



**THE EFFECT OF PUBLIC SECTOR ORGANIZATIONS  
SERVICE QUALITY ON CUSTOMER SATISFACTION:  
THE CASE OF SELECTED MUNICIPALITIES IN KAFA ZONE**

**MBA THESIS**

**GIRMA SHIFERAW WOLDEMICHAEL**

**WOLKITE UNIVERSITY, WOLKITE, ETHIOPIA**

**JULY, 2020**

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**GIRMA SHIFERAW WOLDEMICHAEL**

**ADVISOR: TASSEW SHEDAGA (PhD) CANDIDATE  
CO-ADVISOR: WULETAW FENTE (MBA)**

**A THESIS SUBMITTED TO THE  
DEPARTMENT OF MANAGEMENT,  
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**IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE  
DEGREE OF**

**MASTER OF BUSINESS ADMINISTRATION**

**JULY, 2020**

## DECLARATION

I, Girma Shiferaw, declare that this thesis entitled: “**The Effect of Public Sector Organizations Service Quality on Customer Satisfaction: The Case of Selected Municipalities in Kaffa Zone.**” is outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged.

To the best of my knowledge, this study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of Masters of Business Administration.

By: Girma Shiferaw

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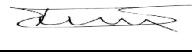
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This is to certify that the thesis entitled “The Effect of Public Sector Organizations Service Quality on Customer Satisfaction: The Case of Selected Municipalities in Kaffa Zone”, submitted in partial fulfillment of the requirements for the degree of Master's with specialization in MBA the Graduate Program of the Department of Management, and School of Graduate Studies and has been carried out by Girma Shiferaw, Id. No GSR/030/11, 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.

Tassew Shedaga (PhD) candidate



10/09/2020

Name of major advisor

Signature

Date

Wuletaw Fente (MBA)

\_\_\_\_\_

\_\_\_\_\_

Name of co-advisor

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---

We, the undersigned, members of the Board of Examiners of the final open defense by **Girma Shiferaw** have read and evaluated his/her thesis entitled “**The Effect of Public Sector Organizations Service Quality on Customer Satisfaction: The Case of Selected Municipalities in Kaffa Zone**”, and examined the candidate. This is, therefore, to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree of **Master's** with specialization in **MBA**.

**Fuad Hussein**  
Name of the Chairperson



Signature

18/09/2020

Date

**Alemayehu Takele**  
Name of Internal Examiner



Signature

08 /09/2020

Date

**Shiferaw Mitiku (PhD)**  
Name of External Examiner



Signature

01/09/2020

Date

\_\_\_\_\_  
SGS Approval

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Girma Shiferaw

## ACRONYMS

<b>BoFED:</b>	Bureau of Finance and Economic Development
<b>CWPC:</b>	Core Work Process Coordinator
<b>CS:</b>	Customer Satisfaction
<b>COVID-19:</b>	Corona Virus Diseases 2019
<b>EDP:</b>	Expectancy-Disconfirmation Paradigm
<b>MWUD:</b>	Ministry of Work and Urban Development
<b>PHA:</b>	Pakistan Housing Authority
<b>RLGA:</b>	The Rwanda Lieutenant Governors Association
<b>SERVPERF:</b>	Service Performance
<b>SERVQUAL:</b>	Service Quality
<b>SNNPR:</b>	Southern Nation Nationalities and peoples Region
<b>SPSS:</b>	Statistical Package for Social Science
<b>SQD:</b>	Service Quality Dimension

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## ABSTRACT

*The main objective of the study was to assess the effect of public sector organizations service quality on customer satisfaction in selected municipalities of Kaffa Zone. The study employed both descriptive and explanatory research design with qualitative and quantitative approach. The population of the study was 7255 customers of five municipalities namely; Ufa, Konda, Daka, Yadota and Oda. Then, a total of 379 samples customers were drawn. Multistage sampling technique was used to select sample municipalities and customers of the selected municipalities. Interview, close ended and open ended questionnaires were used for data collection. In order to test the reliability of the instrument, the Crobach alpha test was conducted. To analyze the data collected from the respondents both descriptive and inferential statistics analysis were applied. The responses of the respondents were verified by using Statistical Package for Social Science version 21 through frequency, percentage, mean, standard deviations, correlations and multiple regressions to estimate the causal relationships between service quality and customer satisfaction. The finding of the study revealed that all the five service quality dimensions namely Tangibility, Reliability, Responsiveness, Assurance and Empathy have a positive and significant influence on customer satisfaction. The findings have also indicated that the service quality dimension that has strong influence on customer satisfaction is responsiveness and all of the service quality coefficients relating to customer satisfaction have positive and statistically significant. Therefore, being responsive enough and work for the improvement of it is one of the issues which require great concern to increase the level of customer satisfaction. The mean result has shown most customers were dissatisfied with all service quality dimensions as they were rated below moderate mean. Besides the service quality dimensions have significantly explained 94.8% of the variation in customer satisfaction where the remaining 5.2% of its variation may be explained by other variables that were not examined in this study. Based on the findings of the study, it was recommended that managers and employees of the municipalities under study area should work hard collaboratively to improve the level of service quality thereby satisfaction of customers can be enhanced.*

*Key words: Service Quality, Customer Satisfaction, SERVQUAL and SERVPERF*

## CHAPTER ONE

### 1. Introduction

This chapter presents an overview of the entire study. It includes; the background of the study, statement of the problem, objective of the study, research questions, significance of the study, delimitation of the study, limitation of the study and organization of the paper.

#### 1.1 Background of the Study

Services contribute to over 80 percent of gross domestic product (GDP) in developed countries, and 50 percent in developing countries Sayeda et al (2010). The service industry is both a major employer and an important source of income in both developing and developed economies Piercy & Rich (2009). Kotler (2003) defines a service as "any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything". Palmer (2011) echoes this indicating that a service is a product offering in the form of a performance, deed or act that provides want-satisfaction. Owing to the nature and characteristics of services, the concept of service quality is complex and difficult to measure, which has an impact on service quality delivery Oladepo & Abimbola (2014).

Service quality is said to be one of the major contributors to customer satisfaction and therefore it is given importance in the service sector. Service quality focuses on meeting the customers' needs and requirements and how well the service delivered matches the customers' expectations of it Philip and Hazlett (1997). Even though, satisfaction as Lonial and Zaim (2000) as cited in Oladepo & Abimbola (2014) put, it is customer's positive or negative feeling about the value that was received after the consumption of ideas, goods and services. Customer satisfaction is seen as a key differentiator which is evident that many market leaders are found to be highly superior-customer-service orientated.

A number of studies have been conducted to explore the link between service quality and customer satisfaction. Cronin & Taylor (1994) found empirical support for the idea that perceived service quality led to satisfaction and argued that service quality was actually an

antecedent of customer satisfaction. Cronin & Taylor (1994) asserted that customer satisfaction appeared to exert a stronger influence on purchase intention than service quality, and concluded that the strategic emphasis of service organizations should focus on total customer satisfaction programs. Rust and Oliver (1994) maintained that while quality was only one of many dimensions on which satisfaction was based, satisfaction was also one potential influence on future quality perceptions both in public and private organizations.

Public sector is, collectively, the world's largest service provider entity. The ultimate goal of public sector is to sustain the quality of the public service and to enhance the capacity to carry out core government functions. It also promotes a sustained economic and social development in the environment of its operation Theodore (2003). However, a lot of public sector organizations lack the culture, systems and processes to deliver high quality services Benjamin (2012).

It is not uncommon to get the level of satisfaction below an acceptable level in the public sectors as it is the area over which most customers keep complaining about since they are mostly not good enough to meet their citizens need. Despite the fact public sector services perform better than we thought, the inescapable fact is that there is still a gap between the service citizens expect from the government and what they get. In order to narrow this gap, the public sectors must work on those things that will make the most difference to our public customers Rainey (2003). One common challenge faced by every organization is how to serve its customers better Hadiyati (2014).

Cities are important role players in public service delivery Boshoff & Mazibuko (2008). They are required by law to find innovative methods to involve communities in all their affairs. The mandate of a municipality, according to the most constitutions, is to ensure that the service deliveries for which it is responsible to satisfy citizens basic needs. These include; water supply, sewerage collection and disposal, land management, refuse removal, electricity and gas supply, health services, roads and storm water drainage, street lighting, and municipal parks and recreation Boshoff & Mazibuko (2008). However, providing quality and effective public services is not an easy task. It requires a combination of good policy development, successful implementation, a good understanding of citizens'

needs and expectations, appropriate resources and technology, a responsive organizational culture and well trained staff Rodríguez et al (2009).

Many African municipality services are characterized by corrupt, inefficient and poor public service delivery that requires capacity building and relevant reforms to change the existing trend that in turn enhances social-economic development Wescott (1999).

Municipal/urban management and governance were generally neglected area until recent years in the present federal structure in Ethiopia, which is more problematic since urban growth is rapid. The government initiated its focus on Ethiopia's cities and towns after 2000 MWUD (2007). Municipalities in Kaffa Zone are no exception to this.

