent your contribution to decision making is recognized by your boss?
7. What are frequent complaints raised by customers to your office? How does your office respond to it? Is there a system that receives and gives feedback on regular basis in the municipality? Give example please!
8. When do you give feedback to your customers grievances and how?
9. Has your organization training plan for employees of your office? Is it for relevant employees and customers?
10. What mechanism is usually used by your office to improve performance and delivery of serves? And how do you think about its effectiveness? Any other issues you can raise regarding the quality of service and customer satisfaction of your office?

## **Appendix VI**

### **List of Interview and FGD Question for Customers**

1. How can you describe the way the office provide service to you?
2. .What can you say about the strategy used by the office in serving you and other?
3. 3 Are the experts of the office capable enough in service delivery?
4. What do you think is the problem in the office?
5. Among those problems which one do you encounter frequently?
6. When you are dissatisfied with the office what are steps do you like to take?
7. How the office responds to your feelings?
8. What do you think are possible solution to these problems? How?

# አባሪ I

- በአዲስ አበባ ዩኒቨርሲቲ የድህረ ትምህርት ጥናት
- የህዝብ እና የልማት አስተዳደር ትምህርት ክፍል

## በደንበኞች የሚሞላ መጠይቅ፣

ውድ ይህንን መጠይቅ ለመሙላት ፈቅዳችሁ የገለጻችሁልን ሁሉ፡-

እኔ አቶ አሸናፊ ጋዕዲ የምባል ስሆን የናንተን ትብብር የምጠይቀው በአዲስ አበባ ዩኒቨርሲቲ በህዝብ እና በልማት አስተዳደር የትምህርት ክፍል ይሰጥ ለነበረው ትምህርት የማስተርስ /ለሁለተኛ ዲግሪ/ ማሟያ ጥናት አስመልክቶ በደቡብ ብ/ብ/ሀ/ክ/መ በደቡብ ኦሞ ዞን የጂንካ ከተማ ማዘጋጃ ቤት ዙሪያ ስላለው የደንበኞች አገልግሎት አሰጣጥና የእርካታ ደረጃን ለማወቅ የሚረዳ መረጃ ለመሰብሰብ ነው። ከዚህ አኳያ የሚሰበሰበው መረጃ ለትምህርት ዓላማ ብቻ በመሆኑ የሚሞሉትን መረጃ ነፃ ሆነው ነገር ግን ተጨባጭ መረጃ በመሙላት እንዲተባበሩ በአክብሮት እጠይቃለሁ።

## ክፍል I

ቀጥሎ ላሉት ጥያቄዎች መልስዎን የ (“X”) በሣጥኑ ውስጥ ያስቀምጡ።

1. ጾታ ወንድ  ሴት
2. ዕድሜ ከ20 ዓመት በታች  ከ20-30  ከ31-40  ከ41-50  ከ50 በላይ
3. የትምህርት ደረጃ፡- ሰርተፍኬት  ዲፕሎማ  ድግሪ   
 ማስተርስ  ዶክትሬት እና በላይ  ሌላ

## ክፍል II

የማዘጋጃ ቤቱ የአገልግሎት አሰጣጥ ጥራት ሁኔታን በተመለከተ፡-

ምላሽዎን በሠንጠረዥ ውስጥ የ “X” ምልክት በማስቀመጥ ይሙሉ፡፡

ማስታወሻ፡- በሠንጠረዥ ውስጥ ከ5-1 የተዘረዘሩትን ምንነት በተመለከተ፡-

5 ማለት = በጣም እስማማለሁ፣ 4 = እስማማለሁ፣ 3 በሁለቱም ማለትም በጣም እስማማለሁ እና እስማማለሁ የሚለውን አልቀበልም ማለት ሲሆን፣ 2 አልስማማም፣ እና በስተመጨረሻ 1 ደግሞ በጣም አልስማማም ማለት ነው፡፡

