



SCHOOL OF GRADUATE STUDY

**ASSESSING THE PERACTICE, CHALLENGES AND CUSTERM
SATISFACTION OF PUBLIC SERVICE DELIVERY: THE CASE OF
GURAGE ZONE INSTANCE COURT**

BY

MESFIN WOLDE

Advisor: Abas Mohammed (Ph.D.)

***A THESIS SUBMITTED TO DEPARTMENT OF MANAGEMENT IN
PARTIAL FULLFILLMENT OF THE REQUIRMENT FOR THE DEGREE OF
MASTERS IN BUSINESS ADMINSTRATION***

**COLLGE OF BUSINESS AND ECONOMICCE
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**APRIL, 2023
WOLKITE,ETHIOPIA**

SCHOOL OF GRADUATE STUDIES

WOLKITE UNIVERSITY

ADVISORS' APPROVAL SHEET

This is to certify that the thesis entitled to ASSESSING THE PERACTICE, CHALLENGES AND CUSTERM SATISFACTION OF PUBLIC SERVICE DELIVERY: THE CASE OF GURAGE ZONE INSTANCE COURT submitted in partial fulfillment of the requirements for the degree of Master's with specialization in MANAGEMENT the Graduate Program of the Department/School of business administration, and has been carried out by Mesfin wolde Id.No 063/14, under my/our supervision. Therefore I/we recommend that the student has fulfilled the requirements and hence hereby can submit the thesis to the department.

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EXAMINERS' APPROVAL SHEET

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Abstract

The major purpose of the study is assessing service delivery of the court and the major challenges in relation to service delivery. In the past few decades, there has been a growing emphasis on the need for public organization to see the public /citizen/ as a customer. The trend in public sector management is changing that customer increasingly used to describe the user of service delivered by government bodies although, traditionally associated with the private sector. These customers have rights and responsibilities towards quality service delivery. In this regard, the Ethiopia government has recognized the need for appropriate service delivery policy to encourage public service organization improve their service to attain user satisfaction. However, the performance of Gurage Zone Woreda (Gummer, Geta worda's and emdeber town) a first Instance court in providing quality service is not in a position to meet the expectation of service user. The complaint on the quality of service and response from the user for lack of service were indicating poor service delivery performance in the court. Therefore, the research was conducted using descriptive survey method by clustering the respondents' in to customer, employees and officials. The sample is selected using purposive and convenient sampling technique. To do this, to understand the level customers satisfaction based on the service they received. Then Questionnaires' were distributed to 384 customers by using convenient sampling technique. The major findings are Poor service quality and poor performance in service process such as knowledge gap of the employee to use technology effectively, dalliance of decision, unethical behavior of some employee, poor compliant handling system. So, the court failed to meet such requirement in order to provide accurate and reliable service to its customers Therefore, the court should come up with an appropriate service standards and evaluation, compliant handling system, fairness on job training established reward and recognition system for those who perform well in order to give quality service to its customers.

Key words: customer satisfaction, public service, service delivery and service quality.

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Acronyms

BPR	Business Process Reengineering
CJSRP	Comprehensive Justice System Reform Program
CSRP	Civil Service Reform Programs
EOCD	Organization for Economic Co-operation and Development
GTP	Growth Transformation Program
JLSRI	Justice and Legal System Research Institution
JOPTC	Justice Organ Professional Training Center
NPA	New Public Administration
NPM	New Public Management
PScAP	Public Sector Capacity Building Support programs
PSIP	Performance and Service delivery Improvement policy

CHAPTER ONE

1 Introduction

This chapter deals with the back ground of the study, statement of the problem, objective of the study, research question, significance of the study, scope of the study, limitation of the study and organization of the study.

1.1 Background information

In any organization, especially in service rendering sectors, the key component of their function is providing quality service to their customer (Denton's, 1998 p8 and p14.15). This is because of customers are always eager to get quality service as the extent to which primary service quality with the initial expectation. So that, the issue of customer service delivery is becoming a global concern that requires continues improvement to cope up with changing customer need (palmer, 1995, p 155). However, Service delivery in public organizations lack appropriate customer service polices, institutional capacity and sufficient resources to cope up with customer's service challenges. In developing countries public service delivery has been widely characterized as mostly in efficient and ineffective in addressing public demand. The reason is that politician and Bureaucrats are typically observed to show government interest in rent seeking activities than in delivering service needed by their citizens (Shah, 2005).

In Ethiopia as part of public sector institution the government has implemented the civil service program with the objective of curving weakness in the existing civil service. The objective was to build the capacity of the civil service so, that it will execute the policy and programs of the government successfully with the essence of providing efficient, transparent, accountable and fair service to the public. However, poor customer service delivery remains the main feature of most public service delivery organization. Therefore, the government needs to monitor service delivery in continuous basis and to be innovative in order to improve service delivery by designing additional reform programs.

Nationally, in courts, there is tremendous potential for improving customer service and enhancing service quality at state and federal trial courts. It is irrefutable that court users don't always receive the kind of customer service they have come to Expect in private and service sector. Courts face far greater challenges serving customers than private and service sectors organizations. As public institutions, the courts serve a diverse range of customers, users, clients and stakeholders, which create complexities than what is typically experienced in private sector environment. The various constituent groups may well have divergent and contradictory demands and high expectations for service provision. For court managers, the diverse and complex need of court customers make difficult the task of establishing priorities in customer service improvement efforts and court operations must embody democratic values and ideal of public service while adhering to legal mandates to national and state constitutional requirement to provide full access to justice for all people. These obligations endure even strict adherence neither timely, convenient nor cost effective. At the same time courts are under constant pressure to provide better distribution of justice that promise basic human right and accountability, transparency to enhance the confidence of the people in rule of law and the same is true in Ethiopian courts CJRSP(2005). Therefore, providing quality service must be main concern of Garage zone first instance court to satisfy the customers need and to achieve the organizational goal.

However, current service delivery practice is not fit well with the customers need and expectation. Most of the customers complain the service delivery practice of the court. Therefore, this study focuses on practice and challenge observed in service delivery at Gurage zone instance court.

1.2 Statement of the Problem

The main concern of public service organization is providing sufficient and quality service for its customers. But it's not an easy task since customers are always in demanding their unlimited needs (Wondimu, 2009). Nowadays a public service delivery and customer satisfaction regarding to the service they received are daily issue of many public organization. This is because of, public organizations are being widely used on the progress for economy business and social activities, and customers are the main actor in these activities In the global market government is responsible for delivering basic service to the public in effective and more efficient manner. If not, the public and private sector as well as the citizen of the country will not be productive and competent enough to join the global market.

Similarly, other studies have been done on customer satisfaction in the public organizations (e.g. A survey on the assessment of customer satisfaction on Ethiopian Telecom (Potluri&Mangnale, 2010), A research note on Clients and clinician satisfaction with

laboratory services at selected government hospitals in eastern Ethiopia (ZelalemTeklemariam, AbiyuMekonnen, Haji Kedir and GetachewKabew, 2013). In addition to this, A research conducted by Jenet (2011) with a methodology SERVQUAL MODEL come up with the idea that service delivery and customer satisfaction are different in their dimensions. However, in the case of kolfekeranio sub city particularly three selected service sectors have never studied on the issue of service delivery and customers' satisfaction. Thus, the purpose of the study is to assess the effect of service delivery on customers' satisfaction in selected public sectors. Therefore, the conceptual challenges will be identified in this research are bad record track and pick-drop culture of reform tools, the top-down approach or lack of adequate consultation of stakeholders and lack of implementation capacity.

The Suggestion book and grievance handing desk (2020), annual and quarter report indicate that, the number of customer who present their complain to the desk has not decreased from time to time rather than being increased. Due to this, the court is expected to improve its service delivery through implementing appropriate service delivery standards and Evaluation including justice reform program and business process reengineering. However, customer satisfaction is very low and the gap what to be achieved and what has been achieved is very high. Therefore this study aims in assessing the overall practice and challenges of service delivery in Garage zone first instance court.

1.3 Research Question

The study focused to answer the following basic research question.

- What are the major practices of service delivery in the court?
- What are the major challenges in providing service to the customer?
- To what extent do customer are satisfied with public service delivery of the court?

1.4 Objective of the study

The study is guided by the following objectives.

1.4.1 General Objective

Assessing the status of service delivery practice of Gurage zone Instance court and the major challenges in providing service.

1.4.2. Specific Objectives

- Assessing the practice of service delivery in Gurage zone Instance court

- To investigate the major challenges in the court in providing public service to the customer.
- To assess the level of customer satisfaction on service delivery practice of the court.

1.5 Significance of the Study

Nowadays public service organization changes their traditional attitude and sees customers as a key component for their survival. Customer satisfaction plays significant role in the achievement of organizational objectives. Preliminary analysis of customers' needs help the organization in designing strategic planning. The study having analyzed the theoretical perspectives and after processing the feedback from the various categories will devise ways to improve service quality and increase customer satisfaction in the court. In addition, the study is believed to have the following importance

- It will enable to understand the challenge of customer to get quality service.
- The court will get feedback about its customer satisfaction level and help to take the necessary Actions.
- It will help those interested in this area to have an insight on theoretical understanding of the issue under discussion.

1.6 Scope of the Study

Gurage zone first Court is located in Central Ethiopia reign in Gurage zone. The First Instance Court has 13 judicial branches. It's difficult to study the service delivery practices and challenges of the court at all level of the court branch since it needs long time and resources. This study focused to be conducted in Gurage Zone in three Woreda. A sample respondent was chosen systematically from Gurage Zone Woreda (Gummer, Geta worda's and emdeber town) and the study focused on the customer satisfaction on service delivery. And also the study was gone to be addressed through the five service quality dimension in Gurage Zone Woredas. Regarding its context, the study focused on service delivery providing quality, coherent, efficient, effective and accessible justice system for the citizen. The main reason for selecting this court service was that the court has been litigate more file from their customers for this reason this service is more appropriate to get a clear picture of what are the practices and challenges faced by the court in terms of service delivery and how the court will overcome its challenge and what mechanism will work to deliver the quality service to the public. So, the population of this study is in Gumer worda, Emdebre town & Geta worda first

instance court, while the unit of Analysis focuses on service delivery practice of the court in Gumer worda, Emdebre town & Geta worda. Tangibility, reliability, responsiveness, assurance and empathy are fundamental tools to access service quality in association with customer satisfaction. However, this study will not investigate all the five concept that customer satisfaction. B/c shortage of finance, relabeled information and soon.

1.7 Constraints faced by the researcher

Various challenges such as lack of willingness of the respondent to fill the questionnaires, frightens of the customers responding to fill the questionnaires by assuming that the information they give may be known by judges and Employees of the court. Some of the respondent who took questioners did not fill and return on the time they promised to return in addition to this the finding will not generalizable for other bench of the courts.

1.8 Organization of the Study

The thesis is organized in five chapters. The first chapter deals with introductory part consisting of back ground of the study, statement of the problem, objective of the study, research question, significance of the study, Scope of the study, limitation of the study and description of the area, chapter two focus on review of related literature and conceptual frame work the third chapter focuses on methodology of the study. The fourth chapter deals with the results and discussion of the study and the fifth chapter of the study focuses on conclusions and recommendation.

CHAPTER TWO

2. LITERATURE REVIEW

This chapter deals with the literature review that focus in the general concepts and principle of service, service process, characteristics of service, public service delivery and public sector management reform, new public management and customer service, measuring service quality, service quality management, appropriate customer handling system for quality service, mere satisfaction, major challenges in public service delivery and other related issue, regarding the topic under the study.

2.1 Concept, Principle and Process of Service Delivery.

2.1.1 Definition of Service and Service Delivery Concepts

According to Murdock (1990; 4), “service can be defined as economic activities that produce time, place, form, or psychological utilities”. Many service firms have become successful by identifying a previously unrecognized or unsatisfied customer wants. Stanton (1994; 537)stated “services are identifiable, intangible activities that are the main object of a transaction designed to provide want satisfaction to customers”. Stanton (1994; 33)also stated that the travel, hospitals, finance, entertainment, courts, health care communications utilities and professional services fields are prime examples.

A service is an act or performance that one partly can offer to another that is essentially intangible and doesn’t result in the ownership of anything. Its production may or may not be tied to a physical product. (Kotler, 1998; 428).

2.1.2 The Service Delivery Process

Some processes will be highly visible to the customers, such as check in while others may be at least in part invisible to the customer such as computerized booking and reservations, cooking and cleaning at the hotel. Some processes were process customers such as the transfer coaches; some processes information such as reservations systems and some processes will process materials such as catering services.

A service process links together activities that are required to deliver a service (product) which together in an appropriate sequence create the service. Some tasks and activities may be located in the back office away from customers while other tasks or activities takes place in the presence of the customer, either in the organization’s front office or in customer’s home .

2.1.3 Characteristics of Services

According to Kotler (1996: p 660-663) services have four major characteristics.

A. Intangibility

The literature highlights intangibility as one of the key characteristics of services. Regan (1963) introduced the idea of services being activities, benefits or satisfactions which are services offered for sale, or are provided in connection with the sale of goods. Services are intangible unlike physical products, they cannot be seen, tasted, felt, heard or smelled before they are bought.

B. Inseparability

Marketers and services they provide are always inseparable they are continually at the same time service cannot exist unless the marketer is present.

C. Variability

Services are highly variable, since they depend on who provides them and when and where they are provided. Service buyers are aware of this high variability and frequently talk to others before selecting a service provider. Service firms can take the following several steps to help manage service variability.

- The first step is providing employee incentives that emphasize quality.
- The second step is standardizing the services performance process throughout the organization. This is helped by preparing a service blue print which depicts the services events and process in a flow chart, with the objective of recognizing potential service fail points.
- The third step is monitoring customer satisfaction through suggestion and complaint systems, customer surveys and comparison shopping so that poor service can be deducted and corrected.

D. Perishability

The fourth characteristic of services highlighted in the literature is perishing ability. In general, services cannot be stored and carried forward to a future time period. Services are item -dependent and item- important which make them very perishable. Hartman and Lindgren claim that the issue of perish ability is primarily the concern of the service producer and that the consumer only becomes aware of the issue when there is Insufficient supply and they have to wait for the service..

- Present in a service offer derives from four principal sources.
- Tangible goods that are included in the service offer and consumed by the customers
- The physical environment in which the service production/ consumption process takes place
- Equipment used in the service production process
- Tangible evidence of service performance others require them to do little more than initiate the service process.

2.2 Public Service Delivery

According to Calsonel (2006), Public service delivery implies tangible goods and service provided by the government in order to improve wellbeing of citizenry, conceptualized service delivery as relationship between policy maker and service providers. According to them in compasses service and their supporting responsibility. These include social service, primary education Basic health service, infrastructure (water, sanitation), Road and bridged and services that promote personal security, justices polices etc.

2.3 Good Governance and Public Sector Management Reforms

From the late 1980s, the debate on good governance and its requirements has provided. An impetus for new approaches to public sector management reforms. Some of the changes that have taken place have been aimed at tackling some of the worst forms of governance abuses and failures in Africa. The personalized nature of rule in which key political actors exercise unlimited power, misuse of State resources and institutionalized corruption, opaque government, the breakdown of the public realm, the lack of delegation of power and the withdrawal of the masses from governance (ECA, 2003).