The national urban development policy was approved by the council of ministers in March 2005. By mid-2007, all nine regional states had passed proclamations establishing urban local government authorities with decentralized powers. Following the approval and enactment of SNNPRS regional urban development proclamation, many rural administrative and economic centers have been certified and shifted towards urban centers as growing municipalities.

As evidence from Kaffa zone urban development department, except Bonga municipality, all of 12 municipalities in Kaffa Zone have been established and recognized as a legal local urban authority after 2008. No matter how, the time is short or long, municipalities have been given almost similar responsibility in providing basic infrastructure and delivering different services to their local communities. However, most of them encountered with continuous challenges and complaints from their respective customers regarding the quality of service delivery at their early age.

According to Kaffa zone urban development department annual report of 2018, above 63% of municipalities that are found in Kaffa zone were highly blamed because of massive complaints raised from customers due to poor quality service provisions. So, it is healthier to identify the level of service quality and the extent to which it affects satisfaction of the customers under study area.

Municipalities in Kaffa zone were selected as the site of the study area. As evidence from kaffa zone urban development department, Kaffa Zone has a total of thirteen municipalities. Namely; Chiri, Oda, Wacha, Bonga, Shama, Ufa, konda, Bita genet, Daka, Shishonde, Dishu, Kaka and yadota. Among these, Oda, Ufa, konda, Daka and yadota municipalities are administrative centers for Telo, Gimbo, Gewata, Gesha and Saylem woreda respectively which are the selected municipalities for the study. The study focused on assessing the effect of public sector organizations service quality on customer satisfaction in five selected municipalities of Kaffa Zone.

## **1.2 Statement of the Problem**

Globally, one of the most significant challenges facing services organizations today is to provide consistently high quality services. The delivery of consistent service quality is arguably the most vital factors that contribute to the establishment of credibility and reputation of the organizations in the eyes of the public. It is well recognized that providing high quality services has a beneficial effect on the bottom-line performance for the organization Sachdev & Verma ( 2010).

Public service organizations specifically those operating at local government level, are not immune to the pressures to improve the quality of their services on a continuous basis Boshoff & Mazibuko (2008). Municipal authorities for example, face more daunting tasks than those in the private sector in their efforts to provide excellent service and maintain citizen satisfaction Nealer & Raga (2007).

A wide variety of influences is effectively bringing about awareness of quality issues, and of concepts such as quality management. Some of these influences arise directly from local authorities' genuine desire to enhance their public image by improving the quality of those services provided to the community. Whereas other influences "imposed" or "forced" either by means of public initiatives or through an increase in consumers' awareness of their rights Van Ryzin (2004).

Quality of service delivery particularly in public service sector is costing a heavy shadow on efficiency and effectiveness of various sectors. This is mainly demonstrated through lack of customer satisfaction. Various reasons are mentioned for customer dissatisfaction

for example many of the offices are not well equipped with all the necessary facilities required to deliver quality service Reimer & Kuehn (2004).

As cited in Reimer and Kuehn (2004) several authors refer to the physical facilities, i.e. the services scape, as a quality indicator (e.g. Ward et al., 1992; Baker et al., 1994; Baker, 1998; Aubert-Gamet and Cova, 1999; Baker et al., 2002). The physical facilities of a service company are commonly described by service scape Reimer & Kuehn (2004).

Similarly available studies (Tewodrose, 2015 and Demirew G. et al.2015) and others shows that in many cases the knowledge and attitude of service provider in the service providing sector are not at the required level as a result of which customers may lack trust and assurance on the sector. Moreover the employees' willingness to support customers as required by customers is not at the expected level rather in some cases they mistreated their customers.

In Ethiopia there are several studies that have been conducted related to service quality and customer satisfaction, however, an important gap still exists in the empirical literature to indicate the effect of quality service delivery on customer satisfaction specifically related to municipal service delivery.

Even though it was scant to get studies related to municipality service delivery, few studies have been conducted related to municipality service delivery by using SERVIQUAL model. According to study done by Ashenafi (2018) on service quality and customer satisfaction in Jinka municipality; it was found that service quality dimensions were significantly correlated to customer satisfaction. The result indicated that the dimensions of Tangibility, Reliability and Empathy are not significantly influence customer satisfaction. In other words, they are not major determinants of customer satisfaction. Another study conducted by Abdisa (2019) in Nekemte municipality, all service quality dimensions has significant impact on customer satisfaction. The study concluded that over all service quality of municipality was not good and customers were not satisfied with the services of Nekemte Municipality.

From the above studies it is likely to realize that some variables that are significant in one study are insignificant in another study and no similar results have been observed. Besides, the researchers used SERVIQUAL model which is criticized for administering expectation items that is considered unnecessary and leads to biased results. They did not use the SERPERF model but rather the SERVQUAL scale to assess service quality in each municipality. The researcher, therefore, think using the modified constructs of SERVQUAL model i.e. SERPERF or perception only based approach is a contribution to existing research on municipality context.

Above 92% of municipalities in Kaffa Zone have been established and recognized as a legal local urban authority after 2008. However, most of them encountered with continuous challenges and complaints from their respective customers regarding the quality of service delivery at their early age.

According to the researcher's observation and revision of the compliant receiving note book; the municipalities' customers made a repeated dissatisfaction in relation with quality of service delivery. It was customary that most of service recipients came to the office redundantly and waste their time to settle unaccomplished cases.

Apart from the above fact, the researcher has been working in the area where this study has been conducted for more than ten years and realizing continuous displeasure by the customers with regard to service delivery of municipalities. However, to what extent and what factors are affecting the quality of service delivery of the municipalities and customer satisfaction require deep scientific investigation. Furthermore, no similar study has been conducted in the study area regarding to determine whether public sector organizations service quality has an impact on customer satisfaction in municipalities of Kaffa Zone.

The researcher prefers the topic of the study with the objective of assessing the particular effect of public sector organizations service quality on customer satisfaction; determining the relationship between service quality and customer satisfaction; and to identify the major challenges of quality service delivery in selected municipalities of Kaffa Zone.

### **1.3 Objectives of the Study**

#### **1.3.1. General Objectives**

The main objective of this study is to assess the effect of public sector organizations service quality on customer satisfaction in selected Municipalities of Kaffa Zone.

#### **1.3.2. Specific Objectives**

Under the umbrella of general objective, the study was guided by the following specific objectives:

1. To ascertain the level of public sector organizations service quality and customer satisfaction in selected municipalities of Kaffa Zone.
2. To identify the relationship between service quality dimensions and customer satisfaction.
3. To investigate the effect of service quality dimensions on customer satisfaction.
4. To identify the major challenges of public service quality in selected municipalities under the study area, i.e. Kaffa Zone.

#### **1.4 Basic Research Questions**

1. What is the level of public sector organizations service quality and customer satisfaction in selected municipalities of Kaffa Zone?
2. What is the relationship between service quality dimensions and customer satisfaction?
3. What is the effect of service quality dimensions on customer satisfaction in the municipalities of Kaffa zone?
4. What are the major challenges facing quality service delivery in the municipalities of Kaffa Zone?

#### **1.5 Significance of the Study**

This research is expected to contribute to the literature on assessing the effect of public sector organizations service quality on customer satisfaction in the municipalities under the

study area. The results of this research can assist the managers of the municipalities in improving the quality of services to the expectation of their customers.

Furthermore, the study is important for the following major reasons:

- The findings of the study is expected to add value regarding the perception of customers on the quality services delivery of the municipalities and suggest what major actions have to be taken to meet the needs and expectations of customers.
- The findings of the study may give invaluable information for other public sectors about the effect of service quality on customer satisfaction.
- It can also be used as a starting material for further study.
- It may also helpful for municipalities to identify major challenges of quality services delivery and to put forward workable recommendations.

### **1.6 Delimitation (Scope) of the Study**

The study was confined to selected municipalities in kaffa Zone. Due to financial, time and other resource constraints, the study was geographically limited to customers of five selected municipalities (Ufa, Konda, Daka, Yadota and Oda) in Kaffa Zone. The study findings were presented based on customer's view. The intended research study was also delimited to collect data from customers, in the time-bound 2019/20. Hence, the study focused to assess the current situation of five selected municipalities with regard to the effect of public sector organizations service quality on customer satisfaction.

### **1.7 Limitation of the Study**

Throughout the study, the major limitations which encountered the researcher were: sponsor failure to fulfill promised research funds to university which seriously affect timely collection of data. Moreover, the researcher have had a difficulty in getting the data at right time due to the fact that some respondents did not give due emphasis because of COVID-19 pandemic. The study did not include focus group discussion to collect primary data from respondent so that the study might lack an opportunity to the researcher to rely on group behaviors of participants. The study may have improved by conducting focus group discussions to ascertain other influencing factors not identified in this analysis. With all

these constraints including time, and budget, the study might not be as accurate as it should be, but it would be very informative.