አመልካች ች	ተ. ቁ	ጥያቄዎች	መለኪያዎች /መመዘኛዎች/				
			5	4	3	2	1
ከተጨማሪ ጭነት አኳያ	1	ማዘጋጃ ቤቱ ከአገልግሎት አሰጣጥ ጋር ቁርኝት ያላቸው ነገሮችን ከማሟላት አኳያ?					
	2	ማዘጋጃ ቤቱ ለደንበኞች ቀልጣፋ አገልግሎት ለመስጠት የሚረዱ ዘመናዊ ቁሳቁሶችን አሟልቶ አገልግሎት እየሰጠ ይገኛል?					
	3	የማዘጋጃ ቤቱ ሠራተኞች ከሥራቸው አኳያ የተሟላ ሙያ የተላበሱ ናቸው?					
	4	አጠቃላይ የማዘጋጃ ቤቱ የቢሮ አገልግሎት በተለመደው አሠራር የሚታመን ወይም ሊጨበጥ የሚችል ነው?					
የሚታመን አሠራር ስለመኖሩ	1	የማዘጋጃ ቤቱ ሠራተኞች መ/ቤቱ እሰጣለሁ ብሎ የቆመበት ሥራዎች በገቡት ቃል መሠረት አገልግሎት እየሰጡ ነው?					
	2	ሠራተኞቹ ከደንበኞች አገልግሎት አሰጣጥ ጋር የተያያዙ ችግሮችን መፍታት ላይ የተመሠረቱ ናቸው?					
	3	የማዘጋጃ ቤቱ ሠራተኞች አገልግሎት አሰጣጡን አስቀድመው በትክክል ይፈጽማሉ?					
	4	የማዘጋጃ ቤቱ ሠራተኞች መ/ቤቱ አገልግሎት ለመስጠት ባስቀመጠው የአገልግሎት መስጫ ጊዜ ገደብ ውስጥ የፈጽማል?					
ምላሽ አሰጣጥ	1	የማዘጋጃ ቤቱ ሠራተኞች ሁልጊዜ ደንበኛውን ለመርዳት ፍላጎት ያላቸው ናቸው?					
	2	የማዘጋጃ ቤቱ ሠራተኞች አገልግሎት ፈላጊው ለሚጠይቃቸው ጉዳዮች ምላሽ ለመስጠት ዝግጁ የሆኑ ናቸው?					
	3	የማዘጋጃ ቤቱ ሠራተኞች ፈጣን አገልግሎት የሚሰጡ ናቸው?					
	4	የማዘጋጃ ቤቱ የሙያ አዋቂዎች ወይም ኤክስፐርቶች ለአገልግሎት ፈላጊዎች ምላሽ ከሌሎች ሥራዎች በላይ አስቀድመው አገልግሎት የሚሰጡ ናቸው?					
የማረጋገጫ መለኪያ	1	የማዘጋጃ ቤቱ ሠራተኞች አገልግሎት ፈላጊው ቢሮአቸው ሲገባ መልካም የሆነ ሠላምታ በመቀበል ያስተናግዳሉ?					
	2	ሠራተኞቹ የደንበኛውን ችግሮች በየትኛውም አማራጭ ለመፍታት የሚጠሩ ናቸው?					
	3	ሠራተኞች ሁሉንም ደንበኛ ፈላጊ በአኩል ዓይን ያስተናግዳሉ?					
	4	ማዘጋጃ ቤቱ የእርሶን የግል ምስጢር በጠበቀ ሁኔታ አልግሎት ይሰጣሉ?					
	5	የመ/ቤቱ ሠራተኞች ችግሮችን የመፍታት ብቃት ወይም ችሎታ የላቸው ናቸው?					
የሰውን ችግር እንደራስ የማየት ሁኔታ	1	የማዘጋጃ ቤቱ ሠራተኞች እርሶንና የእርሶን ችግር እንደራሳቸው ይረዳሉ?					
	2	የማዘጋጃ ቤቱ ሠራተኞች የእርሶን ፍላጎት ወይም ችግር ቦታ በመስጠት ችግሮችን የሚፈቱ ናቸው፡፡					
	3	የማዘጋጃ ቤቱ ሠራተኞች በአገልግሎት አሰጣጡ መጓተት ወይም በአግባቡ አለማስተናገድ ጋር ተያይዞ ለሚፈጠረው የእርስዎ ስሜት መጎዳት እርስዎን በማረጋጋት አገልግሎት የሰጣሉ?					
	4	ሠራተኞች እርስዎ ለሚያቀርቡት ጉዳዮች					