Good public management and administration, with emphasis on accountability and responsiveness to customer needs, has been seen as an aspect of good governance by donor

agencies supporting reforms in developing countries. To the World Bank, good governance consists of a public service that is efficient, a judicial system that is reliable, and an administration that is accountable to the public. The World Bank elaborates on four elements of good governance (World Bank, 1989, 1992 as cited by ECA, 2003):

- Public sector management emphasizing the need for effective financial and human resource management through improved budgeting, accounting and reporting, and rooting out inefficiency.
- Accountability in public services, including effective accounting, auditing and decentralization, and generally making public officials responsible for their actions and responsive to consumers;
- A predictable legal framework with rules known in advance; a reliable and independent judiciary and law enforcement mechanisms; and
- Availability of information and transparency in order to enhance policy analysis, promote public debate and reduce the risk of corruption It is apparent from the above conception of “good governance” that there is some emphasis on improving public-sector management systems. Thus, in the good governance prescriptions, one finds public management reforms as a key component pointing towards market and private sector approaches to public sector management, under the appearance of New Public Management (NPM).

2.3.1 Concepts of New Public Management

New Public Management (NPM) is a label used to describe a management culture that emphasizes the centrality of the citizen or customer, as well as accountability for results. It is a set of broadly similar administrative doctrines, which dominated the public administration reform agenda of most Organization for Economic Co-operation and Development (OECD) countries from the late 1970s (Hood, 1991; Pollitt, 1993; Ridley, 1996 as cited on ECA). It captures most of the structural, organizational and managerial changes taking place in the public services of these countries, and a bundle of management approaches and techniques borrowed from the private-for-profit sector.

NPM shifts the emphasis from traditional public administration to public management, pushing the state towards managerial side. The traditional model of organization and delivery of public services, based on the principles of bureaucratic hierarchy, planning and

centralization, direct control and self-sufficiency, is apparently being replaced by a market-based public service management . NPM has provided for a future of smaller, faster-moving service delivery organizations that would be kept lean by the pressures of competition and that would need to be user-responsive and outcome oriented in order to survive. These organizations would be expected to develop flatter internal structures (i.e. fewer layers) and devolve operational authority to front-line managers. With a downsized number of staff, many services would be ‘contracted out’ instead of assuming that in-house provision is best.

The key components of NPM may be put into two broad strands – those that emphasize managerial improvement and organizational restructuring, and those that emphasize markets and competition. The basic foundation of the NPM movement is the drive for efficiency and the use of the economic market as a model for political and administrative relationships. Improved efficiency is now the overriding aim of public sector reforms in most African countries. It is thought that the State’s capability; its ability to promote and undertake collective action efficiently is overextended. Therefore, reductions and focusing of the State’s activities are needed to improve macroeconomic stability, as well as the implementation of stronger incentives for performance. Furthermore, increased competition in service provision both with the private sector and in the public sector itself is required in order to raise efficiency. Consequently, governments should concentrate their efforts less on direct intervention and more on enabling others to be productive (World Bank, 1989:5) by providing “core” functions such as safeguarding law and order protecting property rights; managing the macro economy to promote and regulate the market providing basic social services and infrastructure; and protecting the vulnerable and destitute.

Decentralization

One of the central elements in the changing role of the public sector and the construct of the New Public Administration (NPA) is the concept of decentralization (Hope, 2002). Decentralization can be defined as the transfer of authority or responsibility for decision making, planning, management or resource allocation from the central government to its field units, district administrative units, local government, regional or functional authorities, semiautonomous public authorities, parasternal organizations, private entities and non-governmental private voluntary organizations. Rondinelli, Nellie, and Cheema, (1983). According to Hope 2002, within the context of the NPA, decentralization is seen as the means for:

Governments to provide high-quality services that citizens value;

- Increasing managerial autonomy, particularly by reducing central administrative controls
- Demanding, measuring, and rewarding both organizational and individual performance;
- Enabling managers to acquire human and technological resources to meet performance targets
- Creating a receptiveness to competition and an open-mindedness about which public purposes should be performed by public servants as opposed to the private sector
- Empowering citizens through their enhanced participation in decision making and development planning and management
- Improving economic and managerial efficiency or effectiveness and Enhancing better governance.

ICTs in Public Service Delivery

Information technology (IT) has been included as one of the key strategies for public service reforms. It is now seen as an essential facilitator of service improvement particularly when governments worldwide are facing an increasing trend towards knowledge-based production and the communications revolution. Expenditures by governments on computers and management information systems have risen rapidly in many countries and now represent major items in their budgets. Information and Communications Technology (ICT) is pivotal to modern government and fundamental to the strategies for public service reform. The creation of new information and communication systems are seen as an essential component

in the creation of accountability. When a decision is taken, information about that decision and its outcomes must flow to all those to whom the decision maker is accountable (Heeks, 1998). Without such an information flow, and without the information system to carry that flow, there can be no accountability because there can be no knowledge of the decision.

Citizens Charter

A key feature of the NPM is the concept of perceiving the citizen as a “customer” of public services. In the context of public sector reform, efforts to make public service agencies more accountable to the public have included the adoption of Citizens Charters. Citizens should be consulted about the level and quality of public services and, whenever possible, be given the choice of services. Citizens should also be informed about the level and quality of services they will receive, and they should have equal access to the services to which they are entitled. Moreover, they should be informed about how national departments and provincial administration are run, how much they cost and who is in charge (ECA 2004).

It involves a written commitment by a government agency to deliver goods and services to its customers according to predetermined quality standards. It is now mandatory for all government agencies to formulate their Client's Charter. The introduction of this innovation reflects the commitment of the Government to ensure that agencies are customer-focused. Based on the Client's Charter at the agency level, individual officers are required to write their own Client's Charter which explicitly states the quality of service or output that will be provided to their customers. This makes the process more transparent to the customers. Departments that have formulated their Client's Charter report a significant drop in complaints

2.3.2. Public Sector Reforms Program in Africa

Since the introduction of World Bank-supported economic reforms in the early 1980s, Africa has become a venue for experimenting with various versions of public sector reform policies. World Bank public sector reform policies can be broadly classified into two: the “quantitative” first generation, and the “qualitative” second-generation reform programs. The first-generation reforms were implemented between the 1980s and early 1990s. It was undertaken as a part of the economic reforms policies that were implemented across the continent; therefore it focused exclusively on trimming the size of the government. Policies

implemented to reduce the size of the public sector included retrenchment, cost recovery and privatization (Lienert and Modi, 1997 as cited by Owusu (2007)).

Although it succeeded in reducing the government wage bills, it did not improve the performance of the public sector. One reason for the ineffectiveness of the policy was that it was too narrow (Numberg, 1999).

The second generation reforms began in the 1990s. This time, the policies focused on improving the *quality* of public-sector employment and to make it more attractive (World Bank, 2001). Specifically, remuneration and promotion policies were used to reward performance; measures were put in place to improve management and accountability; and employees were provided with incentives, skills and motivation. The second generation reform policies also did not produce the desired results. In sum, despite these efforts, most public-sector organizations in Africa have continued to be inefficient (Owusu 2007).

The underlying assumption of both the first and second generation reforms is that all public organizations are ineffective. This assumption has important implications for the design and implementation of the programs. For instance, it leads to one-size-fits-all solutions that fail to take into consideration the country-specific conditions under which organizations operate. In addition, by failing to consider any possible differences in the performance of organizations within countries or even acknowledge the possibility of the potentially valuable lessons that could have been learned from the well-performing public organizations in the same social, political and economic environment. Moreover, because the policies are not based on experiences of organizations in the country, they are often seen by management as outside impositions (Tsikata, 2003 cited by Owsus 2007) and the performance standards as utopian expectations that could never be achieved in their specific organizations given the constraints they face. As a result, public-sector reform policies generally have been implemented by officials with a lukewarm attitude. Indeed policies based on the experiences of organizations within a country are more likely to be seen as realistic and have a greater chance of adoption than those derived from organizations in different countries.

2.3.3 Public Service Delivery Reform Program in Ethiopia

Spanning over a decade, Ethiopia's transformation agenda has evolved over three phases (1992, 1996-2000 and 2001 onwards). In response to a growing awareness that pervasive deficits in capacity have hampered the ability of the state to secure the fundamentals of

poverty reduction and democratic development, including responsive service delivery, citizen empowerment and good governance (Ministry of Capacity Building, 2004). However, the first reform phase in the early days of EPRDF rule was politically motivated by aiming to root out an entrenched but ‘articulate section of the national elite’ that remained from the Drogue regime (Clapham 1995: 131). Following the consolidation of power, the Government also acknowledged the deep institutional constraints on basic functions such as policymaking, service delivery, and regulation. Core public management systems at the federal and regional levels were hampered by outdated civil service legislation and working systems the absence of a medium-term planning and budgeting framework ineffective financial and personnel management controls, inadequate civil service wages and inappropriate grading systems, poor capacity for strategic and cabinet-level decision-making and insufficient focus on modern managerial approaches to service delivery.

In recognition of these constraints, the Government embarked on a comprehensive *Civil Service Reform Program* (CSRP) in 1996, marking the second reform phase. Indicative of Ethiopia’s “first generation” capacity building efforts, the CSRP sought to build a fair, transparent, efficient, effective, and ethical civil service primarily by creating enabling legislation, developing operating systems, and training staff in five key areas: (i) Expenditure Control and Management, (ii) Human Resource Management, (iii) Service Delivery, (iv) Top Management Systems, and (v) Ethics. Successful efforts (for example, budgeting, planning, and accounting reforms) at the federal level were intended to provide *prototypes* for regional authorities. The CSRP was also influenced by the international New Public Management trend, and reforms in New Zealand in particular (Peterson 2001). The CSRP also faced some delays due to the Ethio-Eritrea border conflict 1998-2000. However, some achievements which may pave the way for full implementation of the CSRP were witnessed. Among other things, the development of new legislation (for example, a financial management proclamation, a civil service law, a code of ethics, complaints-handling procedures, and a service delivery policy) as well as operating systems for budgeting, procurement, and some aspects of personnel management such as salary surveys and records management.

The most recent reform phase began in September 2001, with the launch of the Public Sector Capacity Building Support Program (PSCAP), which also revived the CSRP. The Government has moved quickly to prepare the CSRP for its “full implementation” across all regions and levels of government. Pilot studies and special programs on performance and

service delivery improvements in selected Ministries, Agencies, and Bureaus have been initiated. These include, the establishment of focal points responsible for reform implementation across tiers of government; a series of workshops undertaken to sensitize the political leadership and civil servants across the country; and the launch of a “special program” of Performance and Service Delivery Improvement Policy (PSIP) in priority Ministries, Agencies, and Bureaus designed to deepen the implementation of performance management. PSIP, along with other reform program areas, have promoted Business Process Reengineering (BPR) as a key management initiative, particularly in those ministries that interface directly with the private sector.

However, recently the perception is that the CSRP in general is losing momentum, and following an appraisal of PSCAP, the following challenges remained including inefficiencies derived from poor financial management, poor incentives and a lack of strategic or performance orientation across all levels of government (Watson 2005). Therefore, in the light of the CSRP and other reform programs included in the package of SAPs, the Ministry of Capacity Building reformulated the following objectives for the CSRP in June 2003:

- To shake off basic weaknesses ingrained in the existing Civil Service inherited from the past regime
- To build the capacity of the Civil Service so that it will execute the policies and programs of the government successfully
- To facilitate the Civil Service to provide efficient and fair services to the public
- To enhance transparency and accountability in the Civil Service
- To build a Civil Service that stands for gender and ethnic equality and rights
- To build a Civil Service that is ethically sound and free of corruption, nepotism, and favoritism

Although these objectives enjoy broad support in the country, the challenge is whether the government is capable of bringing about the envisaged changes in the system. There are doubts about the environmental readiness, political commitment, and that the required level of technical expertise is in place to institute the change. As Peterson (2001: 138) notes:

Ethiopia’s CSR is an ambitious program that would tax the capabilities of any developed or developing government. The strategy document of the reform is an impressive blueprint for

broad transformation. Whether the reform is too ambitious depends on how implementation is sequenced.

Institutional capacity, particularly in relation to human resource development, remains a major obstacle to reform in Ethiopia (Mengistu and Vogel, 2006). According to Gabriel (2002), of the 300,000-plus civil servants, less than 17% held a college diploma and the majority of these were concentrated in major cities such as Addis Ababa. The creation of an enabling environment for the reform is one of the demanding tasks of acquiring the resources to build the technical capabilities and to develop human resources. As in the case of most African countries, a consortium of donors, coordinated by the World Bank, have extended loans to finance the PSCAP, which has the following objectives:

- To improve the scale, efficiency, and responsiveness of public service delivery at the Federal, regional, and local level
- Empower citizens to participate more effectively in shaping their own development
- Promote good governance and accountability (Ministry of Capacity Building, 2004:8)

Clearly, to attain these objectives requires changes in bureaucratic values. As Mengistu and Vogel (2006: 209) observe, ‘the current lack of capacity presents a severe, fundamental governance challenge for Ethiopia’. However, reforms are sweeping through public administration in Ethiopia,

2.3.4 Justice Reform Program

Justice system reform is underway in Ethiopia since 2002. According to the 2005 Comprehensive Justice System Reform Program (CJSRP), the components of the reform include lawmaking, the judiciary, law enforcement, legal education and research, and [legal information].

The *first* component in Ethiopia’s justice sector reform relates to *Lawmaking and revision* which constitutes the initial phase of the justice system loop. Law making requires capacitybuilding in drafting at all levels based on a holistic approach which integrates the tasks of lawmaking and revision with adequate research on problems, inquiry into potential solutions(which may include non-legislative options), inquiry into policy alternatives, examining the pros and cons of each policy option, determining the most equitable, effective and efficient policy option and thereupon determine policies and draft bills.

The challenges (in this component) that existed at the kick-start of Ethiopia's justice sector reform in 2002 are still prevalent, if not worse. This can be realized in the level of fragmentation of laws, the multiplicity of sources of bills, and lack of coherence in various laws which should have been streamlined. As the sources of bills increase in number, various executive organs tend to attribute their performance gaps to proclamations, regulations and directives, in effect proposing and drafting bills, thereby causing the proliferation of laws that aggravate rather than solve problems. The recent initiative that requires all draft laws to be streamlined and harmonized by the Ministry of Justice is commendable. However, such streamlining envisages an *administrative procedure law* which regulates the scope of drafting and regulatory roles of executive organs. The gap in administrative procedure law which is yet a draft since 2004 is expected to be addressed during the GTP II period.