### **1.8. Operational Definitions of Key Terms**

**Service Quality:** An Assessment of how well a delivered service conforms to the clients expectations [www.businseedictionary.com](http://www.businseedictionary.com) (2016)

**Customer Satisfaction:** The customer's evaluation of a product or a service in terms of whether the product or service has met the customers need and expectations Valarie et al (2013)

**SERVQUAL:** A model with five dimensions that helps to measure quality of services using expectation and perception based approach parasuraman et al (1988)

**SERVPERF:** A model with five dimensions that helps to measure quality of services using only perception based approach Cronin and Taylor (1992)

### **1.9 Organization of the Paper**

The research thesis has five chapters. The first chapter contains background of the study, statement of the problem, objectives of the study, basic research questions, significance of the study, scope of the study, limitation of the study and organization of the paper. The second chapter presents review of related literature. The third chapter deals with the methodology of the research and the fourth chapter presents data analysis, findings and discussion of the data gathered. The fifth chapter presents summary of major findings, conclusions and recommendations.

## CHAPTER- TWO

### REVIEW OF RELATED LITERATURE

#### 2. Introduction

In this chapter the study reviews related relevant literature. The study discusses the concepts that are important to this study such as the concepts of service, service quality and customer satisfaction. A proper explanation of the SERPERF model and various service quality measurements are discussed in this chapter. The main reason for covering this chapter is to enhance the understanding of the main theories involved in this study and to answer the research questions.

#### 2.1. Theoretical Literature Review

It is scientific to make a study grounded on strong and relevant theoretical and conceptual literature which helps a researcher or a professional reader to capture and evaluate what is the existing body of the knowledge and what is the gap to be filled by the topic under the study. This study applied the dissonance theory, contrast theory and expectation-disconfirmation theory to clarify the concepts and relationship between the research dimensions.

##### A. The **Dissonance Theory**

The Dissonance Theory suggests that a person who expected a high-value service and received a low-value service would recognize the disparity and experience a cognitive dissonance Cardozzo (1965). That is, the disconfirmed expectations create a state of dissonance or a psychological discomfort Yi (1990). According to this theory, the existence of dissonance produces pressures for its reduction, which could be achieved by adjusting the perceived disparity. This theory holds that “post exposure ratings are primarily a function of the expectation level because the task of recognizing disconfirmation is believed to be psychologically uncomfortable. Thus, customers are posited to perceptually distort expectation-discrepant performance so as to coincide with their prior expectation level” Oliver (1977). For instance, if a disparity exists between service expectations and

service performance, customers may have a psychological tension and try to reduce it by changing their perception of the product Yi (1990).

The Dissonance Theory fails as a complete explanation of customer satisfaction; however, it contributes to the understanding of the fact that expectations are not static in that they may change during an experience encountered Danaher et al (1996).

### **B. The Contrast Theory**

The **Contrast Theory** suggests the opposite of the Dissonance Theory. According to this theory, when actual service performance falls short of customer's expectations about the service, the contrast between the expectation and outcome will cause the customer to exaggerate the disparity Yi (1990). The Contrast theory maintains that a customer, who receives a service less valuable than expected, will magnify the difference between the services received and the service expected Cardozzo (1965). This theory predicts that service performance below expectations will be rated poorer than it is in reality Oliver & Desarbo (1988). In other words, the Contrast Theory would assume that "outcomes deviating from expectations will cause the subject to favorably or unfavorably react to the disconfirmation experience in that a negative disconfirmation is believed to result in a poor service evaluation, whereas positive disconfirmation should cause the service to be highly appraised" Oliver (1977).

If the Contrast Theory were applied to different service sectors, the poor performance would be worse than simply poor, and good performance would be better than a rating of good would suggest Oliver (1997). Under the dissonance theory, the opposite effects occur, perceived performance, whether it is less or more favorable than the customer's expectations, is drawn to the original expectation level

### **C. The Expectancy-Disconfirmation Paradigm**

Drawing on the shortcomings of the above early theories of service quality and customer satisfaction, Oliver (1977; 1980) proposed the **Expectancy-Disconfirmation Paradigm** (EDP) as the most promising theoretical framework for the assessment of service quality and customer satisfaction. The model implies that customers purchase goods and services

with pre-purchase expectations about the anticipated performance. The expectation level then becomes a standard against which the product or service is judged. That is, once the product or service has been used, outcomes are compared against expectations. If the outcome matches the expectation *confirmation* occurs. *Disconfirmation* occurs where there is a difference between expectations and outcomes. A customer is either satisfied or dissatisfied as a result of positive or negative difference between expectations and perceptions. Thus, when service performance is better than what the customer had initially expected, there is a positive disconfirmation between expectations and performance which results in satisfaction, while when service performance is as expected, there is a confirmation between expectations and perceptions which results in satisfaction. In contrast, when service performance is not as good as what the customer expected, there is a negative disconfirmation between expectations and perceptions which causes dissatisfaction.

This type of discrepancy theory has a long history in the satisfaction literature dating back at least to Howard & Sheth (1969) definition of satisfaction which states that it is a function of the degree of congruency between aspirations and perceived reality of experiences.

Early theories of the satisfaction concept assume that customers may either exaggerate (the Contrast Theory) or adjust (the Dissonance Theory) the perceived disparity between the perceived performance and the initial expectations or the norm. As these early theories have not been applied in municipality settings, the validity of their assumptions remains unclear. Drawing on these two early satisfaction theories, Oliver developed the Expectancy-Disconfirmation Paradigm which postulates that if the outcome of a product or service is judged to be better than or equal to the expected, the customer will feel satisfied. If, on the other hand, actual outcome is judged not to be better than expected, the customer will be dissatisfied. The EDP has gained growing support from researchers and it has become the most widely applied framework in studies assessing service quality and customer satisfaction in different service sectors including municipal services.

### **2.1.1 Concepts of Service**

Service is intangible activities aimed at satisfying the need and ensuring the wellbeing of individual, group or society as a whole Kotler and Armstrong (2012). Many service firms have become successful by identifying a previously unrecognized or unsatisfied customer wants. A service is an act or performance that one party can offer to another that is essentially intangible and doesn't result in the ownership of things. Its production may or may not be tied to a physical product Kotler (2006).

### **2.1.2 Characteristics of Service**

Many writers proposed different characteristics of service that distinguish it from the characteristics of goods that may have implications in service delivery. According to Verma (2014), among the other, most of the service definitions are framed around the facets that differentiate a service from goods. Accordingly, a service has characteristics of intangibility, inseparability, heterogeneity, perish ability.

#### **A. Intangibility**

In this case a service is an action, performance or an effort that is consumed and experienced but not possessed Kotler (2006). The degree of intangibility has been suggested as a means of distinguishing tangible products with services. Most of the time, services are described as being intangible since their outcome is considered to be an action rather than a physical product highlight the fact that the degree of tangibility has implications for the ease with which consumers can evaluate services and products Zeithaml, Parasuraman and Berry (1990).

#### **B. Inseparability**

According to Verma (2014), services are produced and consumed at the same time just as a service cannot be separated from the service creator, its use demands that the consumer must also be present at the same time. The inseparability characteristic of services refers to the fact that, generally, the production and consumption of a service occurs concurrently Kotler (2003). Fisk, Brown & Bitner (1993) indicate that a customer receiving a service is directly involved in the service delivery process and may therefore influence that process.

### **C. Variability**

Service that is delivered to customers varies more from customer to customer than product quality, in part, because of the customers' role in the delivery process Fogli (2006). As a participant, the customer can facilitate or impede the delivery of service Verma (2014), forwarded that service suffer from lack of standardization because of their intangibility and inseparability characteristics.

Heterogeneity reveals the extent of high variability in service delivery. This is a particular problem for services with high labor involvement, as the service performance is delivered by different people and the performance of people can vary from day to day and also from person to person. Besides, it offers the opportunity to provide high degree of flexibility and customization of the service and this can be used as a benefit and point of differentiation Wolak , Finkelhor, Mitchel and Yibarra (2010).

### **D. Perish ability**

This unique characteristic of service according to Fogli (2006) is that service does not exist before it is delivered, and it cannot be stored for future use unlike other goods. Likewise, according to Verma (2014), the heightened vulnerability of services to the loss occurring due to insufficient demand or excess demand stems from the feature of perished ability. Perishability, the fourth service characteristic highlighted, alludes to the fact that services exist in real time, which means that they cannot be stored Palmer (2011). These characteristics create various challenges for service marketers and require a unique marketing approach Boshoff & Plessis (2009).

#### **2.1.2 Service Quality**

Researchers believe that the service quality theory is based on the literature of customer satisfaction and product quality Brady & Cronin (2001). There are many service quality models but scientists are not of one mind about these models and measurements. Service quality has different dimensions regarding the various service sectors Pollack (2009) Nevertheless, service quality measurement enables managers to recognize quality problems

and enhance the efficiency and quality of services to exceed expectations and reach customer satisfaction.

Service quality is a concept that has attracted considerable interest and debate in the marketing literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either Wisniewski (2001). One that is commonly used defines service quality as the ability of an organization to meet or exceed customer expectations. It is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Zeithaml *et al.* 1990). If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs. Parsuraman *et al.* (1985).

The quality of a service can be measured with the value of customer satisfaction based on the quality of services purchased and used. The perceived quality of a service should have a direct effect on satisfaction. Term of satisfaction can be the tool of a customer's quality experience with a service in psychological approach. This quality experience consists of primary components which are the degree to which a service provides key customer requirements (customization), and how reliably these requirements are delivered (reliability) (Evans, 1997 and Montalvo, 2009).