### ክፍል III

#### በአገልግሎት አሰጣጥ ዙሪያ ያለው የደንበኞችን እርካታ በተመለከተ በደንበኞች የሚሞላ፣

**ማስታወሻ:-**በሠንጠረዥ ውስጥ ከ5-1 ለተቀመጡት መጠይቆች እርስዎ ትክክል ነው ብለው ላመኑት ጉዳይ የ “X” ምልክት በማስቀመጥ ይሙሉ።

በሠንጠረዥ ውስጥ ከ5-1 የተቀመጡትን ምንነት በተመለከተ፡-

5 = እጅግ በጣም ጥሩ እንደማለት ነው፣ 4 = ደግሞ በጣም ጥሩ፣ 3 = ማለት ጥሩ፣ 2 ዝቅተኛ እና 1 በጣም ዝቅተኛ ማለት ነው።

መመዘኛዎች	ጥያቄዎች	መለኪያዎች				
		5	4	3	2	1
ከአገልግሎት አሰጣጥ ጥራት አኳያ	የማዘጋጃ ቤቱ አገልግሎት አቀራረብ እንዲሁም ሠራተኞች እርስዎ የሚፈልጉትንና ያሰቡትን አገልግሎት ያቀርባሉ?					
አገልግሎት አሰጣጥ	ማዘጋጃ ቤቱ በተፈለገው ጊዜና ወቅት ተገቢውን አገልግሎት በማቅረብ ረገድ የእርስዎን ፍላጎትና ያሰቡትን ከማላካት አኳያ፣					
የአገልግሎት አሰጣጥ ግንኙነት	ከአገልግሎት አሰጣጥ አኳያ የሠራተኞች ከደንበኛው ጋር ያለው መልካም ግንኙነት /ቁርጠኝነት፣					
አገልግሎት አሰጣጥን መልሶ የማሻሻል ሁኔታ	መ/ቤቱ የደንበኛውን አስተያየት ግብረ መልስ በመውሰድና በመቀበል የአገልግሎት አሰጣጡን ከማሻሻል አኳያ					
ውጤት	በአጠቃላይ ከማዘጋጃ ቤቱ የሚፈልጉትን አገልግሎት ከማግኘት አኳያ					
አጠቃላይ የእርካታ ሁኔታ	በአጠቃላይ ማዘጋጃ ቤቱ ከሚያቀርቡአቸው አገልግሎቶች አኳያ ያለው አጠቃላይ የእርካታ ደረጃ					

## ክፍል IV

የቅሬታ አፈታት ሁኔታ /አሰራር/

በአገልግሎት አሰጣጥ ዙሪያ ያለው የደንበኞችን እርካታ በተመለከተ በደንበኞች የሚሞላ፤

**ማስታወሻ:-**በሠንጠረዥ ውስጥ ከ5-1 ለተቀመጡት መጠይቆች እርስዎ ትክክል ነው ብለው ላመኑት ጉዳይ የ “X” ምልክት በማስቀመጥ ይሙሉ።

በሠንጠረዥ ውስጥ ከ5-1 የተቀመጡትን ምንነት በተመለከተ፡-

5 = እጅግ በጣም ጥሩ እንደማለት ነው፤ 4 = ደግሞ በጣም ጥሩ፤ 3 = ማለት ጥሩ፤ 2 ዝቅተኛ እና 1 በጣም ዝቅተኛ ማለት ነው።

መመዘኛዎች	ጥያቄዎች	መለኪያዎች				
		5	4	3	2	1
የቅሬታ አቀራረብ ዜዴ	ማዘጋጃ ቤቱ ቅሬታ የሚቀበልበትና ምላሽ የሚሰጥበት አሰራር አለው?					
	መ/ቤቱ ሁልጊዜ ከእርስዎ የሚፈለጉ ነገሮች ምን ምን እንደሆኑ ይገልጻሉ?					
	ማዘጋጃ ቤቱ ወቅታዊ መረጃዎች ለአገልግሎት ፈላጊው ያደርሳል?					
መሻሻልን ከማምጣት አኳያ	ማዘጋጃ ቤቱ እርስዎ የሰጡት አስተያየት ወይም ግብረ መልስ በመጠቀም ቀጣይ የአገልግሎት አሰጣጣቸውን ያሻሽላሉ?					
	እርስዎ በተከታታይ ተመሳሳይ የሆኑ ቅሬታዎችን ለመ/ቤቱ ያቀርባሉ?					
	ማዘጋጃ ቤቱ እርስዎን እንደ ደንበኛ በአገልግሎት አሰጣጡ ላይ በማየት ያለዎትን ስሜት በግልጽ እንዲናገሩ ያበረታታሉ?					
የመልካም ግንኙነት አግባብ	ማዘጋጃ ቤቱ ከደንበኛው ከእርስዎ ያሉትን አስተያየት ወይም ግብረ መልስ ይሰበስባል?					
	ማዘጋጃ ቤቱ ቅሬታዎችን የሚቀበል ሰው ወይም ኮሚቴ አለው?					
	ማዘጋጃ ቤቱ ቅሬታዎችን ውጤታማ በሆነ ሁኔታ ይፈታል?					