The *second* component of justice sector reform is *the judiciary*. Efficient, effective, predictable and accessible judicial system is inevitable to render the economic, social and governance fabrics of a country functional. Three core problems were identified in the 2005 *Comprehensive Justice System Reform Program* in relation with the justice sector including the judiciary. These problems are

- gaps in accessibility and responsiveness to the needs of the poor,
- the need for “serious steps to tackle corruption, abuse of power and political interference in the administration of justice”, and
- “Inadequate funding of the justice institutions” which “aggravates most deficiencies of the administration of justice”. In light of series of workshops and research findings, the judiciary is still in the midst of these gaps. The 2005 CJSRP had recommendations toward addressing these challenges and gaps. In the course of implementing GTP II, there is, *inter alia*, the need for enhanced judicial independence and higher remuneration and benefits to attract and retain judges with higher levels of competence and integrity with a view to attaining the vision of courts to “attain high level of public confidence” and the mission of “rendering judicial services which ensures rule of law”.

The 2005 Comprehensive Justice System Reform Program (CJSRP) states low public perception regarding the independence of the judiciary and the gaps in the transparency of “the process of selection and promotion of judges” and their performance evaluation which, according to CJRSP, “lacks inputs from other legal professions”. For example, a decade after

pursuits of reform based on the 2005 CJRSP, there are still gaps in the justice sector, *inter alia*, relating to efficient, effective and predictable contract enforcement which is one of the crucial institutional factors in economic development. These challenges coupled with incidences of corruption and the gaps in the efficiency of court procedures need to be addressed to make courts business friendly. The concept of democratic developmental state does not envisage any form of intervention in the independence of the judiciary in the name of ‘developmental state judicial policy’, and such judicial policy goes against the good practices of democratic developmental states such as Botswana. The risk of such ‘policy’ is that it offers discretion to office holders to intervene in the independence of the judiciary in violation of the FDRE Constitution.

The *third* component of justice sector reform. The criminal justice process involves

- interrogation of accused persons by the police
- investigation by the public prosecutor which institutes charge, and
- Enforcement of committal for trial or enforcement of sentences by prison administrations. As these three organs enforce the law, their success or failure is not measured by the number of convictions or case attritions, but by the level of their professionalism and integrity in the course of fair, competent, responsible, effective and efficient performance in accordance with the law. Ultimately, the level of public confidence in their quality services proves their performance. GTP II does not include express reference to reform targets for the police and prison administration. The concerns regarding the fragmentation of laws apply for the fragmentation of criminal justice institutions as well. A case in point is the need for a General Public Prosecutor Office that harmonizes all prosecutor offices. This is envisaged in the Good Governance Reform Cluster’s list of projects for the GTP II period. The target that aims at the amendment of regulations for the administration of federal prosecutors in GTP II is expected to enable the establishment of *General Prosecutor’s Office*.

In the domain of civil justice, law enforcement involves many institutions of the executive. Even though they are outside the ambit of the justice sector, their administrative tribunals address issues of justice. Due attention should have been given to the susceptibility of administrative tribunals to arbitrary decisions in implementing the laws and regulations in litigations to which their institutions are parties. Cases in point are administrative tribunals that deal with urban land expropriation, eviction and compensation in which the tribunals

established under the administrative authorities (that are parties in the litigation) are empowered to adjudicate and decide cases. This calls for participation of stakeholders in such administrative tribunals as in the good practices in Tax Appeal Commissions and envisages judicial review of final administrative tribunal decisions. Civil justice also requires safeguards against arbitrary rulemaking. This requires the enactment of *administrative procedure law* so that administrative authorities cannot intervene in the lawmaking function of the legislature other than enacting enabling regulations and directives that implement the primary laws enacted by the legislature.

The *fourth* component of the justice system, i.e. *legal education* is the human resource base of all the components. This component further includes *training* and *research*. While legal education is offered by law schools, training and research further involve specifically designated institutions, i.e. Justice Organ Professionals Training Center, JOPTC (and regional centers) and the Justice and Legal System Research Institute (JLSRI). The expansion pursuits of law schools (including graduate programmers) and achievements in this regard are commendable.

However, the *fifth* component which was identified in the 2005 CJSRP as ‘information flow within and outside the justice system’ (i.e. *legal information*) can be broadly reformulated as *Access to justice*.

The *sixth* indicator of justice sector reform used in this study is *Good Governance* which is an *enabler* in all pursuits related to the five components of the justice system reform stated above. Good practices in developmental states show the need for merit-based job placements and promotions at every unit in all components of the justice sector. This further envisages resources (financial, physical, technological, and informational), processes, organization and leadership.

Justice sector reform requires holistic reference to the roots of weak governance and due attention to the way forward in all components of the justice sector. Moreover, Good Governance calls for grassroots empowerment in decision making and resource management in the context of effective harmonization among organs and institutions of the justice sector. It further envisages broad-based participation including enhanced involvement of civil society organizations. In the absence of such measures, aspirations and pledges for justice system reform.

2.4 Service Quality in the Public Service

Public sector services are responsible and accountable to citizens and communities. As well to its customers (Brys, and Curry 2001) according to Gowan et.al 2001 service provision is more complex in the public sector, because it's more simply a matter of meeting expressed needs. But, finding out unexpressed needs, setting priorities, allocating resource and publicly justifying and accounting for where has been done.

Caron and Giauque (2006) pointed out that public sectors employee are currently confronted with new professional challenges, arising from introduction of new principles and tools inspired by the shift to new public management. Customers were found to be generally dissatisfied with the five dimension of Servqual. The high dissatisfaction was felt with assurance on the hand tangible and empathy exited the lowest level of dissatisfaction using the Servqual approach (Wigniewskill 2001). Carried out a study to Assess customer's satisfaction with the public sector across arrange of Scottish council service.

2.4.1 Customer Expectation of Service Quality

Expectations are reference points against which service delivery is compared only at beginning. The level of expectation can vary widely depending on the reference point the customer hold. Customer expectations embrace several elements including desired service, adequate service, predicated services and a zone of tolerance that falls between the desired and adequate service levels.(Lovelock and Wirtz, 2004;61)

A. desired and Adequate Service Levels- The type of service customers hope to receive is termed desired service. It is a "Wished-for" level; a combination of what customers believe can and should be delivered in the context of their personal needs. However, most customers are realistic and understand that companies can't always deliver the desired level of service; hence, they also have a threshold level of expectations, termed adequate service, which defined as the minimum level of service customers; hence, they also have a threshold level of expectations, termed adequate service, which defined as the minimum level of service customers will accept without being dissatisfied.

B. Predicated Service Level- The level of service that customers anticipate receiving is known as predicted service which is directly affected how they define "adequate service" on that occasion. If good service is predicated, the adequate level will be higher than if poorer service is predicted. Customers' predications of service may be situation specific.

C. Zone of Tolerance- The inherent nature of service makes consistent service delivery difficult across employees in the same company and even by the same service employee from one day to another. The extent to which customers are willing to accept this variation is called the zone of tolerance. A performance that falls below the adequate service level will cause frustration and dissatisfaction, where as one that exceeds the desired service level will both please and surprise customers. Another way of looking at the zone of tolerance is to think of it as the range of service with in which customers do not pay explicit attention to service performance. When service falls outside this range, customers will react either positively or negatively.

2.4.2 Customer Perceived Service Quality

Customers' expectations and experience of service can vary of a single organization. The customer perception is their reality. Customer is about perception. Perceptions are consumer judgment about the actual service performance by a company. Perceived value is the customer's overall assessment of the organization service based on the complete experience of the service delivery process and they are subjective. As services are intangible, customers search for evidence of service in every interaction they have with a service firm. The evidences of service as experienced by the customers are: people, process and physical evidence (Venugopal and Raghu, 2001:262).

People – Who may be the contact employees, other customers or the customer himself who participate in the service delivery process? The dimensions of reliability, assurance and empathy and responsiveness are all reflected in the approach ability, efficiency and communicative skills of the front line employees.

Process- The operational flow of the activities the steps involved in the process reflects the reliability and the promptness of the service.

Physical evidence- The tangible aspect of service dimensions will be reflected in the physical evidence. It includes the services escape, broacher, the equipment and any other tangible aspect.

2.5 Customer Expectation and Perception Gap

Customer satisfaction can be experience in a variety of situation and connected to both good and service. It's highly personal assessment this is greatly affected by customer expectation. Customer satisfaction is the customer fulfillment response it's judgment that a product or service future or the product or service itself provides a pleasurable level of consumption related fulfillment (Kotler1989:59). Satisfaction is customer's evaluation of a product or service in terms of whether that product or service has meet their need expectation. Failure to meet needs and expectation is assumed to result in satisfaction with the product or service. In the public sector customer's satisfaction is often linked to both the personal interaction with the service provider and out comes experienced by service users.

Customer's perceptions are subjectively assessment of actual service experiences. Customers expectation, are the standard of performance against which service experience are compared if, there is difference between what customer expected. That is customer expectation cope up to what customer in service delivery then there exists a discrepancy called customer gap. Customer gap is a gap between perceived service and expected service the discrepancy between expectation and perception leads to customer dissatisfaction with the product or service. so, in order to mitigate such gap. The organization must close the gap between customer expectation and perception to satisfy their customer (Zethalm and Biner, 2000 P 481 – 482)

2.6 Service Quality Management

A service firm may win by delivering consistently higher quality service than competitors and exceeding customer's expectations. These expectations are formed by their past experience, word of mouth and advertising. After receiving the service, customers compare the perceived service with the expected service. If the perceived service falls below the expected service, customers lose interest in the provider. If the perceived service meets or exceeds their expectations, they are apt to use the provider again. (Kotler, 1998; 438)

2.6.1 Appropriate Customer Handling System for Quality Service

In service delivery, one of the major reasons for organization's viewpoint is the essence of sound service delivery processes. So how is this possible? Delivering appropriate customer service requires desired empowerment of employees, proper management of instruction with

customers, assessing service to fit or exceed customer needs and providing customer centered service.

2.6.2 Measuring Service Quality

Performing according to the desired level is critical to the entire organization. Monitoring, controlling and improving the quality, the service delivery issue is essential to the firms' market orientation. When evaluating service quality, consumer examines five dimensions; tangibles, reliability, responsiveness, assurance and empathy.

Tangibles- Physical evidence of the service; physical facilities, tools and equipment's; appearance of providers; appearance of other customers in the service facility are the tangibles.

Reliability - Consistency of performance and dependability; performs service right at the first time; honors its promises; keeps accurate records, corrects billing, and performs services at the designated times are the parameters of reliability.

Responsiveness - It is the willingness of the firm's staff to help customers and to provide them with prompt service. Readiness's to provide the service; timeliness; setting up appointments promptly are the symptoms of responsiveness.

Assurance- Knowledge, competence and courtesy of employees; trust and confidence; required skills and knowledge; politeness, respectfulness, considerate, friendliness; trustworthiness, believability, honesty are signs of assurance.

Empathy- Caring; individualized attention, approachability, easiness of contact; effort in understanding the customers' needs are signs of empathy. Several mode were advanced and researcher sought to Explain the Evaluation process in terms of conjoint Analysis critical incident technique and quality function deployment.

2.7 The SERVQUAL Model

The Servqual model is a concise multiple items with good reliability and validity that, researcher can use to better understand the service expectation and perceptions of consumer and as a result improve service (Parasuraman et.al 1988).

Servqual was also selected since it's important. When used occasionally to track the service quality trend and when it is used in combination with others forms of service quality instrument (Parasuraman et.al 1985). Service quality in all service encounters is thus intrinsically affected by the perspective of both the service provider and service receivers. However, most researchers on the service quality construct have been restricted on one perspective that of the service receiver (Guerrier and Deery 1998).

A few have applied dual perspectives and considered interactive future of service quality in service encounters. (Tam and Wong, 2001).

Service delivery occurs during the interaction between contact employee and customers attitudes. However, Behaviors of the contact employee can influence customer perception of services quality (Schneider and Bowen 2000).More over Beatson et, al 2008 Found their perceived employee satisfaction. Perceived employee loyalty and perceived Employee commitment had sizable impact on perceived product quality and perceived service quality. Customers largely established their impression of the organization level of service provision based on their encounters with employee involved in the delivery of front line. Therefore, front line service can provide valuable information for improving services, Front line are knowledgeable about the strengths and weakness of the service through their contact with customers, and this is an important form of feedback that can be used by organization in decision making to better service customers (Matzlertal 2004). The servqual model has been designed to be applicable across abroad spectrum of service, and improvement could adopt to fit specific needs and that would be most valuable when used to track service quality tends periodically.

2.8 Major Challenge in Public Service Delivery

As different researcher stated that, most of public organization service quality is poor. Because they may not provider service that meet with the expectation of customers. The incentive that motivates public servant and policy maker the reward and sanction linked to result the help to shape public sector performance. As Shah 2005 stated there are numerous challenges in public sector in the provision of service to citizens, and these challenges results poor delivery of public service that affect people's specially the poor. The sources or the challenges are individual self-interest and weak governance system.

As the challenges are serving for the citizens the world Bank development assistance community provided tool and lesson from practices for improving the efficiency and equity of public service provision, and for strengthening institution of accountability in government. Strength institutional arrangement for voice and exited methods of evaluation public sector program frame work for responsive and accountable government and fiscal federalism as well as local governance/Ibid/.

2.9 Systematization of Service Delivery (Non-Human Element)

Systematization service delivery refers to the non-human element in the service delivery. In contract to Human element which has been effectively captured by servqual service delivery process should be perfectly standardize stream line and simplified. So, their customers can receive the service without any undesired in ordinate question by the service providers.

As G.S Suresh (Chaned 2002) stated in his research to put everything in the nutshell customer perceived service quality Based on essentially six factors.

Systematization this factor focused on setting service done systematic well organized and in appropriates manner. This involved delivering excellent service in such aspect highly technological, capability and innovation, effectiveness, communication procedures, process and good ethical conduct (Abdullah et. al 2010).

Efficiency and Effectiveness:- this factors are related to capability and the competency of the public organization, in delivering service to the public being consistent in providing the best service knowing the customer's specific need (parasuraman 2000)

Assurance:- this factor indicates knowledge and courtesy of employee and their ability to inspire trust and confidence found there. Assurance is an important factor of service quality next to reliability and responsiveness to wards customer satisfaction (Arsil et.al 2005).

Hospitality:-this factors describe the ability of the organization in providing and creating conducive atmosphere while dealing with customer, making them feel comfortable which receiving service (Kitsios 2006)

Employee orientated:- this factor focuses on the ability in influencing the customer in a way to promote the government desire to deliver excellent service to all, regardless of different races and religion, this involved delivering service in terms of fulfilling promises and

requirements of the customers (De.long DJ, 2011)Orientation and TrainingCustomer service leaders place heavy emphasis on instilling a customer-first culture throughout their organizations by training new employees and reinforcing a customer focus with current employees.

Successful service organizations make a clear commitment to training the employees who interact with the public, whether they provide service by telephone or in-person. Their training programs include formal classroom instruction that focuses on job skills and attitudes and the expectations of management, as well as on-the-job training that allows staff to learn about the organization and the work from interaction between coworkers (Schneider and Bowen, 1995, as cited on CSSP, 2007, PP18).

Empowering Employees to Satisfy Customers Orientation and training of staff are common ways of focusing employees on customer service. Employee empowerment giving employees the flexibility to satisfy customers is less widely practiced. However, studies show that it can lead to improved customer service and increased customer satisfaction and that it is energizing and highly motivating for employees.