### **2.1.3 Service Quality Measurement**

There are different models which are used to measure service delivery in different private and public settings. Internationally, service delivery by municipalities has been measured using two research instruments, viz. SERVQUAL (i.e. service quality measuring expectation minus perceptions) and SERVPERF (i.e. perceptions-based approach). The former was developed in the mid-eighties by Parsuraman *et al.* (1985). Research has revealed that expectations exceed perceptions (Cronin and Taylor, 1992 and Donnelly & Shiu, 1999). In light of this, Cronin and Taylor recommended that when measuring service delivery, the focus should only be on measuring perceptions. Despite the SERVQUAL being criticized Ladhari (2008), it is still used globally to measure service delivery in

municipalities ( Brysland & Curry, 2001; Gaster, 1996; Mokhlis, Aleesa & Mamat, 2011; Rodríguez et al, 2009)

### **2.1.3.1 Service Quality Gaps Model**

The most renowned model is the model of Parasuraman et al. (1985) which is extensively utilized in the literature. The model attempts to show the noticeable activities of the service organization that influence the perception of quality. Moreover, the model shows the interaction between these activities and identifies the linkages between the key activities of the service organization or marketer which are pertinent to the delivery of a satisfactory level of service quality. The links are described as gaps or discrepancies: that is to say, a gap represents a significant hurdle to achieving a satisfactory level of service quality Grönroos (2004).

Parasuraman et al. (1985) proposed that service quality is a function of the differences between expectation and performance along the quality dimensions. They developed a service quality model based on gap analysis. The gaps include

**Gap 1:** Customer expectation-management gap - This gap addresses the difference between consumers' expectations and management's perceptions of service quality.

**Gap 2:** Management perception-service quality specifications gap - This gap addresses the difference between management's perceptions of consumers' expectations and service quality specifications, i.e. improper service-quality standards.

**Gap 3:** Service quality specification-service delivery gap - This gap addresses the difference between service quality specifications and service actually delivered, i.e. the service performance gap.

**Gap 4:** Service delivery-external communication gap - This gap addresses the difference between service delivery and the communications to consumers about service delivery, i.e. whether promises match delivery.

**Gap 5:** Expected service-perceived service gap - This gap addresses the difference between consumers' expectation and perceived service. This gap depends on size and direction of the four gaps associated with the delivery of service quality on the marketer's side.

Zeithaml and Bitner (2003) stated that in order to manage service quality, it was important to manage the gaps between expectations and perceptions on the part of management, employers and customers. The most important gap (Gap 5) was that between customers' expectations of service and their perceptions of the service actually delivered. So by referring to the gap model, it was noted that a service marketer must lessen the customer gap (Gap 5). In order to do so, the service provider must first try to lessen the other four gaps (Gap 1, 2, 3, and 4) within the organization that inhibit delivery of quality service, as each of these elements contribute towards the expectations and perceptions of customers. Subsequent to the gap model, Parasuraman et al. (1985) designed the SERVQUAL instrument to identify and measure the gaps between customers' expectations and perceptions of service quality.

The instrument suggested service quality as the gap between customers' expectations (E) and their perception of the service provider's performance (P). Hence the service quality scores (Q) can be measured by subtracting the customers' perception score from the customers' expectations score.

### 2.1.3.2 SERVQUAL Model

Since its inception, SERVQUAL has been widely used in replication studies in a variety of industrial, commercial and not-for-profit settings, to assess quality of service provision in terms of what customers expect and what they actually receive. To name a few, the scale has been applied to measure service quality in healthcare (Kilbourne et al 2004), hotels (Ramsan-Fowdar, 2007), banking (Othman & Ismail, 2008), & courier service (Zisis, Garefalakis & Sariannidis, 2009). A number of research studies have applied SERVQUAL method to examine the quality of **municipal services**, (Wisniewski and Donnelly, 1996; Gaster, 1996; Donnelly & Shi, 1999); Brysland & Curry, 2001; Wisniewski, 2001; Van Ryzin, 2004; Rodriguez *et al.* 2009; Ashenafi Gaemi, 2018; Abdisa Gemechu, 2019).

Most of the recent work on service quality in marketing can be credited to the pioneering and continuing work of Parasuraman et al (1985). In a seminal research study, Parasuraman, Zeithaml, and Berry (1985) identified ten dimensions of service quality based upon a series of focus group studies. These dimensions are: tangibility,

reliability, responsiveness, communication, access, competence, courtesy, credibility, security, and understanding/knowledge of customers.

The above-mentioned ten dimensions have been integrated into only five ones. Researchers agreed on the fact that these dimensions are appropriate ones which help to reveal the customers' expectations and perception. This new model is called 'SERVQUAL'. This compound word consists of the two words 'Service' and 'Quality', these five service quality dimensions are defined as follows:

**Tangibility:**

Tangibility relates to the physical aspects or evidence of a service Bellini (2011). Physical aspects include the overall general appearance of physical facilities, equipment, materials associated with the service, appearance of personnel and communication materials, convenience of physical facilities and layouts Ananth (2011). The physical setting of the place of service, including not only visual aspects such as color and texture, but also noise, odors, and temperature is of particular importance and capable of altering customer expectations and strongly influencing customers Wilson et al (2008)

**Reliability:**

The reliability construct in the SERVQUAL model represents the service provider's ability to perform the promised service dependably and accurately Ndubisi (2006). This is achieved through keeping promises to do something, providing right service, consistency of performance and dependability, service is performed right at the first time, the company keeps its promises in accuracy in billing and keeping records correctly ,available merchandise and error-free sales transactions and records Wilson et al (2008). Reliability also consists of accurate order fulfillment; accurate record; accurate quote; accurate in billing; accurate calculation of commissions; keep services promise Yang (2003).

**Responsiveness:**

Responsiveness is the determinant that defines the willingness to help customers and to provide prompt services. It is the desire and willingness to assist customers and deliver

prompt service. It also involves understanding needs and wants of the customers, convenient operating hours, individual attention given by the staff, attention to problems and customers' safety in their transaction Kumar & Meenakshi (2006).

**Assurance:**

Assurance is one of service quality measuring parameters is being able to impart trust and confidence of service users on the company & its employees as well Marija, Pavlič & Tolić (2017). The assurance construct consists of competence, courtesy, credibility and security of the employees and their ability to inspire trust and confidence. According to Sadek (2010), assurance means the polite and friendly staff, interior comfort, eases of access to information and knowledgeable and experienced management team

**Empathy:**

Empathy is all about the capability of providing services by knowing the desires and wants of each and every customer. It is reflected in the service provider's provision of access, communication and understanding the customer. Individual attention, understanding of the staff when a problem occurs and the knowledge the employees have of the customers' needs were the primary elements included in the evaluation of empathy. This dimension captures aspects of service quality that are directly influenced by service provider's policy such as good customer service, convenience of parking and operating hours Wilson et al (2008).

However, prior literatures have raised criticisms on the SERVQUAL model (Churchill Jr., Brown and Peter, 1993; Cronin Jr. and Taylor, 1992 and Buttle (1995). Firstly, there was little evidence that customers assessed service quality through the disconfirmation paradigm (i.e. measuring the gap between service expectations and actual service performance). Secondly, they also argued that SERVQUAL had been inaptly based on an expectations-disconfirmation model rather than an attitudinal model of service quality. Cronin Jr. and Taylor (1994) pointed SERVQUAL out as "hesitance to call perceived service quality an attitude". Thirdly, according to Buttle (1995), SERVQUAL instrument failed to capture the dynamics of changing expectation. Therefore, performance-minus

expectations was deemed as an unsuitable basis to measure service quality (Cronin Jr. and Taylor, 1994)

### **2.1.3.3 SERVPERF Model**

Despite the fact, the SERVQUAL scale is still operational in many areas of study its validity and reliability comes under doubt. Consequently Cronin & Taylor (1992) have developed “performance only model” which is also known as “SERVPERF model”. In this model it would rather include only 22 perception components in the questionnaire to be dispatched to respondents that could better assess the service quality of firms. Basing the scale on an earlier work by Bolton and Drew (1991) they note that a customer’s perception of service quality is based on their residual attitude resulting from a previous experience of the service quality, and their satisfaction or dissatisfaction with the service Bolton and Drew (1991). They argue that service quality is better predicted by perceptions of actual service received only and not as the difference between perceptions and expectations. In doing so a scenario based practical experience has been conducted on four industries; namely banks, pest control, dry cleaning and fast food in order to demonstrate the conceptual and methodological dominance of using such a model.

They have also highlighted that the current performance best reflects a customer’s perception of service quality and the inclusion of the expectation parameter is assumed to be unimportant and leads to biased results. This is due to the reason that people usually did not recall the past correctly but rather allows their experience to shape what they claim to have believed initially. This proves the superiority of SERVPERF model over SERVQUAL in measuring the service quality of firm kirubashin and Williams (2016)

The importance of using such a model is of a twofold. First it reduces the number of measuring parameters by half and can also better explain greater variance in all of the service quality measuring parameters. Cronin & Taylor (1994) as cited in Machado, Ribeiro and Basto (2014) state that SERVQUAL seems to lack empirical and

conceptual support and that SERVPERF provides a reliable and valid scale to measure service quality levels. Even though a meta-analysis study found that both the SERVQUAL and SERVPERF are valid questionnaires for data collection Carillat, Jaramillo and Mulki (2007), the researcher aligns the study with the perceptions-based approach, because of its advantage in minimizing unnecessary repeated measurement particularly in relation to expectations.