## ክፍል V

በአገልግሎት አሰጣጥ ዙሪያ ስለተቀመጡ መርሆዎች /መመሪያዎች/ በቂ መረጃ ከመስጠት አኳያ

በአገልግሎት አሰጣጥ ዙሪያ ያለው የደንበኞችን እርካታ በተመለከተ በደንበኞች የሚሞላ፤

**ማስታወሻ:-**በሠንጠረዥ ውስጥ ከ5-1 ለተቀመጡት መጠይቆች እርስዎ ትክክል ነው ብለው ላመኑት ጉዳይ የ “X” ምልክት በማስቀመጥ ይሙሉ።

በሠንጠረዥ ውስጥ ከ5-1 የተቀመጡትን ምንነት በተመለከተ:-

5 = እጅግ በጣም ጥሩ እንደማለት ነው፤ 4 = ደግሞ በጣም ጥሩ፤ 3 = ማለት ጥሩ፤ 2 ዝቅተኛ እና 1 በጣም ዝቅተኛ ማለት ነው።

መርሆዎች	ጥያቄዎች	መለኪያዎች				
		5	4	3	2	1
የማማከር አገልግሎት	ማዘጋጃ ቤቱ ለደንበኞቹ መደበኛ የማማከር ጊዜ አለው?					
	ማዘጋጃ ቤቱ ደንበኛውን /አርስዎን/ ለማማከር ያስቀመጠው ጊዜ ለእርስዎ ከአመቺነቱ አኳያ					
መልካም አቀባበል	ወደማዘጋጃ ቤቱ ለአገልግሎት ሲመጡ ሠራተኞች በመልካም ፈገግታ እርስዎን ከመቀበል አኳያ					
መረጃ አሰጣጥ	ማዘጋጃ ቤቱ ዘወትር የሚፈልጉትን አገልግሎት እንዲያገኙ አሳማኝና የተሟላ መረጃ ከመስጠት አኳያ					
ከግልፅኝነት አኳያ	በየትኛው ጊዜ ወደ ማዘጋጃ ቤቱ ሲሄዱ የሚፈልጉትን የሥራ ክፍሎች ከነጋለፊነታቸውና ለዚህ ጉዳይ ተጠያቂ/ተጠሪ/ የሆነ ግለሰብን በቀላሉ ከማግኘት አኳያ፤					
ችግሮችን የማረም ልምድ	ላቀረቡት አቤቱታና ቅሬታ ፈጣን ምላሽ የመስጠት የመ/ቤቱ ልምድና ለደረሰብዎት እንግልትና ቅሬታ የሠራተኛው ይቅርታ በመጠየቅ ለመፍታት ዝግጁነት ስለመኖሩ					
ወጪ ቆጣቢ የሆነ አሠራር ስለመኖሩ	ማዘጋጃ ቤቱ ውጤታማ የሆነ አገልግሎት እና ደንበኛው አገልግሎቱን ለማግኘት በሚኖረው ሂደት ውስጥ ወጪ እንዳይወጣ ጥረት የሚያደርጉበት ሁኔታ፤					



## ክፍል II

**ጥራት ያለውን የአገልግሎት አሰጣጥ ከማቅረብ አኳያ ያሉ ፈታኝ ሁኔታዎች፡-**

1. ለደንበኛው ጥራት ያለው አገልግሎት እንዳይሰጡ ያጋጠሙ ተግዳሮች ነበሩ?