Customer-oriented organizations also empower and motivate employees by involving them in essential organizational processes. When everyone participates in developing organizational plans and strategies for improvement, it adds more ideas, increases employee attention, and contributes to a culture of employee empowerment. The organizations have to involve all levels of employees in the organization's strategic planning process. After senior leaders identify specific company objectives, they communicate those objectives to staff at "lower levels" of the organization. The employees on those levels identify the actions and deeds that if done will collectively meet the objectives (CSSP, 2007, p 20).

2.10 Organizational Climate

Organizational Climate had significant effect on Human Resource Management. Effectiveness such as turnover intention, job satisfaction and work efficiency organizational climate also had significant main effects on organization. Effectiveness, like staff members, organization commitment and collective identity.

Organizational environment is classified into four dimension i.e. ecology, background, social system and culture and speculated that organizational climate is the sum total of

environmental characteristics are a group which results from the interaction of four dimensions. When investigating organizational climate we should select variable from the four dimension ecology refers to organizational material resource including equipment materials, instrument, construction and finances.

Background: environment overall background characteristics of an organization members include socio-economic status, educational level, self-concept of members and so on. Social system represents the interaction between formal and informal rules in organization. Including administrative organization guidance programs, interaction between leaders and members, decision-making and participant model, culture relates to continued norms, belief system, values cognitive structure and so on (Tang and Chen, 2001).

Organizational climate describes the member's participation of their work environment. Looking at existing studies two basic modes are apparent, one is the macro mode: which investigation aimed at the organizational climate individuals perceived in the entire work environment, the other is the micro mode which investigation aimed at a certain dimension or certain environment of the organization.

For example for ecology dimension, organizational climate was investigated in companies with different level of performance (Kangis, Gordon and Williams, 2000). Form the social system dimension the effect of managers on organizational climate was observed (Butcher and Houston, 1994). Organizational climate was Assyed from Human Resource Management Aspect (Ren, Humas and Zheng, 2001). In recent years more and more researcher considers that the micro mode not only measure organizational climate accurately but also is of more practical value to the organization (Ren, Huang, et al., 2001).

One study found that Human Resource Management situation were one of the issues that member of the organization were most concerned about (Ren, Huang and Zheng, 2001). Whether these issue are recruitment, selection, training, salary or performance. Appraisal and benefits they are all closely associated with the vital interest of employees. For this reasons Human Resource Management style and its operation mode are crucial to the way employees perceived organizational climate and thus are significant factor affecting organizational. Moreover, the members opinions about organizational Human Resource Management.

2.11 Empirical Review

There are many research works done related with this study. However the researcher tries to see Tangibility, reliability, responsiveness, assurance and empathy of them which are more related to the topic. The titles with their objectives and major findings are discussed below to have an insight about these studies.

The study conducted by Aman(July, 2008) with title of “Effects of service delivery process and service quality on customer satisfaction: a case study of EEPCO, North Western region, Bahir Dar town customer service centers”. The main purpose of the study is to examine the effect of service delivery process and service quality on satisfaction of customers of EEPCO with the following specific objectives:

- To examine the effect of service delivery process and service quality on customer satisfaction and to understand real situation on how EEPCO handle its customers.
- To examine the effect of five dimension of service quality. such as Tangibility, reliability, responsiveness, assurance and empathy.

Based on these objectives he found that the service provided by the Corporation has improved during the last three years. However, the majority of the respondents dissatisfied with the service delivery procedure available in the Corporation. Moreover, service failure and recovery procedure is rated as poor both by employees as well as by the customers.

The second work is done by Eskinder, (July 2007) entitled as “The effect of public sector service quality on customer satisfaction: the case study of Ethiopian Telecommunication Corporation (ETC)”. His main objective is to examine and give a clear picture of the improved customer service .He put specific objectives in the following manner:

- To demonstrate the actual importance and effect of quality service on customer satisfaction in ETC
- To assess and understand real situation on how ETC handles its customers.

With these objectives he found similar things what Aman found. The service provided by the corporation has improved a little in the past one year. However, there is dissatisfaction due to physical infrastructures problems, inability to handle customer complaints in service situation and poor quality of internet service.

The third work taken as relatively similar work is done by Bruk (July 2007) MPA thesis

with title “Service Delivery and Customer Satisfaction in Selected Hospitals: case of Black Lion, Dargmawi Menilik and BetheZatha Hospital”.

The main objective of the study is to identify the problem of service delivery and examine the level of customer satisfaction with the following specifics:

- To assess the availability of facility environment
 - To assess the attitude of employees towards their clients
 - To measure the level of satisfaction with the prevailing service delivery system
- With these objectives in mind the study found that the majority of customers are not satisfied with almost all of the service delivery system of all the organizations under study.

The fourth work is done by wondimu (July 2009) MA Thesis with title public service delivery and customer satisfaction in Gonder city land administration. the main objective of the study is to identify the major problem of service delivery and to sort out the level of customer satisfaction in the city administration in providing quality service.

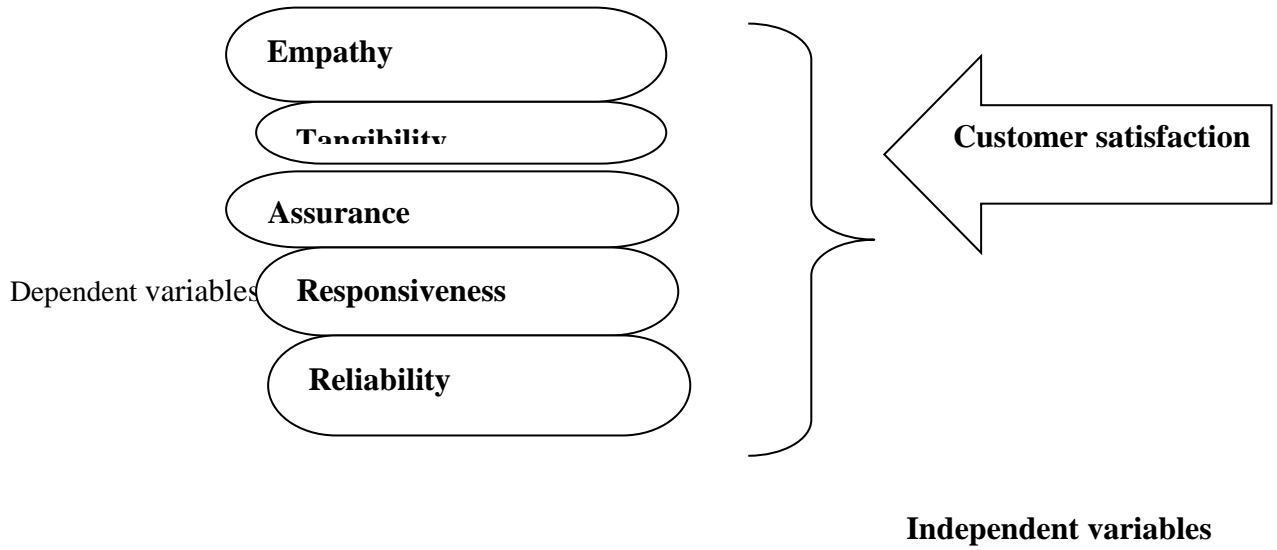
The final work taken was entitled as “Customer Satisfaction in Land Delivery Service by Urban Local Government: a case study of Bishoftu Town Administration” MPA thesis by Mohammedhussen Mama (2008).

The main objective of the study is to evaluate customer’s satisfaction in land delivery service and to identify the factors affecting it with specific objectives of to examine the emphasis given by administration to satisfy its customers and to measure the level of satisfaction of customers with land delivery service.

Based on these the study indicates that the institution failed to have mechanisms of serving customers in a way they will be pleasant. There are many problems related to customer service with in the institution. These are unhappiness of the employees, absence of proper information dissemination and the policy did not include participation of customers. Over all customers are not satisfied with the service.

Similarly this study tries to assess the stated objectives based on theoretical knowledge and give more emphasis on service delivery, customer satisfaction, achievements and challenges of the organization with in the five years based on the targets that the organization set.

To end this, the conceptual framework for the effects of quality service on customer satisfaction in the Gurage zone instance court specifically in GUMER WORDA, Emdebre town& GETA WORDA.



CHAPTER THREE

Research Methodology

This chapter deals with clarifying the methodological settings and arrangements of the research. Accordingly, the research design/approach, sample size determination instrument, sampling method data collection and analysis techniques, variables, presentation of data and instruments of data analysis are presented.

3.1 Research Design and Types of Research

3.1.1 Research design

The research design employed in this study is descriptive type of research design.

The descriptive methods was used for the study aiming on fact-finding in related to challenges in service delivery and reveling the level of quality service delivery practice currently in the court. This method is also relevant to the study to describe several factors which affect the quality by creating the gap between what the court aims for and the customers perceive about delivered services

3.1.2 Research Approaches

The research approaches were mixed, qualitative and quantitative. Both primary and secondary data were used to gather the required information. Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures, data typically collected in the participant's setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data. The final written report had a flexible structure. Those who engage in this form of inquiry support a way of looking at research that honors an inductive style, a focus on individual meaning, and the importance of rendering the complexity of a situation.

Quantitative research is an approach for testing objective theories by examining the relationship among variables empathy, tangibility, assurance, responsiveness & reliability. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. The final written report had a set structure consisting of production, literature and theory, methods, results, and discussion. Like qualitative researchers, those who engage in this form of inquiry have

assumptions about testing theories deductively, building in protections against bias, controlling for alternative explanations, and being able to generalize and replicate the findings.

3.2 Types and sources of data

3.2.1 Source of Data

Data that are relevant to this study were collected from both primary and secondary sources.

3.2.2 Primary Source of Data

Primary data was collected from Gurage zone instance court specifically in Gumer worda, Emdebre town & Geta worda. In this case data was collected from the judges, prosecutor, policies, attorneys, higher official of the court by using interview method and the information from the other respondent were gathered through open-ended and close-ended question.

3.2.3 Secondary Data

Secondary data collection explored methods which are supplementary to primary data. The data were obtained from documentation of the court such as written monthly, quarterly and annual report which shows that, the number of customer that get service in annually as well as weekly level. This kind of data collection method is also important to the researcher especially for the interpretation of the study.

3.3 Data Collection Tools

The data collection tools for conducted this study were questionnaire, interview and observation. Two types of questionnaires are preparing one for respondent selected from employs of the court and the other was for clients. The questions consist of both close-ended and open-ended question items which enable to collect quantitative and qualitative data from the respondents. Semi-structured interview questions were conducted and interview by the researcher. It was prepared for judges, prosecutors, higher officials, police and attorney who were selected to be respondent for the study. Beside structured questionnaires, interview was used to obtain the required data from prosecutor, judges and higher officials respectively. Moreover observation was made to strength the data collected through questionnaire and interview.

A. Target population

The population of this study consists of all customers of Gurage zone instance court specifically Gumer worda, Emdebre town & Geta worda. The selection of first instance court 'is based on convince and other factor including.

- Widely expanding area in many direction
- Large number of customer

Further, Gurage zone Instance Court specifically GUMER WORDA, Emdebre town & GETA Worde's around 14,196 numbers of customers within its jurisdiction. It's difficult to select a sample from all customers in the court. There is the need to narrow down the focus of data collection. In Gurage zone in general 13 Instance Court, which is the higher number of customers? Data collect from the court basically include all customers, judges, attorneys, prosecutor, policies and all employees etc. 475. Target population consists of all customers in the court and the key informants such as judges, prosecutors, registrar, front line employee, police, attorney and higher officials of the court.

B. Sampling Techniques

Purposive sampling technique will be used to select the specific service for the study; convenient sampling to get sample size and stratified sampling will be used to distribute questionnaires.

C. Sampling Procedures

Currently, in Gurage zone Instance Court specifically in Gumer worda, Emdebre town & Geta worda around 14,196 number of customer delivered service per year on average, this was served as population from which a respective sample was drawn with convenient and proportional stratified sampling into customer study. From this population sample was taken by convenient sampling for customers respondents of the court and purposive sampling for judges, prosecutors, higher official, police and attorneys by assuming that since they are decision makers of the court, they are have valuable information regarding to the research topic.

D. Sample Size

The number of total population of the study area is judge 18 prosecutor 28 supportive staff 45(it does not include customers). The total number of the target population is 14,196 uses the following formula to have a representative sample size. Therefore, the following formula is used to take sample from supportive staff (employee).

Where n= is the desire sample size

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

N= is the size of the population

E= is the limit of error tolerance which assured to be 5% (0.05) level of confidence.

3.5 Data Analysis Methods

The data was collected from judges, prosecutors, supportive staff, and clients of the court. After collecting the data through different techniques. The data was organized and presents using qualitative and quantitative methods of data analysis depending on their nature. The collected data was presented and analyzed by using descriptive statistics. The statistical tools are employee during analysis of data and percentage calculations. Other computer aided techniques such as SPSS version 21 is used. Finally the findings were interpreted and discussed and conclusion and recommendations were drawn out.

3.6 Ethical Consideration

The research process and design was guided by ethical guidelines, participation in the study is entirely voluntary and relied on the ethical principles of consent. Therefore, written or verbal consents were taken from them. Moreover, as part of the consent process, ground rules were negotiated regarding the confidentiality of the proceeding with respect to protecting the right to anonymity of individual participants. It was further explained that while the anonymity of individuals participants was preserved, their verbatim might be published although action would be taken to prevent them being identify

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

This chapter presents the findings and results of the study. The quantitative and qualitative data were collected from customer, employee and management through questionnaires, interview, observation and document analysis. Moreover, this chapter presents the possible way of improving the service delivery practice of the Gurage zone instance court specifically in GUMER WORDA, Emdebre town& GETA WORDA.

4.1 General Information about the Respondents

Based on the purpose of the study which is assessing the practice, challenges and customer satisfaction of service delivery in Gurage zone instance court specifically in GUMER WORDA, Emdebre town& GETA WORD data were collected from 91 employee who were working in the court and 384 weekly average customers of the court and results of descriptive analysis are presented. The frequency and distribution of the respondents was illustrated in the table below.

Table 4.1 Frequency and percentage distribution of respondents

No.	Target group	Distribute questionnaire	Returned questionnaire	Valid percentage
1	Employee	91	91	100%
2	Customer	384	384	100%
	Total	475	475	

As it can be seen from the above table, the 91 questionnaires were distributed to employees and 74 were properly filled and returned back to the researcher while 17 respondents not responded. Accordingly the respondent rate was 81.82% of the total number of assumed. The questionnaire was distributed to 384 customers and all 100% responded. Moreover 5 judges and 5 court management were interviewed.

4.2 Demographic Characteristics of the Respondents

The demographic information are assumed to be important to analyze the relevance and the capacity of the participants of the study to provide the required information Hence, demographic variables that is presented in this research (gender, age, educational level of the respondents and working condition of the respondent) are compiled and discussed in the table below.