#### **2.1.4 Customer Satisfaction**

Customer satisfaction is an individual's feeling of pleasure (or disappointment) resulting from comparing the perceived performance or outcome in relation to the expectation (Oliver, 1997; Brandy and Robertson, 2001; Lovelock, Patterson and Walker, 2001) as cited in Munusamy, Chelliah and Mun (2010).

In this context, it is agreed that customer satisfaction measurement is a post-consumption assessment by the user, about the products or services gained (Churchill & Suprenant, 1992 and Yuksel and Rimmington, 1988) as cited in Munusamy et al (2010).

Parasuraman et al (1985) suggested that perceived service quality has a positive relationship with customer satisfaction. He supports the fact that service quality leads to customer satisfaction and this is in line with Saravanan and Rao (2007) and Lee et al (2000) who ascertains that customer satisfaction depends on the level of service quality.

#### **2.1.5 Factors Influencing Customer Satisfaction**

Satisfaction which is vaguely defined as fulfilling the needs for which a good or service was made (Merriam Webster's Dictionary), but varies significantly across industries, demographics, individuals, groups and institutions center for the study of social policy (2007).

There are many factors that affect customer satisfaction in the service giving institutions especially for organizations operating more daunting and complex tasks. Such factors include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy, timeliness, service quality. Studies also point out that customer

satisfaction results ultimately in trust, price tolerance, and customer loyalty. Therefore, building customer relationship is a backbone for all organizations in general, and companies in service industries in particular. Issues like: customer satisfaction, service quality, customer perception, customer loyalty, are the main concerns of the nowadays service companies, which improves organization's performance and translates into more profits Saravanan and Rao (2007)

Sahin, Demir, and Teke (2006) in an effort to find out whether customers were satisfied with the food services in the military hospital in Turkey realized that specific demographic characteristics were not of significant in determining the satisfaction of the patients but the appearance and taste of food was. Their emphasis on demographic characteristics gives the reader the impression that they thought it was going to be an important factor.

However, in another study in Jiangsu province, to find out the differences in food preferences between students it was found that demographics plays an important role Shi et al (2006).

Bailey & Pearson (1983) identified 38 factors that affected the satisfaction of consumers of computers which are customized for computer users some of which were quality of the product, flexibility, reliability, priorities determination, security and expectations.

It has however been identified that human needs, quality of services and products, the user friendly nature of product and services, and comfort and assurance are some of the important determinants of customer satisfaction. Even though different customers will require different levels and combinations of these variables, they generally are important factors that affect customer satisfaction (Bailey et al, 1983 and Karen, 2001).

Matzler and Sauerwein (2002) Drew up the below factors that affect customer satisfaction;

- A. **Basic factors:** these are the basic minimum that the customer needs from using the product or service. These factors are competency and accessibility.
- B. **Performance factors:** these are the factors that lead to satisfaction if fulfilled and can lead to dissatisfaction if not fulfilled. These factors are reliability and friendliness.

- C. **Excitement factors:** these are factors that would delight customers, but would not cause dissatisfaction if not delivered. These are project management.

### 2.1.6 Customer Satisfaction Measurement

Customer satisfaction measurement involves the collection of data that provides information about how satisfied or dissatisfied customers are with a service. This information can be collected and analyzed in many different ways. Many organizations regularly check the levels of customer satisfaction to monitor performance over time and measure the impact of service improvement. Henley center headlight vision Smith (2007) states the research carried out in the UK with public sector organizations suggests that there are five themes that are likely to be relevant to all organizations in measuring customer satisfaction. These measurement scales have frequently been used by various public service organizations.

1. **Delivery of the service** - the service delivers the outcome it promised and manages to deal with any problems that may arise.
2. **Timeliness** – the service responds immediately to the initial customer contact and deals with the issue at the heart of it quickly and without passing it on between staff.
3. **Professionalism** – Staff is competent and treats customers fairly.
4. **Information** - the information given out to customers is accurate and comprehensive and they are kept informed about progress.
5. **Staff attitude** - staffs are friendly, polite and sympathetic to customers' needs.

### 2.1.7 The Effect of Service Quality Dimensions on Customer Satisfaction

Customer Satisfaction and Service Quality are leading components in the system of external relations of each organization, as today they largely determine its competitiveness. New managerial methods explain quality as the customer satisfaction, for that reason all the organizations must recognize the high quality and quick services Ghasemi et al (2012).

Customer satisfaction or dissatisfaction results from experiencing a service quality encounter and comparing that encounter with what was expected Oliver (1980). Satisfaction assessments require customer experience while quality does not (Bolton and

Drew 1991; Boulding et al (1993); Cronin and Taylor 2000: Oliver 1980 and Parasuraman et al, 1988).

Cronin and Taylor (1992) found conceptual and empirical support for the idea that perceived service quality led to satisfaction and argued that service quality was actually an antecedent of customer satisfaction. Rust and Oliver (1994) maintained that while quality was only one of many dimensions on which satisfaction was based, satisfaction was also one potential influence on future quality perceptions.

According to Oliver (1980), customer satisfaction results from experiencing a service quality encounter and comparing that encounter with what was expected. Satisfaction can be conceived as an attitude, from an operational definition point of view, because it can be assessed as the combined level of satisfaction with various attributes of a product or a service Churchill & Surprenant (1982). As customer satisfaction reflects the degree of a customer's positive or negative feeling about a service provider, it is important for service providers to understand customers' perception of their services because a high level of service quality do have a positive effect on customer satisfaction Deng, Lu, Wei and Zhang (2009).

According to parasuraman et al (1985), the quality of service can be measured using the five quality dimensions and they are also factors affecting customers' satisfaction. The five service quality dimensions are defined and framed with customer satisfaction as following:

**Tangibility and customer satisfaction:** Tangibility refers to the physical facilities, equipment and appearance of employees and management team Van Iwaarden et al (2003). It is also defined as the ease in visibility of resources necessary for providing the service to customers, well groomed employees and ease in accessing written materials like pamphlets, brochures, folders, information books etc. will have a favorable consequence on the level of customer satisfaction Parasuruman et al (1985). As a service quality dimension, tangibility has a higher explanatory power with customer satisfaction of both public and private service sectors representing attractiveness of the physical aspects of the customers Morawakage et al(2013). Thus, this study assumed that;

***H1: Tangibility does have a positive and significant effect on customer satisfaction***

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

***H2: Reliability has a positive and significant influence on customer satisfaction***

**Responsiveness and Customer Satisfaction:** Responsiveness is defined as the interests shown in providing prompt service to customers when required Zeithaml et al (1990). Further, it is researched that willingness or readiness of employees to provide the required customer service without any inconvenience at any time will strongly influence the level of customer satisfaction Parasuraman et al (1988). Customers get satisfied when organizations provide individual attention and the employees are paying attention to problems experienced by customers. Employees' reaction towards customers provides high priority to attract customers and increase the fund gaining highest profitability Kumbhar (2011). In the responsiveness dimension it is concluded that customers in both public and private service sectors increase their satisfaction when organizations provide prompt services to the customers Kumar, Kee & Manshor (2009). Hence, this study assumed that;

***H3: Responsiveness has a positive and significant effect on customer satisfaction***

**Assurance and Customer Satisfaction:** Assurance refers to the knowledge and good manners or courtesy of employees Van Iwaarden et al (2003). Further, it is also defined as the ability of employees with the help of the knowledge possessed to inspire trust and confidence which strongly strike the level of customer satisfaction Parasuraman et al (1988). It indicates knowledge and courtesy of employees and their ability to inspire trust and confidence. Parasuraman et al (1988) found that assurance is an important factor of service quality next to reliability and responsiveness towards customer satisfaction.

Assurance has the strongest impact on customer satisfaction that leads to positive word of mouth outcome Arasli et al (2005). Therefore, it is expected that:

***H4: Assurance has a positive and significant effect on customer satisfaction***

**Empathy and customer satisfaction:** Empathy means taking care of the customers by giving individual attention to them and also empathy includes convenient & flexible working hours & location Gupta & Agarwal (2013).

Empathy is the ability to take care of customers' attention individually in providing service to customers Van Iwaarden et al (2013). Further, it is researched that understanding customer expectations better than competitors in providing the required customer service at any time without any inconvenience will positively influence the level of customer satisfaction Parasuraman et al (1988). Parasuraman also propose that convenient working hours, individualized attention, better understanding of customer's specific needs, enhanced communication between management and customers will have a positive outcome on customer satisfaction. So, this study hypothesized that;

***H5: Empathy has positive and significant influence on customer satisfaction***

#### **2.1.8 Public Service**

Public service is a service which is provided by government to people living within its jurisdiction, either directly, through the public sector or by financing provision of services. Quality delivery of public services is not a privilege rather it is a legitimate expectation which arose from legal provision, rules, procedures and regulations. Moreover the state is the provider of public services, the problem-solvers, the arbiters and the decision makers Helao (2015). Hence governments are expected to render quality service to the public as they have the legal right to exercise it Fantanesh (2015). Moreover various studies have indicated that the public sectors are assumed to be the largest service provider in the world Redy (2018).