አዎ  አልነበረም

1.1 ለተራ ቁጥር 1 መልስዎ “አዎ” ከሆነ ምን ዓይነት ተግዳሮቶች ገጠመዎት? እባክዎን ተግዳሮቶችን በመዘርዘር ይግለጹ፤ \_\_\_\_\_

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1.2 እንደ ተግዳሮቶቹ ክብደት ከላይ የተገለጹት ተግዳሮቶች በቅደም ተከተል ያስቀምጡ ከተዘረዘሩት ውስጥ የትኛው ነው የበለጠ ፈታኝ የነበረው?

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2. በእርስዎ ግምገማ ከላይ ለተዘረዘሩት ተግዳሮቶች መንስኤው ምንድን ነው ብለው ያምናሉ?

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3. መ/ቤትዎ ችግሩን ለመቀነስና የሚያስከትሉትን ጉዳት ለመከላከል ጥረት አድርጓል?

አዎ  አላደረገም

3.1 በተራ ቁጥር 3 ላይ ለተጠቀሰው ጥያቄ ምላሽዎ “አዎ” ከሆነ ችግሩን ለመቀነስ ማዘጋጃ ቤቱ ምን ዓይነት እርምጃዎችን ወስዷል?

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4. ከላይ የተፈጠሩት ተግዳሮቶችና መንስኤያቸውን ማስወገድ ወይም ማጥፋት ይቻላል ብለው

ያምናሉ? አዎ  አይቻልም

4.1 ከላይ በተራ ቁጥር 4 መልስዎ “አዎ” ከሆነ ምን ዓይነት መፍትሔ ማዘጋጃ ቤቱ ቢወስድ ይሻላል ይላሉ? \_\_\_\_\_

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4.2 በሌሎችቢሮዎች ወይም መዋቅሮችስ?

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### ክፍል III

#### በአገልግሎት አሰጣጥ መርሆዎች /መመሪያዎች/ አተገባበር ዙሪያ የሠራተኞች ምላሽ

##### የቅሬታ አፈታት ሁኔታ /አሠራር/

በአገልግሎት አሰጣጥ ዙሪያ ያለው የደንበኞችን እርካታ በተመለከተ በደንበኞች የሚሞላ፤

ማስታወሻ፡-በሠንጠረዥ ውስጥ ከ5-1 ለተቀመጡት መጠይቆች እርስዎ ትክክል ነው ብለው ላመኑት ጉዳይ የ “X” ምልክት በማስቀመጥ ይሙሉ።

በሠንጠረዥ ውስጥ ከ5-1 የተቀመጡትን ምንነት በተመለከተ፡-

5 = እጅግ በጣም ጥሩ እንደማለት ነው፤ 4 = ደግሞ በጣም ጥሩ፤ 3 = ማለት ጥሩ፤ 2 ዝቅተኛ እና 1 በጣም ዝቅተኛ ማለት ነው።

መርሆዎች	ጥያቄዎች	መለኪያዎች				
የማማከር አገልግሎት	ማዘጋጃ ቤቱ ለደንበኛውን መደበኛ የማማከር ጊዜ አለው?	5	4	3	2	1
መልካም አቀባበል	እንደአጋጣሚ ሆኖ ደንበኛው በተሰጠው አገልግሎት ካልረካ ተመልሶ ሄዶ ሌላ ቀን እንዲመለስ የማድረግ ሁኔታ፤					
መረጃ አሰጣጥ	ማዘጋጃ ቤቱ ከደንበኞች ምን እንደሚጠበቅ በቂና አሳማኝ የሆነ መረጃ ዘወትር ይሰጣል?					
የግልፀኝነት ሁኔታ	ሙሉ በሙሉ ወይም በአብዛኛው ደንበኞች በሚባል ደረጃ የትኛው አገልግሎት ከየትኛው የሥራ ክፍልና የሚመለከተውን አካል ማግኘት እንደሚችሉ እንዲያውቁ ይደረጋል?					
ችግሮችን የማረም ሁኔታ	ለማዘጋጃ ቤቱ የሚቀርቡ አቤቱታና ቅሬታዎች ፈጣን ምላሽ ይሰጣል? ሠራተኞችም ለደንበኞቻቸው ተቆርቋሪና ለተፈጠረው ችግርም ይቅርታ ይጠይቃሉ?					
ወጪ ቆጣቢ የሆነ አሠራር	ማዘጋጃ ቤቱ አላስፈላጊ ወጪ ደንበኛው ለአገልግሎት ሲመጣ እንዳያስወጣው በሚያስችል መልክ አገልግሎት ይሰጣሉ ?					