Table 4.2 Demographic Characteristics of the respondents

No	Customer			Employee	
1	Sex	Freq.	%	Freq.	%
	Male	177	45.3	69	75.8
	Female	207	54.7	22	24.2
	Total	384	100.0	91	100.0
2	Age				
	18-25	83	8.6	16	17.5
	26-35	145	57.3	55	60.6
	36-50	97	29	18	19.7
	above 50 years	59	5.1	2	2.2
	Total	384	100.0	91	100.0
3	Educational Level				
	1-8	69	12.8	9	9.9
	9-12	54	7.7	19	20.9
	Certificate	58	12	5	5.5
	Diploma	76	27.4	14	15.4
	Degree	85	35	37	40.65
	Master Degree and Above	50	5.1	7	7.65
	Total	384	100.0	91	100.0

Source: Field Survey, 2024

As it indicated in the above table out of the total (91) respondents 69(75.8%) of them were male and 22(24.2%) of them were female. This shows that the majority of the employees were male since they were proportionally sampled. However the proportion of the customer

is different from this, in that 177(45.3%) of the customer is male and 207 (54.7%) of them were female. This indicates that most of the customer served in the court were female. Regarding their age from the total number of employee respondents 16 (17.5%) of them were in the age group between 18-25 years,55(60.5%) in the age category between 26-35 years 18(19.7%) of them were from the age group between 36-50 years and 2(2.2%) of them were above 50 years. as far as concerning the age of customer respondents 83(8.6%) of them were in the group between 18-25 years,145(57.3%) in the age category between 26-35 years 97(29%) of them were from the age group between 36-50 years and 59(5.1%) of them were above 50 years. This indicates that the majority of the respondents were adults. So, this could help the researcher to gather relevant information from different experience of the respondents.

Regarding the educational level of the employee respondents 14(15.4%) of the respondents were diploma holders, 37(40.65%)of them were degree holders and 7(7.65%) of them were MA holder and only a few of the respondents were below diploma. This implies that majority of the employee who responded for the questionnaires were professionals and this has more contribution for the researcher to provide quality information for the study.

Concerning the educational level of the customers respondent 69(12%) of the respondent were certificate and below 54(27.4%) of them were diploma holders, 85(35%) of them were degree holders and 50(5.1%) of them had master degree and above. Therefore the majority of the customers respondents can read and write and some of them were highly educated and can express their ideas briefly related to the information that the researcher wants to know and has a great contribution to the researcher to got valuable data for the study.

Table 4. 3 Work condition of customer respondents and work experience of employee respondent

Working experience of employee respondents	Frequency	Percent
1-5	46	50.5
6-10	25	27.5
11-15	11	12
above 20	9	10
Total	91	100.0
Working condition of customer respondents	Frequency	Percent
private employee	68	24.85
Government employee	81	19.9
Business owner	104	44.4
NGO	71	10
Others	60	8.5
Total	384	100.0

Source: Field Survey, 2024

Regarding work experience of the employee respondents 46(50.5%)of the respondent work experience from 1-5, 25(27.5%) of them from 6-10 year experience,11(12%)of them were from 11-15 year and 9(10%) above 20 years. This show that the majority of the employee respondents were well experienced to their job positions they have been assigned and it is relevant for the researcher to got valuable information, since they knew more about the issue asked regarding their organization through their long work experience.

Regarding the working condition of customer respondent 68(24.85%) of them were private employee 81(19.9%) were government employee 52(44.4%) of them were business owners 71(10%) were NGO employee and the rest 60(8.5%)of them were engaged in other works. This helps the researchers to gather opinion of different respondents from different back ground.

4.3 Customer Response on Service Delivery Practice of the Court

In this section the data collected from sample customer respondent pertaining to practice of service provision of the court has been analyzed, interpreted and presented in a detailed manner with the trend of the court in handling customer file and the service delivery practices of the court supported by advance technology, does the employees courteous enough in serving their customers, respondents were asked to reflect their ideas accordingly and their response have been summarized in the table below.

A. Response on Reliability Dimension of Service Quality

Customer measure the Reliability of the court by considering consistency of performance that Customer got service at standard time and customer file are well organized. Customer were asked to rate the Reliability of the court by taking Account its activities.

Table 4.4 Customer Response on Reliability Dimension of Service quality

No.	Items	Alternative	Number	%	MN	SD
1	Customers files are well organized in hard and soft copy and kept properly	Strongly Agree	92	31.8	3.08	1.3
		Agree	69	13.2		
		Somewhat agree	73	15.4		
		Disagree	76	19.8		
		Somewhat disagree	76	19.8		
		Total	384	100.0		
2	The court customers got service at standard time.	Strongly Agree	82	17.6	3.39	1.19
		Agree	112	49.5		
		Somewhat agree	75	17.6		
		Disagree	65	9.8		
		Somewhat disagree	50	5.5		
		Total	384	100.0		

Source: Field Survey, 2014

As it can be seen from the table 92 (31.8%), 69(13.2%) and 73(15.4%) of the respondent strongly agree, agree and somewhat agree respectively, that customer files are kept properly 76(19.8%) and76(19.8%) of the respondent disagree and, somewhat disagree. with mean

value of 3.08 and standard deviation 1.3 respectively this implies that customer files in the court does not organized in hard and soft copies properly. Keeping files properly enables the employees to provide services on time and also increase customer's trust on the organization about services they received. Whereas the file management system of the court is poor, It avoids the trust and confidence of the customer to get quality service on time.

As it was seen in literature part, intangibility and heterogeneity nature of the service customers rate the standard of the service provided by the court in various ways. So, concerning whether the customers get service at the standard time or not, 82(17.6%), 112(49.5%) and 75(17.6%) of the respondent strongly agree, agree and somewhat agree respectively. This shows that some of the respondent confirms the court improves its service standard and it implements various reforms to improve service standards of each activity. This fact is also supported by officials response in the interview conducted as they said that the court implements reforms like BPR and justice reform to improve service standard in various activities. Particularly when BPR was implemented the court set up standard for every activity as the officials confirmed.

However 65(9.8%) and 50(5.5%) disagree and somewhat disagree with the mean value of 3.39 and standard deviation 1.196 respectively. This implies that there are some problems which need attention by the court in order to reach quality excellence without any defect. Customers were asked to give reason why the court renders service on standard set by the court.

The main reasons are as follow.

- Lack of skilled manpower
- An appropriate use of advance technology
- Dalliance of decision
- Poor file management system
- Shortage of manpower
- Unethical behavior of employee

B. Customer Response on Responsiveness Dimension of service Quality

As Stated in the literature part, Responsiveness dimension is concerned with the transparency, willingness as well as Readiness of the employee to provide a service to satisfy

the need and desire of customers. Customers were asked to give their opinions on Responsiveness dimension of the service quality of the court the result obtained is summarized as follow.

Table 4.5 Responsiveness Dimension of Service Quality

No.	Items	Alternative	Number	%	MN	SD
1	The court Service delivery practice is improved From time to time.	Strongly Agree	82	24,8	3.49	1.359
		Agree	70	14.5		
		Somewhat agree	85	27.4		
		Disagree	72	16.2		
		Somewhat disagree	76	17.1		
		Total	384	100.0		
2	There is transparency about the overall service provision process of the court.	Strongly Agree	81	20.5	3.51	1.243
		Agree	67	12		
		Somewhat agree	80	23.1		
		disagree	76	19.7		
		Somewhat disagree	87	24.7		
		Total	384	100.0		

Source; Field Survey, 2017

As is shown in table 4,5 those respondents who obtained services from the court 82(24.8%),70(14.5%) and85(27.4%) strongly agree, agree and somewhat agree and confirmed that the service delivery practices of the court improved from time to time while 72(16.2%) and 76(17.1%)of them disagree and somewhat disagree with mean value of 3.49 and standard deviation1.35 and confirmed that the service delivery practices of the court have not been improved from time to time.

As for as the data were collected, concerning the transparency of the court in the service delivery process of the court as well as weather there is a system or not to enable customers to know what is expected from them. 78(19.7%), 82 (24.7) of the respondents disagree and somewhat disagree respectively with regarding the transparency and a system to enable customers to know what is expected from them whereas 81(20.5%), 67(12%) and 87(23.1%)

of them strongly agree, agree and somewhat agree with the mean value of 3.51 and standard deviation 1.24 respectively. So the result show that majority of the respondents have doubt on transparency of the organization while providing service to the customers. The interview conducted with official confirmed that the court tried to create transparency concerning to service provided by the court and requirements which customers should fulfill when they are requesting service by posting, On notice board by preparing brochures and the like but majority of the customers couldn't have the information and they request service without fulfilling the requirement which is expected from them and this has effect to dalliance of service

C. Customer Response on Empathy Dimension of Service Quality

A service provider who tries to put himself in the position of its customer's needs, and then provide what they want in convenient way have the potential to satisfy its customer on his dimension of service quality.

Table 4.6 Empathy Dimension on service quality

No.	Items	Alternative	Number	%	MN	SD
1	There is a system in the court that enables customers to know what expected from them for service they request.	Strongly Agree	79	22,2	2.89	1.55
		Agree	67	12		
		Somewhat agree	81	23.9		
		Disagree	76	19.7		
		Somewhat disagree	79	22.2		
		Total	384	100.0		
2	A customer Focused culture Exists at the court.	Strongly Agree	83	25.6	3.4	1.279
		Agree	71	15.4		
		Somewhat agree	75	18.8		
		Disagree	73	17.1		
		Somewhat disagree	80	23,1		
		Total	384	100.0		

Source; Field Survey, 2024

Regarding there is a system in the court that enable customer to know what is expected from them 79(22.2%),67(12%) and81(23.9%) strongly agree, agree and somewhat agree respectively whereas 76(19.7%) and79(22.2%) disagree and somewhat disagree with mean 2.89 and standard deviation 1.57. Based on the respondents it is possible to say that the service delivery practice of the court does not establish a system that a customer's enable to

know expected from them there for the court should flourish different mechanisms that enable customers to know about the requirement while requesting service from the court.

As shown in the above table 83(25.6), 71(15.4%) and 75(18.8%) are employee strongly agree, agree and somewhat agree with the court has customers focused culture. Whereas 73(17.1%) and 80(23.1%) of the respondents attest that there is no customer based culture and climate which is convenient to perform the court operation. with the mean value of 3.4 and standard deviation 1.27 This implies that the court must give attention to create customer focused culture with in employee to serve their customers at best interest.

D. Customer Response on Tangible Dimension of Service Quality

As stated in the literature part tangible aspect of service dimension will be reflected in the physical Evidence such as physical activities, tools and Equipment and appearance of providers.

Table 4.7 Tangible Dimension on Service Quality

No.	Items	Alternative	Number	%	MN	SD
1	Service delivery process of the court supported by advance technology.	Strongly Agree	74	17.9	3.31	1.289
		agree	67	12		
		Somewhat agree	88	29.9		
		Disagree	82	24.8		
		Somewhat disagree	71	15.4		
		Total	384	100.0		
2	The structure of the court is proper to provide /receive/ service timely	Strongly Agree	70	14.5	3.54	1.302
		agree	68	12.8		
		Somewhat agree	94	35		
		disagree	69	13.8		
		Somewhat disagree	81	23.9		
		Total	384	100.0		

Source; Field Survey, 2024

Regarding whether the service delivery process of the organization has been supported by advanced technologies or not 74(17.9%), 67(12%) and 88(29.9%) of respondents strongly agree, agree and somewhat agree respectively. Whereas 82(24.8%) and 71(15.4%) disagree

and somewhat disagree. with the mean value of 3.31 and standard deviation 1.28. This result shows that the service delivery practice of the court has been supported by advance technology just like computerized their file but some of the customers are not satisfied with the technology and the ability of physical facilities to attract customer vision. This indicate that even if the court used advance technology the management of the court should give more attention to give training to employee to enable them effective and efficient in using advance technology to improve the service delivery of the court

As indicated in table stated above regarding to the appropriateness of the court structure to provide service to customers. 74(14.5%) and 68(12.8%) of customer are strongly agree and agree concerning to the appropriateness of the organizational arrangement to render service quickly to customers respectively.

While 81(23.9%) and 69(13.8%) of the respondent strongly disagree and disagree with the appropriateness of the court structure to provide service effectively and 94(35%) of them were neutral. with the mean value of 3.54 and standard deviation 1.3. So from the result we can say that the structural arrangement of the court is not convenient to provide/receive/ service easily in the appropriate time. In convenient structure of the offices and locations has negative effect on the provision of service on the right time to customers. So the court reconsidered such problem to improve the service quality and dissatisfaction of the customers.

E. Customer Response on Assurance Dimension of Service Quality

Table 4.8 below shows that Customers Response about Employee Related to Assurance dimension of the service. Substantial number of customer are not satisfied with the knowledge of Employee to serve the customers.

Table 4.8 Assurance Dimension on Service Quality

No.	Items	Alternative	Number	%	MN	SD
1	The court employee courteous in serving their customer.	Strongly Agree	72	16.2	3.61	1.248
		Agree	67	12		
		Somewhat agree	85	27.4		
		Disagree	77	20.5		
		Somewhat disagree	81	23.9		
		Total	384	100.0		
2	The court employee skill and knowledge adequate to the service they delivered.	Strongly Agree	74	17.9	3.56	1.123
		Agree	64	9.4		
		Somewhat agree	78	21.4		
		Disagree	81	23.9		
		Somewhat disagree	85	27.4		
		Total	384	100.0		

Source; Field Survey, 2024

According to Awoke (2010), politeness and respect of employee for their customers has its own contribution in providing quality services by increasing trust and confidence of customers regarding to service they receive. In relation to courteousness of the employees in serving their customers 72(16.2%), 67(12%) and 85(27.4%), strongly agree, agree and somewhat agree respectively and 77(20.5%) and 81(23.9%) disagree and somewhat disagree. with mean value 3.61 and standard deviation 1.24. This implies that majority of the respondent attest that the employees of the court were not courteous enough in serving their customers. But some of the respondent agreed that the employee were courteous enough in serving their customers.

In regard with skill and knowledge of employee 74(17.9%), 64(9.4%) and 78(21.4%) of the respondent replied that Employee had adequate skill and knowledge about the service they provide. But 81(23.9%) and 85(27.4%) of them replied that the skill and knowledge Employee is in adequate for the service they provide with mean value 3.56 and standard

deviation. There for, the court should give continuous training by identifying the gap which enables them effective and efficient.

4.4 Customers Response on their overall Satisfaction on the Service Delivery Process of the Court

Table 4.9 Overall Satisfactions on Service Delivery Process

No.	Items	Alternative	Number	%
1	Have you ever obtained service from the court?	Yes	182	79.5
		No	103	12
		I don't know	99	8.5
		Total	384	100.0
2	If your answer for question No. 1 yes how do you rate the respect of employee for their customer	Excellent	86	17.1
		Very good	87	17.9
		Poor	106	34.2
		Very poor	102	30.8

Source: Field Survey, 2024

As indicated in the above table 182(79.5%) of the respondent had obtained service from the court and 103(12%) of them had not obtained service because they were coming for the first time to request service. Whereas from those respondents who had obtained services 86(17.1%) and 87(17.9%) of the respondent confirm that the respect of employees for their customers was excellent and very good respectively. While 106(34.2%) and 102(30.8%) poor and very poor respectively. Based on the response of majority of the employees respect for their customers was poor. This shows the respect and politeness of the employees for their customers is poor, this situation makes customer would not have smooth relation with employees and discuss openly about their needs and problems they faced.