In most developing countries the public service provision has been exposed to variety of problems Woldeab et al (2013). There are a number of factors that affect the potential

capacity of an organization in the service delivery processes and environments. According to a research finding Wanju et al (2012), low employees' capacity, ineffective communication, insufficient number of staff and skills required, insufficient finance, poor management of problems, challenges of collective action, policy incoherence and levels of performance are the major challenges that can affect provision of quality public service in an organization

Service sector becomes very influential in Ethiopian economy and accounts for about 45.9 percent of GDP in the year 2013/2014 an investment guide to Ethiopia (2015). Public sector in Ethiopia should support this dynamic growth. However, the public sector of Ethiopia has over the years been faced with many frightening challenges to deliver quality services. Lack of good governance including excessive bureaucracy, political interference, corruption, unattractive working conditions and poor work ethics are the challenges that lack in giving quality service to the public Tewodrose (2015).

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

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

The inescapable fact is there are a number of factors that affect the potential capacity of an organization in the service delivery processes and environments. There are a number of researches that have been done regarding those factors in different countries and organization context. According to a research finding Wanju et al (2012), low employees capacity, ineffective communication, insufficient number of staff and skills required, insufficient finance, poor management of problems, challenges of collective action, policy

incoherence and levels of performance are the major challenges that can affect provision of quality public service in an organization.

Many comparative studies were also carried out between public sector and private sector organization. Most of the results highlight poor service quality of public sector Hadiyati (2014). There are some of the factors/ causes responsible for the low quality of services.

**1. Less Speed of service-** speed is one factor that customer prefer to avail service. Customer provide lowest grade to speed of government service especially in case of municipalities.

**2. Absence of Add-on services-** private sector provides add-on services, customize service to customer. Public sector lacks in this type of service.

**3. Insufficient Equipment and resources-** comparing to private sector public sector are less equipped or resource less. Lacking of resource hinders the capability of public sector to meet the need of customer.

**4. Poor management efficiency-** management of public sector organization was not efficient as compare to private sector. Due to corruption, autocratic style, inflexibility in management service quality of public sector remains poor.

**5. Lack of transparency-** working environment of public sector was not transparent. Lack of discloser of material facts and other information becomes drawback to earn public trust. Thus customer assumes their service unable to meet quality standard.

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

## 2.2 Empirical Literature Review

There have been research papers done on the service quality of public sectors at different times. Hence, this study wants to review some of the theses which have been made on the related topics along with its findings.

Muhammad (2015), conducted a study intends to probe the service quality leading to customer satisfaction of housing services in public sector (Pakistan Housing Foundation). A customized SERVQUAL model has been used to evaluate the service quality of housing services by Public sector organization based on the resident's perceptions. The total sample size consists of 150 flat (houses). Overall SQ and CS is showing correlation coefficient at 0.76, which is strong correlation and the coefficient of determination is telling 63 percent of variance in CS because of SQ. The results are significant, showing that service quality of PHA is of satisfactory level. Though, government sector organizations in Pakistan are not considered efficient, in case of PHA, findings are portraying different picture. Residents seem to be satisfied because they trust government regarding security of their invested money.

Kumasey (2014), with his study aimed to assess service quality and the customer satisfaction in the Ghanaian Public Service delivery, quantitative research design has been used and data has been collected by using questionnaires from 304 customers of public sector organizations within the Greater Accra Metropolis. A likert scale type format of SERVQUAL method has been used which comprises of 22 items for perception and expectation parameters each. The result showed that service quality dimensions significantly and positively related with customer satisfaction.

Various studies were conducted in the areas of public service delivery in Ethiopian civil service institutions which indicate that the relation between service quality and customer satisfaction and several problems leading to poor quality public service delivery.

Among the reviewed works of others, Zegeye (2013) conducted a research entitled as "public service delivery and customer satisfaction". He used case study method to conduct

his research at EEPSCO-South Addis Ababa center. The study came up with the findings like mass dissatisfaction with the corporation indicating that there were long waiting time for getting service signifying the organization's unresponsiveness to customers' requests, clear procedures, and predetermined service standards were not in place and/or not posted officially; absence of communication to customers, no consultation process and feedback collection; no training for developing skills of service delivery and no consistent service delivery. Eventually, he concluded that the corporation could not achieve excellent public service delivery to the extent required.

On the relationship between service quality and customer satisfaction in Ethiopian banking sector, Messay (2012) concluded that all service quality dimensions are positively correlated with customer satisfaction. The study indicates 90.7% of the variance in customer satisfaction can be predicted by the service quality offered by the banks. In addition, results of this research show that there is a positive significant relationship between customer satisfaction and loyalty, and explain 62% of the variance.

Even though a very limited number of studies have been conducted related to municipalities; a study done by Ashenafi (2019) on service quality and customer satisfaction in Jinka municipality; from the study it was found that service quality dimensions were positively related to customer satisfaction. However, not all of them were significantly correlated to customer satisfaction. The result indicated that the dimensions of Tangibility, Reliability and Empathy are not significantly influences customer satisfaction; in other words, they are not major determinants of customer satisfaction.

A study conducted by Abdisa (2019) which entitled "the impact of service quality on customer satisfaction in Nekemte municipality"; all service quality dimensions have significant impact on service quality and customer satisfaction. The study concluded that over all service quality of Municipality was not good and customers were not satisfied with the services of Nekemte Municipality. An important gap still exists in the empirical literature to indicate service quality delivery and customer satisfaction specifically related to Municipalities.

### **2.3 Research Gap**

Most of the studies related to service quality and customer satisfaction were done on commercial banks of Ethiopia, EEPCO which have very different characteristics and objectives in relation to service provided by municipalities. This implies there is still a gap to be filled by further study. Moreover, from the above empirical review it is found that some variables which are significant in one study are insignificant in another study. Besides, no prior study has been conducted by the topic of interest under the study area. This study can fill the gap pertaining to the service quality problems which arose on the respective offices by finding out the cause of the problems and the influence it has on customer satisfaction. Because of such kind of differences and gap that the researcher initiated to examine the particular effect of public sector service quality on customer satisfaction in selected municipalities of Kaffa Zone.

### **2.4. Conceptual Frame Work**

The conceptual framework is the blue print of the research work that guides the researcher to conceptually understand the research and outline and operationalize the dependent and the independent variables so that the measurement, processing, analysis of the data and interpretation of the results is going to be easy and meaningful.

There have been several attempts have done by a group of researchers who have systematically identified the variables that quantify service quality, among which the two most popular metrics are SERVIQUAL and SERVPERF Varamabally et al (2011). SERVIQUAL is based on the conceptualization of service quality as the difference between consumer's perceived performance and expectation parasuraman et al (1988). On the other hand, SERVPERF is purely performance based approach to measure service quality Cronin and Taylor (1992).

SERVQUAL and SERVPERF are the most commonly used scales of service quality measurement among these two the most commonly used measure is SERVQUAL (Duff and Hair, 2008 and Ladhari, 2009) as cited on Varambally et al (2010). There is no universal and encompassing approach to service quality dimensions which can be

appropriate and applicable to all service industries and across all socio-cultural and economic environments. Even though there is no one universally accepted measurement model of service quality that is applicable for all types of services as already mentioned there are two most popular models namely SERVQUAL and SERVPERF.

Using SERVPERF model is a twofold. First it reduces the number of measuring parameters by half and can also better explain greater variance in all of the service quality measuring parameters. Second, Cronin and Taylor (1994) state that SERVQUAL seems to lack empirical and conceptual support and that SERVPERF provides a reliable and valid scale to measure service quality levels Machado et al (2014).

Having reviewed both theories and empirical studies on service quality and customer satisfaction, the following conceptual frame work is drawn for the research work. The conceptual framework shown below revealed the influence of independent variables (reliability, responsiveness, assurance, empathy and tangibility) on dependent variable (customer satisfaction).