### አባሪ III

#### በአዲስ አበባ ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት ጥናት ቃለ መጠይቅ እና የቡድን ውይይት ለሠራተኞችና ለሥራ ኃላፊዎች

1. እንደ ባለሙያ እና ካለዎት ኃላፊነት አንፃር ለደንበኞች የሚደረገውን የአገልግሎት አሰጣጥ እንዴት ይመለከቱታል?
2. መ/ቤቱ መደበኛ የስብሰባ ጊዜ አለውን? መቼና ለምን ይደርጋል?
3. በስብሰባው ወቅት ምን ምን ጉዳዮች ናቸው በተደጋጋሚ ከሥራዎ ጋር በተገናኘ የሚነሱት?
4. በውሳኔ አሰጣጥ ላይ የሚሳተፉት እነማን ናቸው? ዋናዎቹ ተዋናዮች እነማን ናቸው?
5. በሚኖረው ስብሰባ ውስጥ በብቃት እንዲሳተፉ ዕድል ይሰጠዎታልን?
6. በውሳኔ አሰጣጥ ዙሪያ የእርስዎን አስተዋጽኦ ወይም ተሳትፎ በኃላፊዎ በኩል ምን ያህል ቦታ ይሰጠዎታል?
7. በማዘጋጃ ቤቱ ውስጥ በደንበኞች በኩል በተደጋጋሚ የሚነሱት ቅሬታዎች ምን ምን ናቸው? ቅሬታዎችን በማዘጋጃ ቤቱ በኩል እንዴት ይፈታሉ? በማዘጋጃ ቤቱ መደበኛ የሆነ የቅሬታ አቀባበልና አፈታት ዘዴ አለን? እስኪ በመረጃ አስደግፈው ምሳሌዎችን ይግለጹልን?
8. ለደንበኛዎ ቅሬታ ምላሽ የሚጡት በምን ጊዜ ነው? እንዴት?
9. ማዘጋጃ ቤቱ ለሠራተኞች ሥልጠና የሚሰጥበት ዕቅድ አለውን? የሚሰጠው ሥልጠና ተገቢ ለሆነ ባለሙያ ነውን?
10. ማዘጋጃ ቤቱ በመ/ቤቱ ስለሚሰጡት የአገልግሎት አሰጣጥ ደረጃን ለማሻሻል የሚጠቀሙባቸው ዘዴዎች ምን ምን ናቸው? ውጤታማነቱን እንዴት ይገለጻል? ሌሎች የመ/ቤቱ አገልግሎት አሰጣጥ ጥራትና ከደንበኛ እርካታ ጋር በተገናኘ የሚያነሱት ጉዳዮች ካሉ መጨመር ይችላሉ።



## አባሪ VI

### የቡድን ውይይት ከደንበኞች ጋር

1. የማዘጋጃ ቤቱን የአገልግሎት አሰጣጥ እንዴት ትገልፁታላችሁ?
2. ማዘጋጃ ቤቱ እንደ እርሶ ላሉትና ለሌሎች ደንበኞች ስለሚሰጠው አገልግሎት አሰጣጥ አሠራር /ስትራቴጂ/ ሁኔታ ምን ይላሉ?
3. የመ/ቤቱ ዋነኛ ሙያተኞች /ኤክስፐርቶች/ ከአገልግሎት አሰጣጥ አኳያ ብቁ ናቸውን?
4. በመ/ቤቱ ያለውን ችግሮች እንዴት ያስቡታል?
5. በመ/ቤቱ ከሚታዩት ችግሮች ውስጥ እርስዎን በተከታታይ የሚያጋጥሞት የትኛው ነው?
6. መ/ቤቱ በሚያቀርበው አገልግሎት ካልረኩ ቀጥሎ ምን ዓይነት ሂደቶችን ወይም ደረጃዎችን ይከተላሉ?
7. እንደ ደንበኛ ስለተሰማዎት ጉዳይ ማዘጋጃ ቤቱ በምን መልኩ ምላሽ ይሰጠዎታል?
8. ማዘጋጃ ቤቱ ከላይ ለተገለፁት ችግሮች ምን ዓይነት መፍትሔ ቢፈልጉ ይሻላል ይላሉ? እንዴት?