According to Zeithmoal M. 2003, service quality is focused evaluation that reflects the customer's perception in elements of service such as interaction, quality, physical environment quality and outcome quality.

4.4.1 Customer Response on their overall Satisfaction on the Service Delivery Process of the Court

As discussed in literature part, service process links together activities that are required to deliver a service which together in appropriate sequence create the service which leads to customer satisfaction. In other word customer value the service based on the overall assessment of the organization service based on the experience of the service delivery process (Venugopa and Raghu, 2001). Then the customer's evaluate their level of satisfaction based on the processes that exist in the court

Table 4.10 Customer Response on their overall Satisfaction on the Service Delivery of the Court

1. Highly Satisfied 2. Satisfied 3.Dissatisfied 4. Highly Dissatisfied

Factor	Frequency	1	2	3	4	Mean
How are you satisfied service quality of the court	384	72	73	94	90	3.08
How are you satisfied with the overall service delivery	384	70	83	86	90	2.48
Overall satisfaction of service delivery	-	-	-	-	-	2.78

Source Field, Survey, 2024

Regarding to the level of satisfaction in the service quality of the court has taken Mean value of 3.08 and 2.48 respectively. This are the overall service quality of the court is below Expected Average Mean 2.78 From the result as observed majority of the respondent were unsatisfied with the service quality provided by the court. This indicates that there is a quality gap between service provision and customer expectation. Among various sources (reasons) of dissatisfactions which are mentioned by customers while conducting Interview the following are the major once. In convince of office location .Availability of adequate employee on time. Lack of skilled manpower. Dalliance of decision. There is no clear orientation when new technology was applied by the court for customer how to use it. Unethical behavior of employee. These are the main problems mentioned by customers hence it needs urgent attention by the court in order to assure dissatisfied customers with the service delivery process of the court.

4.5 Customer Response on Major Challenges in Service Provision Process of the Court

Table 4.11 Respondents Response on Challenges Faced to Customers in Service Delivery Process of the court

1= Yes

2=No

Factor	Frequency	1	2	Mean
Did you face challenges from employee	384	165	219	1.36
Have you any complaint to poor service delivery	384	157	227	1.30
Major challenges face to customers	-	-	-	1.33

Source: Field Survey, 2024

Regarding challenges faced to customers from employees and higher official of the court when they were requesting services As the Mean values of 1.36 and 1.30 Respectively this shows 1.33 is rated by average customer as poor which is below Expected Mean This indicate that majority of the customer were not satisfied with the service they received from the organization that is why Majority of the respondent confirmed that they had complains regarding the service provision of the customer. The interview conducted to the customers also confirmed that the Major challenges that are faced are the following. Lack of motivated and skilled, and disciplined manpower, Lack of accountability, The structural arrangement of the court, Lack of responsiveness, Lack of appropriate complain handling procedure, In convenience of office location, Lack of timely response or decision for customer’s service request and Corruption etc.

Table 4.12 Respondent Response on challenges faced to customers in service delivery process of the court

No.	Items	Alternative	Number	%
1	If your response Table 4.11 yes how do you evaluate the concerned bodies after your reported your complaint?	Highly adequate	108	16.2
		Adequate	139	42.7
		In adequate	137	41..1
		Total	384	100.0

Source; Filed survey, 2024

From those respondents who reported their complaint to the concerned bodies which account, 137(41.1%) confirmed that the solution they had got was inadequate. Whereas 108(16.2%) and 139(42.7%) of them replied that the solution they had got from the concerned body after they had reported their complaint was highly adequate and adequate respectively. This result indicates that the complaint handling system of the court is rated by majority of customers as poor. This show the court has problems in complain handling procedure.

4.6 Service Delivery Practice of the Court Analyzed based on Employee Responses

In this section the data collected from sample employee respondent’s pertaining to practice of service provision of the court has been analyzed, interpreted and presented as follow.

Table 4.13 Respondents Response on Service Delivery Practice of the Court

No.	Items	Alternative	Number	%	MN	SD
1	The court utilizes modern equipment and technology to improve service delivery to its customers.	Strongly Agree	17	18.7	2.90	1.445
		Agree	22	24.2		
		Somewhat agree	22	24.2		
		Disagree	25	27.5		
		Somewhat disagree	5	5.4		
		Total	91	100.0		
2	Information brochures, court forms, instructions, and other material are presented in clear and easy to understand term.	Strongly Agree	17	18.7	2.98	1.312
		Agree	15	16.5		
		Somewhat agree	16	17.6		
		Disagree	30	33		
		Somewhat disagree	13	14.2		
		Total	91	100.0		
3	The court ready to do something by certain time.	Strongly Agree	17	18.7	3.19	1.374
		Agree	11	12.1		
		Somewhat agree	27	29.7		
		disagree	26	28.5		
		Somewhat disagree	10	11		
		Total	91	100.0		

Source: Field Survey, 2024

As shown in the above table regarding the question which was asked to the respondents about the court utilized modern equipment and technology to improve the service delivery to its customers, 25(27.5%) of the respondent replied that advance technology is not practically applied in their organization whereas 17(18.7%) of the respondents. Responded that the court could use technology to improve the service delivery of the court. With mean value 2.9 and

Standard deviation 1.4 so. From the result it's possible to say that the service delivery practice of the court is not utilized by modern and advance technology that could utilize and more

easy in providing services. Technologies had an essential facilitator of service improvement particularly when governments worldwide are facing an increasing trend towards knowledge based production.

Brochures, court forms, instructions, and other material are presented in a clear and easy to understood by the customer to receive the service delivery from the court 17(18.7%) of the respondent responded that there is guideline, brochures and comes from to undertaken the activities of service delivery. But 30(33.%) of the respondent confirmed that there is absence of guidelines like brochures, court forms and instruction that used to render service to customers.

Among those respondents who assure that the existence of guideline and court form to render service to customers in the court 18.7%, 16.5% and 17.6% of them confirmed they had understood as they know the procedure strongly agree, agree and to some extent with mean value 2.9 and 1.3 standard deviation respectively.

This shows that majority of the respondents had awareness about the guideline structure by the court but there are also employee who did not know well and had doubt regarding to the clearly of court form and instruction of their organization. So, it could be said that the guideline and procedures were not fully practiced by the staff members to deliver proper services to customers. Unless all organization members know well about those forms and guidelines, it is difficult to render quality service to customers and satisfy their needs.

Regarding the question whether the court employee provide service at the designed and promised time or not 17(18.7%), 11(12.1%) and 27(29.7%) of the respondent responded strongly agree, agree and somewhat agree respectively and confirmed that the employee provide service at designed and promised time whereas 26(28.5%) and 10(11%) of disagree and somewhat disagree with mean value 3.19 and standard deviation 1.3 Respectively with the provision of service by the employee at promised time. From this we can say that court employee performs not in a better way in providing service at designed and promised time.

Table 4.14 Respondents Response on Service delivery practice of the court

1. Strongly agree 2. Agree 3. Somewhat agree 4. Disagree 5. somewhat disagree

Factor	Frequency	1	2	3	4	5	Mean
Customer are provide opportunity in making suggestion and offer feedback	91	27	18	18	15	13	3.43
The court has done the customer best interest	91	28	18	19	15	11	2.91
The court employees have the knowledge of answer customer question	91	28	20	17	13	8	3.32
Overall service delivery practice of the court	-	-	-	-	-	-	3.22

Source: Field Survey, 2024

As shown in the above table the Rating of customer are provide opportunity in making suggestion and offer feedback indicate that It has Relatively better. The court has done the customer best interested and The court employee have the knowledge of Answer customer question, which have been rated as a Mean value of 3.43, 2.91, 3.32 respectively, which is Above the Expected Average Mean (3.22). However, 2.91 is Rated Relatively low Mean As compared to other two which need attention by the court.

Table 4.15 Respondents Replay on Service Delivery Practice of the Court

No.	Items	Alternative	Number	%	MN	SD
1	The behavior of the court's employee instill confidence in its customers.	Strongly Agree	17	18.7	3.23	1.399
		Agree	12	13.2		
		Somewhat agree	28	30.7		
		Disagree	22	24.2		
		Somewhat disagree	12	13.2		
		Total	91	100.0		
2	The court employee understand the specific need of the court's customers.	Strongly Agree	26	28.5	2.98	1.536
		Agree	21	23.1		
		Somewhat agree	23	25.3		
		Disagree	11	12.1		
		Somewhat disagree	10	11		
		Total	91	100.0		

Source: Field Survey, 2024

Politeness of employees, adequate knowledge of employees are rated 17(18.7%), 12(13.2) and 28(30.7%) strongly agree, agree and somewhat agree respectively. This satisfy assurance dimension of service quality. With mean value 3.23 and standard deviation 1.39 this shows that the court did not give attention to improve the skills of its employees by providing adequate training to update their knowledge with regard to how to serve customers.

Table 4.16 Respondent Replay on the Court Leadership Supportive in Service Quality Improvement

Items	Alternative	Number	%	MN	SD
The court leadership judge and executive Here managers if fully supportive or service quality improvement effort.	Strongly Agree	28	30.8	2.76	1.223
	Agree	15	16.4		
	Somewhat agree	9	9.9		
	Disagree	28	30.8		
	Somewhat dis agree	11	12.1		
	Total	91	100.0		

Source: Field Survey, 2024

Concerning to the management system of the court 28 (30.8%), 14(16.4%) and 9(9.9%) of the respondent replied that the management system of the court was good in supporting service quality improvement effort of the employee. Whereas, 28(30.8%) and 11(12.1%) of the respondent replied disagree and somewhat disagree in creating conducive working environment to improve service quality respectively. with mean value 2.76 and standard deviation 1.2 So, if the management system of the court is poor in increasing conducive work environment and encouraging the employees to be competent enough in providing quality service timely to their customers, the employee willingness to use their maximum effort to discharge their responsibility in effective manner is questionable.

Table 4.17 Respondent Response on the Court Staff Receive Regular Training to Maintain Knowledge and Professional Competency

Items	Alternative	Number	%	MN	SD
The court staff receives regular training to maintain subject matter knowledge and professional competency.	Strongly Agree	21	23	3.42	1.319
	Agree	6	6.6		
	Somewhat agree	30	33		
	Disagree	27	29.7		
	Somewhat dis agree	7	7.7		
	Total	91	100.0		

Source: Field Survey, 2024

According to Schneider and Bowen successful service organization makes a clear commitment to train the employees who interact with the customers. From the table above it can be seen that 21(23), 6(6.6%) and 30(33) of the respondent reply that they had taken regular training to maintain the subject matter knowledge. However 27(29.7%) and 7(7.7%) of them responded that they had not taken any training on customer service delivery as well as the subject matter knowledge. with mean value 3.42 and standard deviation 1.3. according to the interview conducted, the reason why they did not get training is that some of them are negligence about benefit of training and problem of selection for training thus the customer satisfaction is questionable.

Table 4.18 Respondent Replay on the Management System of the court

No.	Items	Alternative	Number	%	MN	SD
1	Adequate rewards and recognition are available for employees who demonstrate customer's service excellence.	Strongly Agree	15	16.1	3.31	1.383
		Agree	11	12.1		
		Somewhat agree	26	28.9		
		Disagree	24	26.8		
		Somewhat disagree	15	16.1		
		Total	91	100.0		
2	The communication across all organizational level is good.	Strongly Agree	17	18.7	2.98	1.338
		Agree	17	18.7		
		Somewhat agree	15	16.1		
		Disagree	24	26.8		
		Somewhat disagree	18	19.7		
		Total	91	100.0		

Source: Field Survey, 2024

As shown in the above table 15(16.1%), 11(12.1%) and 26(28.9%) of respondent are strongly agree, agree and somewhat agree with the adequate reward and recognition demonstrated by the court for the employee for customers service excellence. But 24(26.8%) and 15(16.1%) of the respondent, disagree and somewhat disagree, regarding the reward and recognition system of the court for employee who has excellence performance in service delivery. with mean value 3.31 and standard deviation 1.38.

This implies that the court does not establish the reward and recognition system which motivate the employee to compete each other to provide quality service for its customers.

Regarding the communication system across all level of the court 17(18.7%), 17 (18.7%) and 15(16.1%) of them are strongly agree, agree and somewhat agree respectively and assure that the communication system across all level of the court is good. However, 24(26.8%) and 18(19.7%) respondents disagree and somewhat disagree. with mean value 2.98 and standard deviation 1.3. This show that there is a gap across all level of the organization so, the court should flourish interconnecting computers or any other mechanism to enable them in providing quality service to the customers in all level of the court.

4.7 Satisfaction Levels of Customers with Service Being Delivered By the Court

Table 4.19 Respondent response on Customer Satisfaction Level in Service delivery of the Court

No.	Items	Alternative	Number	%	MN	SD
1	The court employees are empowered to make decision that enhances customer service delivery.	Strongly Agree	38	9.9	3.47	1.276
		Agree	33	8.8		
		Somewhat agree	118	30.8		
		Disagree	126	33		
		Somewhat disagree	67	17.5		
		Total	384	100.0		
2	The court has established internal procedures, time standards or other measures to reduce court delay.	Strongly Agree	42	11	3.04	1.219
		Agree	72	18.6		
		Somewhat agree	59	15.4		
		Disagree	152	39.6		
		Somewhat disagree	59	15.4		
		Total	384	100.0		
3	The court has established protocol for assisting person who require interpreter service, sign language and linguistic.	Strongly Agree	61	16.4	3.23	1.381
		Agree	54	14.3		
		Somewhat agree	93	24.2		
		Disagree	91	23.1		
		Somewhat disagree	84	22		
		Total	384	100.0		
4	The court website contains clear accurate and current information on service, procedures and contract information.	Strongly Agree	27	6.6	3.3	1.363
		Agree	59	15.4		
		Somewhat agree	86	22		
		Disagree	91	23.1		
		Somewhat disagree	120	33		
		Total	384	100.0		

Source: Field Survey, 2024

Employee empowerment means giving employees the flexibility that can lead to improved customers service and increased customer satisfaction (cssp. 2007).

About 126(33%) and 67(17.5%) of the employee responded that, the court does not give any chance for empowering and participating in decision making on issues related with service delivery, but 38(9.9%), 33(8.8%) and 118(30.8%) of the respondents. strongly agree, agree and somewhat agree that they have a chance to participate. with the mean value of 3.47 and standard deviation 1.2. According to interview conducted the reason why the court does not give a chance to participate in decision making are described as follows:-

- ✓ Lack of information flow
- ✓ Always decision are made at top level and employee are forced to do whatever it may be
- ✓ Existence of management problems
- ✓ Leave aside decision making even the court does not give an opportunity to express ideas freely.