**Figure 1: Conceptual Frame Work**

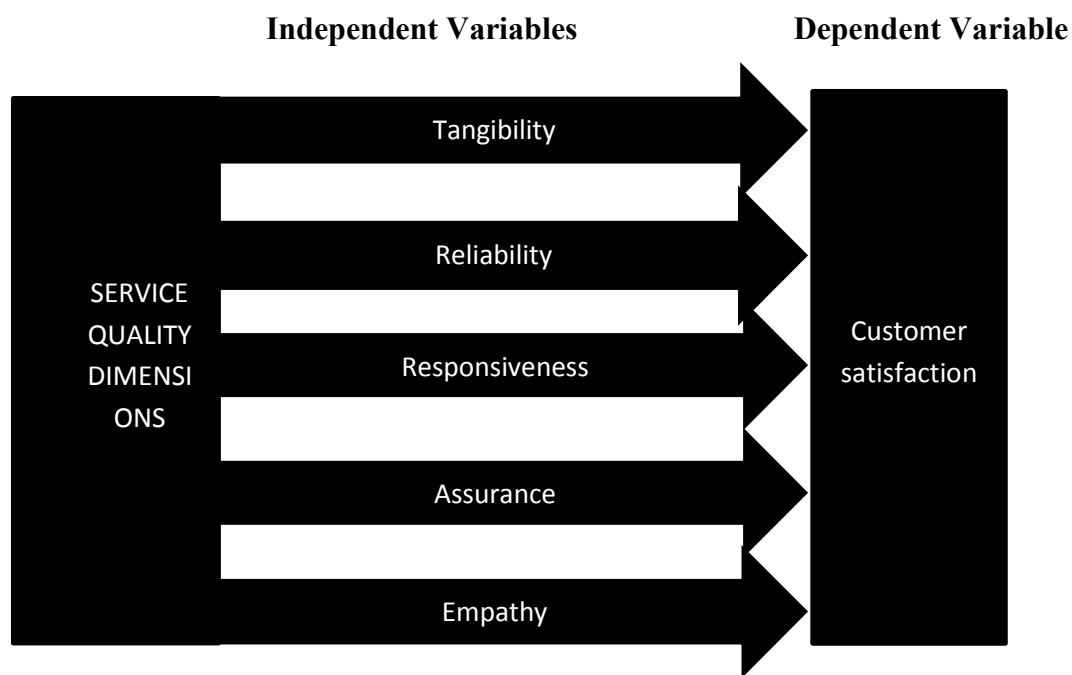


Figure 1: Conceptual Frame Work modified from Million Tsegaye (2017)

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The study primary aim was to assess the effect of public sector organizations service quality on customer satisfaction in selected municipalities of Kaffa Zone. The research methodology section clearly define the research design, the sample and sampling techniques, sources and instruments that were used in collecting data, and the method of data collection. Finally, the method of data analysis was intensively presented.

#### 3.2 Description of the Study Area

Kaffa Zone is located in the Southern Nations Nationalities and Peoples' Region State (SNNPRS); specifically in south west part of Ethiopia in between 60 24' to 7070' N and 350 69' to 36078' E. Administratively the zone is found under the SNNPRS and is divided into 12 woredas and one city administration (Bonga). Kaffa is bordered on the south by Debub Omo, on the southwest by Bench Maji, on the west by Sheka Zone, on the north by the Oromia Region, and on the east by Konta Special woreda. The administrative center of Kaffa Zone is Bonga. It is located at a distance of 468 km away from Addis Ababa. Based on the Kaffa Zone finance and economic development department statistical abstract (2017) the total population of the zone is 1,237,305 with a population density of 90 persons per Kilometer Square. About 99,176 or 8.57% are urban inhabitants.

There are thirteen municipalities namely; Chiri, Oda, Wacha, Bonga, Shama, Ufa, konda, Bita genet, Daka, Shishonde, Dishu, Kaka and yadota that are found in kaffa Zone. Among these, Oda, Ufa, konda, Daka and yadota are found in Telo, Gimbo, Gewata, Gesha and Saylem woreda respectively which are selected municipalities for the study. They are administrative centers for their respective woredas. Bonga and Wacha municipalities are being administered under city administration in Kaffa Zone and the others 11 remain at growing municipality level.

### **3.3 Research Design**

A research design is simply the frame work of the study. From different types of research designs descriptive and explanatory type of research design was employed as a main research design for this study to the realization of intended objectives. The reason behind using descriptive research design was because the researcher interested in describing the existing situation under study. Creswell (2009) stated that the descriptive method of research is a technique of gathering information about the present existing condition. This research design is a fact finding study with adequate and accurate interpretation of findings. This study also used explanatory research design to explaining, understanding, predicting and controlling the influence of independent variables on dependent variable by taking cross-section data that has been collected at one point in a time.

### **3.4 Research Approach**

This study employed both quantitative and qualitative approaches to investigate the impact of public sector service quality on customer satisfaction and identify the major challenges facing the quality service delivery of the selected municipalities in Kaffa Zone. The rationale behind using the combinations of both qualitative and quantitative research approach was to give depth and breadth to the findings looking at the problem from different perspectives. Therefore, the two approaches were useful in investigating this study.

### **3.5 Population and Sampling**

#### **3.5.1 Population**

According to Zikmund (2003) the definition of population is identifiable total set of elements of interest being investigated by a researcher. The target population is defined as the entire group a researcher is interested in. The populations of the study were customers of 5 selected municipalities (Ufa, Konda, Daka, Yadota and Oda) in Kaffa Zone. The target populations for the study were those who were possible selected customers of five selected Municipalities mentioned above.

### **3.5.2 Sampling Design**

The sampling design depends on the type of the research objectives, purposes of the study and findings that the researcher likes to draw from the study. Both probability and non-probability sampling design was employed by the researcher in order to be economical with the available resources.

### **3.5.3 Sampling Techniques**

Creswell (2009) define that it is the way of drawing inference about a population without studying the entire population under study. It is also advantageous in time consuming and cost saving. The researcher used multistage sampling technique that was assumed to help the researcher reach the target group by using more than one sampling step. Multi-stage indicates that sampling is done in several steps. First larger sampling units are selected then smaller sampling units are selected within the selected larger units. Thus, the researcher at first carefully chosen sample municipalities by using simple random sampling (lottery method) and at the second step household individuals who have been living for more than 2 years are selected from each respective municipality in Kaffa Zone by means of systematic random sampling technique.

Purposively, managers and core work process coordinators from each municipality were taken for an interview. The researcher conducted purposive sampling technique for leaders because the samples of leaders which were purposively selected could yield greater depth of information and they were senior leaders and core processors who have been dealing in different core issues of the organization. Likewise, according to Johnson and Christensen (2008), in purposive sampling, the researcher specifies the characteristics of a population of interest and then tries to locate individuals who have those characteristics to address the objectives of the study.

### **3.5.4 Sample Size**

Sample size is actually the total number of units which are to be selected for the analysis in the research study. According to Bless and Higson-Smith (2000) a very important issue in sampling is to determine the most adequate size of the sample. They state that "a large

sample is more representative but very costly; and a small sample is much less accurate but more convenient". Cooper and Schilnder (2001) state a sample size exceeding 5% of population is representative. This study embraces about 5.2 % to calculate the sample size in order to minimize biasness in the sample selection.

Among 13 municipalities that are found in Kaffa Zone, 5(38%) municipalities, namely; Ufa, Konda, Daka, Yadota and Oda, each having one Kebele with total customers of 7255 were selected as a sample Organizations. These municipalities were selected as a sample on the assumption that they can represent municipalities in Kaffa Zone.

In order to determine the required sample size of customers in five sampled municipalities; the researcher used the formula developed by Yemane (1967). It is calculated as follows

$$\left[ n = \frac{N}{1 + N(e)^2} \right]$$

$$\left[ n = \frac{7255}{1+7255(0.05)^2} \right] \quad n=379.23$$

Where; (n) is the sample size

(N): is the population size

(e): is sampling error (0.05) Hence; the total sample size is 379.23

Since the number of people or customers in each sample municipality was not the same, it was proportionated for each municipality by using the following formula.

$$\left[ n = \frac{nN1}{N} \right]$$

Where; n is total number of sample

N is total number of population

N1 is total number of population in each municipality

**Table 1: Total Population and their Respective Sample Size**

R. N°	Sample Municipalities	Total population	Sample	Sampling Technique	Remark
Household (Residential Customers)	Ufa	2041	107	multistage sampling	
	Konda	915	48		
	Daka	1915	100		
	Yadota	1019	53		
	Oda	1365	71		
	Household total	<b>7255</b>	<b>379</b>		

*Source: SNNPRS, BoFED Statistical Abstract (2017)*

### **3.6 Data Sources and Data Collection Instruments**

#### **3.6.1 Sources of Data**

The study used mainly primary sources of data supported by secondary data to collect relevant information for the study. The primary data was gathered from the customers and officials of 5 selected municipalities while, secondary data sources were collected from several related materials, such as documents of the organization, books, articles, researches, and internet so forth.

#### **3.6.2 Data Collection Instruments**

The study employed self-administered survey questionnaires and semi-structured interview as tools in gathering primary data of the study. On the other hand, books, reports, documents of the organizations, internet sources, related articles and researches served as tools of data gathering from secondary sources. Primary data was collected by using the questionnaire items adopted from previous studies Tilahun (2017). It was modified to suit the study area context, and sought respondents' feelings about overall customer satisfaction and the effect of service quality on customer satisfaction. Besides, the questionnaire was supported by open ended questions and semi structured interview which could raise issues about quality service delivery challenges in the municipalities of Kaffa Zone.

#### **A. Questionnaire**

The questionnaire that was distributed for customers has three sections; the first section of the questionnaire focused on the respondents' personal profile. The second section dealt with customers' perception to the quality of the service delivery of the office. These

questions were prepared by using five SERVPERF dimensions of tangibility, reliability, responsiveness, assurance and empathy. Twenty two perception measuring items were forwarded to the customers through personal contact by the researcher and his assistants to see their experience across each of those parameters.