Regarding the court established internal procedures, time standards to reduce court delay 42(11%) 72(18.6 %) and 59(15.4%) of employee, strongly agree ,agree and partially agree on the existence of stand for each service. However 152(39.6%) and 59(15.4%) of the respondents do not agree with the existence of predetermined service standard for each service to reduce court diligence. with the mean value of 3.04 and standard deviation 1.2. This shows that there is a gap between the time standard of the court and actual performance of their service delivery. Some of the factors stated by the respondents while conducting interviews are summarized as follow. In complete document provided by customers which is they do not attach relevant evidence for their suite, high turnover of judges and supportive staff because of this, more files are over loaded to one judges. In addition to this, the complexity of some requested service the customer do not present at stated time and also there is skill and knowledge gap of supportive staff (employee), unethical behavior and less commitment of some employee, judges and higher officials that create the gap between the predetermine goal and actual performance.

As shown in the above table 61(16.4%), 54(14.3%) and 93(24.2%) of the respondent strongly agree, agree and partially agree respectively with the court establish a system for assisting person who required interpreter service. While 91(23.1%) and 84(22%) of them replied that there is a shortfalls regarding protocol for assessing person in the need of interpreter service. with the mean value of 3.23 and standard deviation 1.38. The result show that there is a gap in user friendly (Plain language), brochures along with a lack of modern equipment and technology and the court's ability to deliver service in dependable and accurate manner.

Regarding the question the court website contain clear, accurate and current information on service procedure and contract information 27(6.6%), 59(15.3%) and 86(22%) of the respondent are strongly agree, agree and partially agree respectively. But 91(23.1%) and 120 (33%) of the respondent confirm that, the court website does not contain accurate and current

information in relate with new proclamation, directives, formal manual or official procedure which enable them to deliver effective and efficient service to their customers. with mean value of 3.3 and 1.3 standard deviation. This indicate that the court must give great attention in distributing accurate information regarding laws, proclamation, work manuals, procedures and any other relevant information to upgrade their work knowledge of the employee as well as to render quality service for the litigants (customers).

Table 4.20 Employees Response on Customers Satisfaction Level in Service Provision of the Court

No.	Items	Alternative	Number	%	MN	SD
1	The service delivery practices of the court fulfill the need and expectations of customers.	strongly Agree	19	20.9	3.12	1.361
		Agree	12	13.2		
		Somewhat agree	22	24.1		
		Disagree	29	31.9		
		Somewhat dis agree	9	9.9		
		Total	91	100.0		
2	The court employees, judges, prosecutors have a clear knowledge regarding the justice reform program.	Strongly Agree	21	23.1	3.27	1.413
		Agree	12	13.2		
		Somewhat agree	27	29.7		
		Disagree	16	17.6		
		Somewhat dies agree	15	16.4		
		Total	91	100.0		

Source: Field Survey, 2024

Regarding whether the service delivery practice of the court fulfill the need and expectations of the customers or not 19(20%9), 12 (13.2%) and 22(24.1%) of the respondents strongly agree, agree and somewhat agree respectively and 29(31.9%) of the customer respondents also agree on the other hand 9(9.9%) of the respondent disagree and somewhat disagree respectively on the issues. with mean value of 3.12 and standard devotion 1.36. So, based on the majority of the respondents we can able to say that there is a gap between the service delivery practice of the court and the need and expectation of customers concerning to this issue Zeithalmal and Bither (2000). In the literature part of the study stated similarly to the result of this study the most of public organization service quality is poor because they may not provide service that meet with the need and expectation of its customers. That means the actual performance of the court in terms of providing service does not match with the need of customers and satisfy them. As shown in the above table 21(23.1%), 12(13.2%) and 27

(29.7%) of the respondents strongly agree, agree and somewhat agree respectively with having a clear knowledge regarding the justice reform program. However, 16(17.6%) and 15(16.4%) of the respondents assure that they did not have a clear knowledge about justice reform program. with mean value of 3.27 and 1.4 standard deviation. This indicate that majority of the employee does not have a clear knowledge regarding the justice reform.

The interviewee conducted to the official also confirmed that There is always follow up mechanism for improvement and continuous discussion are made around the justice reform program as well as BPR and BSC to implement in effective and efficient manner, but due to different constraints there is a gap in the full implementation of the reform program in the organization. So, the court must give emphasis by giving continuous training for the employee to have a clear knowledge regarding the justice reform program because the reforms have a greater and fundamental role in improving the service delivery practices.

4.8 Major Challenges in the Provisions of Service to Customers Replay.

As was seen in literature part there are challenges in public sector in the provision of service to citizens and these challenges results poor service delivery that affect people especially the poor. The question which was asked by the researcher to assess the main challenges in providing service to the citizens has been summarized in the table below.

Table 4.21 Challenges Faced to Customers in Service Provision of the Court

No.	Items	Alternative	Number	%
1	The Relationship between Employees and bosses.	Excellent	13	14.3
		very good	9	9.9
		Good	12	13.2
		Satisfactory	22	24.2
		Not good	35	38.4
		Total	91	100.0

Source: Field Survey, 2024

Based on the above table the Relationship between Employee and their bosses found in the court were rated as not good 35(38.4%)The majority of the Employees are not satisfied with their bosses only 9(9.9%),12(13.2%)of the respondent say that very good and good Relationship with their bosses Respectively. This indicates that under such environment there can be no smooth working condition between the Employee and their boss to satisfy customer.

Table 4.22 Respondent Replay on the skill and knowledge of the employee in providing service to the customer

2	Do you have adequate skill knowledge to provide the request service and apply technology effectively?	Yes	61	67
		No	30	33
		Total	91	100.0

Source Filed Survey, 2024

Regarding to skill and knowledge on the employee to use technologies which are used in service provision, process of the organization 61(67%) of the respondents confirmed that they had adequate skill and knowledge to use the technology which they used in service provision in effective manner. But 30(33%) of the respondents reply that they had no adequate skill and knowledge to use technologies which they used in service provision process. Different scholars wrote that the skill and knowledge of employees has a great those in delivering service in terms of fulfilling promises and requirement to the customers. Those employees who replied that they had no adequate skill and knowledge to use technologies which they are using in service provision process suggested that to solve such kind of problems on job training should be facilitated by the court by identifying the skill and knowledge of the employee to use technologies.

The interviewed conducted to the officials confirmed that to capacitate the skill and knowledge of employee, different mechanisms were used, which help to develop their capacity while practiced in the court. Such as the employee to plan short and long term by identifying his/her skill and knowledge gap in providing service to their customers also mention identified skill gap filled by the employee effort or to share with those employee who have enough skilled and knowledge regarding the identified gap therefor, the court based on the identified gap of the employee. It could facilitate on job training in long and short term particularly in summer season. In addition to this the court prepared different manual and guidelines to the employee which helps to develop their skill and knowledge gap. Even if, on job training is one alternative to develop the skill and knowledge of the employee budget constraints of the court is still main challenge.

CHAPTER FIVE

Summary of Findings, Conclusions and Recommendations

In any organization, especially in service rendering sectors the key component of their function is providing quality service to their customers. To address the mere need and expectation of customers

Presently there has been a growing emphasis on the need for public service to see the citizens as customer. In this regard, the Gurage Zone Woreda (Gummer, Geta worda's and emdeber town) first Instance court recognized its functions on the basis of providing an adequate quick and quality 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 finding of the study is derived from the Analysis of both 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 Interview. Based on the Analysis on the service delivery practice, customer satisfaction and major challenge in the service provision, the following findings are identified.

5.1 Summary of Major Findings

The main objective of this study was assessing the practice and challenges of the service delivery process of Gurage Zone Woreda (Gummer, Geta worda's and emdeber town First Instance court and proposing possible improvement for better performance. As indicated in previous chapter, collected data and information through questionnaires were analyzed and interpreted. Accordingly, the major findings are;

- It is believed that Employee training contributes much to the quality service provision. However, majority of the respondent attest that they had not taken any training regarding customer service delivery.
- 66.7% of the respondent confirmed that the service delivery process of the court is supported by advance technology that used to facilitate and make easy the provision of service to customers. However, there is skill and knowledge gap of the employee to use technology effectively.

- As observed from the response of majority of the respondents (60.8%) the service provision practice of the court does not meet with the need and expectation of customers.
- Substantial number of employee does not agree to the existence of predetermined service standard for some service type and there is a knowledge gap between the employee and the service standards.
- 87% of respondent witnessed that there is poor service quality, service dalliance and unethical behavior of some employee are major source of customers complaint and majority of the customer who received service were not satisfied with the service quality and over all service delivery practice of the court.
- The majority of the employee claim that the court does not gives any chance for participating in decision making process on issue related to service delivery.
- 51.2 % of the respondent confirmed that the management system of the court has poor in improving, service delivery of the court in reward and motivating employee to render quality service to customers.
- Regarding the transparency system of the court 52% of the customer respondent confirmed that there is a clear procedure and guideline to get service from the court. (46%)of confirm that posting information on notice board and dispatching with brochure does not enable the whole does customer to get the information.
- Most of customer (65.3%) agree by the court service have improved. However, substantial number of customers does not agree to the improvements.
- All most All of the respondents believes that effective service delivery process and service quality are important for their satisfaction.
- Employee of the court has problems in telling customers exactly when the service will be performed. This may Result in unwanted behavior.
- The overall satisfaction of customers in service quality is below the expected average mean. These clearly show that there is quality gap or problem in some activities of the court.
- 74.2% of customer respondent witnessed that there are major problem in the structural lay out of the court.

5.2 Conclusion

Based on the findings the following conclusion can be drawn.

- Customer service training is need across all level of the court members. The finding suggests a lack of customer's services training for all members of the court. This is troublesome since the quality of service is assumed to be function of employee, customer interactions, where variation in employee performance lead to service quality disparity, moments of truth are important factors in the service evaluation process the court need well trained customer service oriented front line employees during these interaction with court users. Customer service training play vital role in the success of courts. As service oriented institution and would be beneficial to all parties involved. For court users customer service training afford them opportunity to be served by competent, knowledgeable and understanding employees. For court employees customers service training instill confidence that they have the skill necessary to meet the need and expectations. For court management customers service training communicates the court priorities demonstrate its commitment to serve quality and reduce customers' complaint and dissatisfaction.
- The corresponding data suggest court management are struggling with recognize and reward employees. As trends toward rising case loads and diminishing resource continue, issue of burnout, employee satisfaction and moral are likely to become matters of even greater importance. If not addressed issue of employee dissatisfaction, low office morale and turn over can be expected to have significant impact on service quality.
- The court can address service quality shortfalls by focusing attention and resource on developing plain language communication material upgrading court facilities, technology and delivery on promise communicated to customers.
- The service delivery practice of the court does not meet with the need and expectations of customers because of many factors; such as lack of building the capacity of employee and judge focusing on specific area of weakness, lack of preparing regular bench book and guideline for reference deciding on case, lack of preparing and publication of law paper to enhance judgment predictability and harmonization of jurisprudence, lack of organizational peer review mechanism that brings judicial staff together in meeting to discuss legal issue in judgment render knowledge and good practice to enhance transparency in the service delivery practice And unethical behavior of judge and court personal are major challenges faced in the provision process of the court.

- The court managers have not fully embraced customer service survey and other forms of feedback regarding customer feedback opportunities data supplied from survey response indicate that customers service survey and feedback opportunities are not perceived as value added activities. Integrity enough, however the court management indicates court employees to understand the specific needs of the court customers. Any contention that customer need and expectation are sufficiently known without customer survey.

5.4 Recommendation

Based on the finding and conclusion of the study the researcher forward the following recommendation to the management of the court

- To improve customer service and promote service quality the court management should facilitate on job training. Given the emphasis now placed on customer service is advisable that the court employee be informed as to various strategies to effectively assessing customers with their divers need. Training workshops to raise awareness and understanding of the impact and importance of superior customer serve may also be helpful.
- To promote a highly motivated work force, the court should reward and recognize court employees. Because the way employees are treated by their management has direct impact on the way those employees treat the customers. Therefore the court has to treat its employees as it wants them to treat it's customer by giving recognition and rewards for those who perform well.
- To improve operational effectiveness of the court, the court should promote the use of service quality evaluation and standards. To measuring and enhancing customer service the need and expectation of court customers are diverse, complexity and ever changing the court must assume greater responsibility for tracking and responding to these expectations. There is a danger in relying up on court management perceptions to drive service innovation. Regular assessments can monitor the effects of service implement initiatives or determine the directions and degree that customer expectations of service are changing. This issue is critical in the quest effectively aligning service provision with customer needs.
- To assist litigants in understanding court process procedures and terminology and to provide legal information. The court should develop court brochure materials, website to be more transparent regarding the service to provide.

- Keep customer satisfied by providing high quality service for dissatisfied customers through well design complain Handling procedure and give timely response for their problems.
- The court has to create effective communication mechanism internally as well as externally through effective feedback on performance in order to minimize the performance gaps in service delivery. Customers should be consulted about the level and quality of service, and they should also be informed about the level and quality of service they will receive.
- Keep customer informed, one of the way to satisfy customers in making them informed about any service provided for them. Whatever it is or even if it is a service failure, let them know as soon as possible.
- The court should empower its front line employees to give punctual service without any delay because justice delayed is justice denied.

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APPENDICES

Questionnaires for Employees

Dear Respondent

This questionnaire is designed to gather data regarding the practice, challenges of service delivery and customer satisfaction in Gurage Zone Woreda (Gummer, Geta worda's and emdeber town First Instance court. the study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question item carefully.

Note:

- No need of writing your name
- Where alternative answers are given use x mark where necessary
- Please return the completed questionnaire in time.

Thank you, in Advance for your cooperation and timely response.

Part I: Respondent's background information

- Sex Male Female
- Age from 18-25 26-35 35-50 Above 50 years
- Education level 1-8 9-12 Certificate

Diploma Degree Master Degree and above

- Work experience in year
1-5 6-10 11-15 above 20

Part II: Questions related to service delivery practices of the court

1 strongly agree

4 disagree

2 agree

5 somewhat disagree

3 somewhat agree

No.	Factor used as comparison	1	2	3	4	5
•	The court utilizes modern equipment and technology to improve service delivery to its customers.					
•	Information brochures, court forms, instructions, and other material are presented in clear and easy to understand term.					
•	When the court promise to do something by certain time.					
•	The court performs its service correctly the first time.					
•	Court employee delivers prompt and courteous service.					
•	Customers are provided opportunity to make suggestion and offer feedback.					
•	Court employees have the knowledge of answer customer questions.					
•	The behavior of the court's employee instill confidence in its customers.					
•	The court employee understands the specific need of the court's customers.					
•	The court has done the customers best interest at heart.					
•	The court leadership judge and executive Here managers if fully supportive or service quality improvement effort.					
•	The court staffs receive regular training to maintain subject matter knowledge and professional competency.					
•	Adequate rewards and recognition are available for employees who demonstrates customer's service excellence.					
•	The communication across all organizational level is good.					

Part III. Question related to satisfaction level of customers with service being delivered by the court

•	The court employees are empowered to make decision that enhances customer service delivery.					
•	The court has established internal procedures, time standards or other measures to reduce court delay.					
•	The court has been reviewed to determine whether physical barriers exist that could impede access.					
•	The court has established protocol for assisting person who require interpreter service, sign language and linguistic.					
•	The court website contains clear accurate and current information on service, procedures and contract information.					
•	The court staff and security personnel receive regular customers service training.					
•	A customer focused culture exists at the court.					
•	The service delivery practices of the court fulfill the need and expectations of customers.					
•	The court employees, judges, prosecutors has a clear knowledge regarding the justice reform program.					

Part IV. Question related to major provision of service to customers.

- The structure of the court is properly to provide /receives service timely.

Strongly agree neutral strongly disagree
Agree disagree

- How do you Rate the relationship between Employees and bosses in your organization

Excellent Very good Good Satisfactory Not good

- Do you have adequate skill knowledge to provide the request service and apply technology effectively?

Yes No

- If your answer for question No. 20 is no what do you suggest to solve the problem.
- Please mention some of the major problem faced from customers when they requesting service to your organization.
- What do you suggest in order to improve those challenges?

Questionnaires for Customers

Dear Respondent

This questionnaire is designed to gather data regarding the practice, challenges of service delivery and customer satisfaction in Gurage Zone Woreda (Gumer Woreda, Geta worda's and emdeber town) First Instance court. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question item carefully.

Note:

- No need of writing your name
- Where alternative answers are given use x mark where necessary
- Please return the completed questionnaire in time.

Thank you, in Advance for your cooperation and timely response.

Part I: Respondent's background information

- Sex Male Female
- Age from 18-25 26-35 36-50 Above 50 years
- Education level 1-8 9-12 Certificate
 Diploma Degree Master Degree and above
- Work experience in year
 1-5 6-10 11-15 above 20

Part II: Questions related to service delivery practices of the court

1 strongly agree

4 disagree

2 agree

5 somewhat disagree

3 somewhat agree

No.	Factor used as comparison	1	2	3	4	5
•	Customer's files are well organized in hard and soft copies and kept properly.					
•	Service delivery process of the court supported by advance technology.					
•	The court customers got service at standard time.					
•	There is a system in the court that enables customers to know what is expected from them for service they request.					
•	There is transparency about the overall service provision process of the court.					
•	The court employee courteous in serving their customers.					
•	The court service delivery practice fulfills the need and expectation of customers.					
•	The court service delivery practice is improved from time. To time.					
•	The court employee skill and knowledge in adequate to the service they deliver and to use technologies effectively.					
•	The court evaluates customer satisfaction level concerning to service delivery practice of the court.					

Part III: Question related to satisfaction level of customers based service being delivered by the court

Have you ever obtained service from the court?

Yes

No

I don't know

If your answer for question No.11 yes how do you rate the respect of employees for their customers.

Excellent

Very good

Good

Poor

Very poor

How are you satisfied with service quality of the court?

Highly satisfied

somewhat satisfied

Satisfied

Dissatisfied

If your answer for question No.13 is dissatisfied or strongly dissatisfied what do you think about the reason.

How are you satisfied with the overall service being delivered?

Highly satisfied

somewhat satisfied

Satisfied

Dissatisfied

Part IV: Question related to major challenges faced in service delivery

Did you face challenges from employee and managers when you were requesting service?

Yes

No

If your answer for question No.16 is yes please mentions some of the major challenges you faced?

Have you felt any complaint to poor service delivery of the court?

Yes

No

If your response to the question No. 18 is yes how do you evaluate the solution you got from the concerned bodies after you reported your complaint.

Highly adequate

Adequate

Inadequate

Interview question for the court management about overall service delivery practice of their organization

1. What are the mechanisms practice in your organization to capacitate employees to improve their skill and knowledge regarding to the service they provide customers?
2. Is there transparency about the service provided to customers in your organization?
3. If there is transparency about the service provided to customers please mention some of the mechanisms that are practiced in your organization?
4. What are the major sources of customer's complaint in the service delivery practice of your organization?
5. What do you think about the gap between the work standard act in your organization and the actual performance of employees providing services?
6. What are the major challenges you observed that faced to customers during the service provision process?
7. How do you evaluate customers satisfaction level concerning to the service delivery practice of the court?
8. What techniques do you apply to check employees serve customers properly and according to the work standard?
9. What kind of solution do you suggest to overcome there challenges.
10. What solution you recommend in order to overcome that challenge/performance gap in the service provision process?

በኢትዮጵያ ወልቂጠጩ ኔቨርስቲ

የድህረ ምረቃ ጥያቄ

በመሥሪያ ቤቱ ሠራተኞች የሚሞላ መጠይቅ

የተከበሩት ሠራተኞች

ይህ የጽሁፍ መጠይቅ የተዘጋጀው በጉራጌ ዞን ባሉ ወረዳዎች (ጉመር ወረዳ፣ ጌታ ወረዳ እና እምድብር ከተማ

) የመጀመሪያ ደረጃ ፍ/ቤት ደረጃ ለወንድም አገልግሎት አሰጣጥ ሞክሮዎችንና የሚያጋጥሟቸውን ማልሮ ሰው መረጃ ለመሰብሰብ ነው። ጥናቱ የሚደረገው መላኩን ማረጋገጥ ማስለሆነ በየትኛው ወምመልኩም ለሰው ግን የሚይዩ ካለፍ የሚይዩ ሳይኑ ወይ፡፡ እርሶዎች ማሰብ መረጃ የላቀ፣ እውነተኛ፣ ተአማኝነት ያለውና ትክክለኛ ምላሽ ለጥናቱ መሰጠት እንደሚችሉ ወይ፡፡ በመሆኑም እያንዳንዱን ጥያቄ በጥንቃቄ እና በትክክል እንዲያስፈልጉ አብሮት እጠይቆታለሁ።

የሥራ መስክ

ክፍል አንድ፡ - የመላ ሾች ሁኔታ

ጾታ ሴት ወንድ

ዕድሜ ከ 18-25 ከ 25-35 36-50 ከ 50 ዓመት በላይ

የትምህርት ደረጃ

10ኛ ክፍል ደረጃ (ች) 12 ክፍል ደረጃ (ች) ሰርተፊኬት

ዲፕሎማ ዲግሪ ሁለተኛ ዲግሪ እና ከዛ በላይ

የሥራ ልምድ

ከ 1-5 ዓመት ከ 6-10 ዓመት

ከ 11-15 ዓመት ከ 20 ዓመት በላይ

ክፍል ሁለት፡ የፍርድ ቤቱ አገልግሎት አሰጣጥ ሞክሮዎችን የተመለከቱ ጥያቄዎች

ከዚህ በታች የተጠቀሱትን የፍርድ ቤቱ አገልግሎት አሰጣጥ ሂደት እንዴት ይመዘኑታል፡፡

- 1 በጣም አስማማለሁ 4 አልፎ . . .
- 2 እስማማለሁ 5 በተወሰነ መልኩ እስማማለሁ
- 3 በተወሰነ መልኩ አልስማማም

ተ. ቁ.	ለንፅፅር የቀረቡ መዘርዘር	1	2	3	4	5
	የፍርድ ቤቱን የአገልግሎት አሰጣጥ የተሻለ እንዲሆን ፍ/ቤቱ ወጪዎችን ለማሻሻል ማድረግ፡፡					
	የፍ/ቤቱን ግልጋሎት ለማግኘት የሚረዱ የተለያዩ መረጃዎች፣ ብሮሽሮች፣ ትዕዛዞች እና ፎርምዎች ለሆነ መንገድ ተጠቃሚዎች ለማድረግ፡፡					
	ፍ/ቤቱ ተግባራትን ለመፈፀም ለሚጠበቀው ጊዜ ላይ ለመሥሪያ ቤቱ ግብይት ለማድረግ፡፡					
	ፍ/ቤቱ ለደንበኞች ቢላ እና ትክክለኛ ግልጋሎት ለመስጠት ማድረግ፡፡					
	የፍ/ቤቱ ሠራተኞች ተገልጋሪዎችን በተገባው ሁኔታ ለማግኘት፡፡					
	ፍ/ቤቱ ለአገልግሎት አሰጣጥ ለሚጠበቀው ጊዜ ላይ ለመሥሪያ ቤቱ ግብይት ለማድረግ፡፡					
	የፍ/ቤቱ ሠራተኞች በተገልጋሪዎች ላይ ለሚጠበቀው ጊዜ ላይ ለመሥሪያ ቤቱ ግብይት ለማድረግ፡፡					
	የፍ/ቤቱ ሠራተኞች ስነ-ምግባር በተገልጋሪዎች ዘንድ የተመሰገኑ እና እነዚህን ትኩረት ለማድረግ፡፡					
	የፍ/ቤቱ ሠራተኞች ተገልጋሪዎች ላይ ለሚጠበቀው ጊዜ ላይ ለመሥሪያ ቤቱ ግብይት ለማድረግ፡፡					
	ፍ/ቤቱ ሠራተኞች ግልጋሎት የሚሰጡትን ገልጋሪ ሊገለገል አስቦ በመጠየቅ ለማድረግ፡፡					
	በፍ/ቤቱ የሚሰጠው ግልጋሎት ለሌሎች ጥራት ላይ ለተደጋጋሚ ማድረግ ለማድረግ፡፡					
	የፍ/ቤቱ ሠራተኞች በሥራ ላይ ላቸው ወቅት እና ብቃት የተሻለ ለማድረግ የሚሰጡ ስልጠናዎች፡፡					
	በፍ/ቤቱ የሚሰጠው ግልጋሎት ለሌሎች ላይ የተሻለ የሥራ ፈፃሚ ለመሆን ለማድረግ ለማድረግ፡፡					
	በፍ/ቤቱ የሚገኙ ስራዎች እና የአስተዳደር አካላት ተግባራትን በጥምረት ተናገሮ በመሥራት ረገድ፡፡					

ክፍል ስፍራ፡ - የተገልጋዮችን የአገልግሎት እርካታ የተመለከቱ ጥያቄዎች

የ ፍ/ቤቱ አገልግሎት አሰጣጥ የተገልጋዩን	ገገምት መሠረት ያደረገ ገንዘብ ወይ?				
ፍ/ቤቱ የሚሰጠው ገልግሎት ለተገልጋዩ ተደራሽ እንዲሆኑ በየጊዜው የሚያጋጥሟቸውን በመለየት መፍትሄ ይሰጣል፡፡					
• ፍ/ቤቱ የተለየ ድጋፍ የሚያስፈልጋቸውን ተገልጋዮች ገልግሎት እንዲያገኙ በተለይ ምመስ ማትለተሳናቸው እና ለመረዳት የሚቻለውን ልዩ ሁኔታ ማስተናገድ የተቀመጠ አሰራሮች አሉ፡፡					
• የ ፍ/ቤቱ ድህረ ገጽ ግልፅ ተክ ማኒንት እና ጊዜውን የጠበቀ መረጃ የማስተላለፍ ሁኔታን በተመለከተ፡፡					
• የተገልጋዮችን የአገልግሎት አሰጣጥ ተመለከተ የ ፍ/ቤቱ ሠራተኞች በየጊዜው ልጠና ይወስዳሉ፡፡					
• በ ፍ/ቤቱ የተገልጋይን መሠረት ያደረገ አሰራር ተዘርግቷል፡፡					
• ፍ/ቤቱ የወሳኔ መዘገብ ተሰጥቶ ለማስቀረት የሚያስችል የወሰን ጥመመሪያ /ደንብ/ አሠራሮች የጊዜ ሰሌዳዎች አስቀምጧል፡፡					
• የአመራር አካላት ስለፍትህ መሻሻያ ፕሮግራም በቂ ጊዜ ወቅት አላቸው፡፡					

ክፍል አራት፡ በአገልግሎት አሰጣጥ ወቅት የሚታዩ የሚያጋጥሟቸውን የተመለከተ ጥያቄ የመስሪያ ቤቱ አደረጃጀት አገልግሎት ወቅቱ ለተገልጋዮች ማቅረብ አመቺ ነው?

በጣም አስማማለሁ አስማማለሁ በከፊት ገምገማ ላይ ነው

አልሰማማም በከፊት አልሰማማም

ለሚሰጠው አገልግሎት እና ቴክኖሎጂዎችን በአግባቡ ለመጠቀም የሚያስችል የቁልፍ ወቅት ስትራቴጂ ለማስተላለፍ ለማቻላት?

አሰኝ የለኝም

ለተራ ቁጥር 20 መልስ ያየ ለኝ ምክህ ሆነ ችግሩን ለመቅረፍ ምን ቢደረግ ይሻላል ይላሉ

እባክዎ በአገልግሎት አሰጣጥ ወቅት ከተገልጋዮች ከሚያጋጥሟቸው ጥያቄዎች ውስጥ የዎቹን ይጥቀሱ፡፡

እነዚህን ችግሮች ለመፍታት ምን ቢደረግ ይሻላል ይላሉ

በፍ/ቤቱ የበላይ አመራር አካላት የተዘጋጀ ቃለ መጠይቅ የሚሻ ሻጥያ ቁ

የፍ/ቤቱ ሠራተኞች ስለ ሚሰጡት አገልግሎት እና ወቅትና ችሎታቸውን ለመሻሻል በፍ/ቤቱ የሚተገበሩ አሠራሮች ምን ድናቸው?

በፍ/ቤቱ ስለ ሚሰጡት አገልግሎቶችና አጠቃላይ አሠራር ግልፅ ሻነት አለ?

ግልፅ ሻነት አለ አተገባበሩ ምን ይመስላል?

በፍ/ቤቱ አገልግሎት ስጣጥተገልጋሪዎች ለሚሰጡት ስቅጋታዎችና ዋና ዎቹ የቅሬታ ምን ጭቆናዎች ድናቸው?

በአገልግሎት አሰጣጡ ሚሰጡት ወይ እስታን ዳር ዱእና በተጨማሪ ጭነት ላለ ወደፊት ምልክት ምክንያቱም ንድነት ወይላሉ?

በፍ/ቤቱ ሚሰጡት አገልግሎቶች ተገልጋሪዎችን በቂ ግልጋሎት እንዳያገኙ ሻ የሚያደርጉ ችግሮች ምን ድናቸው?

በፍ/ቤቱ እየተሰጠ ወደ አገልግሎት ተገልጋሪዎችን ፍላጎት እና ግምት መስረት ያደረጉ ስለመሆኑ ለማረጋገጥ ለወደፊት ስራ ምን ድናቸው?

በፍ/ቤቱ አገልግሎት ስጣጥተገልጋሪዎች ስለሚሰጡት ማቆሚያ አካላት ሚሰጡት መግለጫ ስራ ምን ድናቸው?

በፍ/ቤቱ ፍትህ ማሻሻያ ፕሮግራሞች መሰረት ለሚሰጡት ስራ ምን ድናቸው?

በአገልግሎት ስጣጥተገልጋሪዎች የሚያጋጥሙትን ስራ ስህተት ስራ ምን ድናቸው?

ችግሮች ስለመፍታት ምን ቢደረግ ይሻላል ይላሉ?