Variable related to customer satisfaction was used in the questionnaire to collect data such as evaluation of timeliness, information, professionalism, staff attitude and service delivery outcome of that particular level from the customers. All these questionnaires of service quality and customer satisfaction were measured by 5-point Likert type scale ranging from strongly disagree (1) to strongly agree (5). After the questionnaires had been developed in English, it was translated in to Amharic.

### **B. Interview**

The researcher conducted semi-structured interviews with 5 managers of the municipalities and 13 core work process coordinators. Variables such as status of service quality and customer satisfaction, causes and challenges of quality service delivery, and employees' related attributes were considered and asked.

## **3.7 Method of Data Analysis**

The data that were collected from the respondents were changed and interpreted in to meaningful information, figure and statement. So it was analyzed, processed and interpreted according to the nature of data. The researcher used both descriptive and inferential statistics. Statistical Package for Social Science (SPSS) software version 21 was employed to verify and present the quantitative data through the statistical tools planned for this study, namely descriptive analysis, correlation and multiple regression analysis. Besides, data gathered through interviews was analyzed qualitatively.

### **3.7.1 Descriptive Analysis**

The descriptive statistical results were analyzed by frequency distributions and Percentages to give a condensed picture of the data. This was achieved through summary of statistics,

which comprised the means and standard deviations values which were computed for each variable in this study.

### **3.7.2 Inferential Analysis**

The Multiple Linear Regression Model was used to examine the relationships between and among variables to determine the effect of service quality dimensions on the customer satisfaction in selected five municipalities of Zone.

#### **A. Hypothesis Testing**

In order to determine the level of significances of the variables under study both f-test and t-test was conducted.

**f- Test:** To test the relationship between the independent variables with the dependent variable simultaneously, F test was applicable. The researcher used F- testing to find out whether the results of the regression analysis significant or not, in other words the exact model allegedly proper or not.

**t- Test:** A t-test was used to test the independent variables, which partly have a significant influence on the dependent variable. The basic to do the t test is if  $t \text{ count} > t \text{ table}$ , then  $H_1$  is accepted and  $H_0$  is rejected or in other words the independent variable significantly affects the dependent variable, and if  $t \text{ count} < t \text{ table}$ , then  $H_1$  is rejected and  $H_0$  is accepted or the independent variables do not significantly affect the dependent variable. The significance level is set at the conventional 5 percent level.

#### **B. Classical Linear Regression Model Assumptions Tests**

To test whether the assumptions of linearity, homoscedasticity and independence were met by the data, checks were undertaken by constructing the normal probability plot, histogram, and residuals scatter plot. To test for the possible presence of multi-collinearity problem, a variance inflation factor was computed for each independent variable.

### **3.8 Pearson Correlation Analysis**

Correlations measure the linear relationship between two variables. A correlation coefficient has a value ranging from -1 to 1. The sign of a correlation coefficient describes the type of relationship between the variables being correlated. In this study Pearson's correlation coefficient was used to determine the relationship between service quality dimension (tangibility, reliability, responsiveness, assurance, and empathy) and customer satisfaction.

### **3.9. Model Specification**

Regression models can be used in explanatory study where researcher is interested in predicting the value of dependent variable based on the value of independent variables. Researcher can use simple linear regression, if the number of independent variables in the study is only one while in case of more than one independent variables in the study; researcher has to make use of multiple regression models Linda et al (2008). A multiple linear regression model was used to determine the effect of independent variables (dimensions of service quality) on the dependent variable (customer satisfaction) using the equation below.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where

Y is the Customer Satisfaction (dependent variable),

a- is Constant,

$\beta_1 - \beta_5$  are coefficients of the five independent variables which are the five dimensions of service quality specifically X1: Tangibility, X2: reliability, X3: responsiveness, X4: assurance, and X5: empathy. The result of the inferential analysis was verified by using SPSS version 21.

### **3.10 Validity Test**

Validity refers to whether an instrument actually measures what it is supposed to measure, given the context in which it is applied Bless & Higson-Smith (2000). In this regard different theories and empirical studies have been assessed to assure their validity in the

literature survey portion. Moreover, the questionnaire being developed are based on well-known and proven model developed by Parasuraman et al (1988) which later on has been modified to SERVPERF model by Cronin and Taylor (1992) which disregard the expectation measuring items. Thus, it can be said that this research has been able to use a valid questionnaire instrument that has been tested over and over again. It is found valid for conducting any research in connection with the assessment of service quality issues of any firm. Furthermore to assure validity, the questionnaires that are being used in this study have been given to independent experts in consultation with a statistician to evaluate it for content validity as well as for conceptual clarity and investigative bias.

### 3.11 Reliability Test

As stated by Pallant (2016) the less variation of the instruments produces in repeated measurements of an attribute the higher its reliability. Cronbach's alpha is one of the most commonly accepted measures of reliability. It measures the internal consistency of the items in a scale. It indicates that the extent to which the items in a questionnaire are related to each other. The normal range of Cronbach's coefficient alpha value ranges between 0-1 and the higher values reflects a higher degree of internal consistency. According to George and Mallery (2003) a Cronbach's alpha coefficient greater than 0.9 is excellent, greater than 0.8 is good, greater than 0.7 is acceptable, greater than 0.6 is questionable, greater than 0.5 is poor, and less than 0.5 is unacceptable.

**Table 2 Reliability Test Statistics**

<b>Service Quality Dimensions</b>	<b>Number of Attributes</b>	<b>Cronbach's Alpha</b>
Tangibility	5	.886
Reliability	4	.781
Responsiveness	4	.924
Assurance	5	.841
Empathy	4	.804
Customer Satisfaction	5	.963
Overall Reliability	27	.969

*Source: SPSS Output Report (2020)*

### **3.12 Ethical Considerations**

Since, the researcher used the data from customers which was collected through questionnaire; permission was obtained from the customers. To maintain the confidentiality of the information provided by the respondents, the respondents were instructed not to write their names on the questionnaire and assured of that the responses were used only for academic purpose and kept confidential. The researcher included the respondents in the study based on their free will. Finally, texts belonging to other authors that have been used in any part of the study are referenced with reference page.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION

#### 4.1 Introduction

This study examines the effect of public sector organizations service quality on customer satisfaction in selected municipalities of Kaffa Zone. In this chapter the data collected was analyzed and interpreted. The first part of this chapter presents the demographic background of the respondents. Following the presentation of demographic information, the findings from the study in relations to the research questions has been presented.

The researcher employed pilot testing in order to test respondents understanding level to the questions. During the time of pilot testing the researcher observed that all the questions have been easily understandable by any other respondents with a response rate of 100%. The totals of three hundred seventy nine questionnaires were distributed to customers including 25 questionnaires distributed at the time of pre testing. Out of 379 questionnaires, 373 were returned and valid with a response rate of 98.4 percent. Moreover, the data was also collected from 18 key informants such as managers and core work process coordinators of the municipalities by using semi structured interview.

#### 4.2 Demographic Characteristics of Respondents

The demographic characteristics of the respondents include; gender, age, level of education, employment status and living years in the town. This aspect of the data analysis deals with the analysis of personal data of respondents based on information obtained from the questionnaires. The table below shows the details of characteristics of the respondents and their percentage.

**Table 3: Demographic Characteristics of Respondents**

No	Demographic Profile		Frequency	Percent	Valid Percent	Cumulative Percent
1	Sex of respondents	Male	283	75.9	75.9	75.9
		Female	90	24.1	24.1	100.0
		Total	373	100.0	100.0	
2	Age of respondents	Below 20 years	23	6.2	6.2	6.2
		21-30 years	96	25.7	25.7	31.9
		31-40 years	160	42.9	42.9	74.8
		41-50 years	74	19.8	19.8	94.6
		Above 51 years	20	5.4	5.4	100.0
		Total	373	100.0	100.0	
3	Educational level	Primary school	59	15.8	15.8	15.8
		High school	161	43.2	43.2	59.0
		Certificate	15	4.0	4.0	63.0
		Diploma	76	20.4	20.4	83.4
		BA/BSC	57	15.3	15.3	98.7
		MA/MS& above	5	1.3	1.3	100.0
		Total	373	100.0	100.0	
4	Employment status	Agriculture	10	2.7	2.7	2.7
		Trade	179	48.0	48.0	50.7
		Government employee	154	41.3	41.3	92.0
		Private employee	9	2.4	2.4	94.4
		Unemployed	21	5.6	5.6	100.0
		Total	373	100.0	100.0	
5	Living years in the town	3-10 years	41	11.0	11.0	11.0
		11-20 years	167	44.8	44.8	55.8
		21-30 years	127	34.0	34.0	89.8
		31-40 years	28	7.5	7.5	97.3
		above 41 years	10	2.7	2.7	100.0
		Total	373	100.0	100.0	

*Source: Own Survey Data (2020)*

As it has been clearly depicted on the Table 3 above, the majority 283 (75.9%) of them were male while the remaining 90(24.1%) were female. This indicated that the majority of the male respondents have more attachment to the service of municipality than female respondents. However, the demographic factor was not the concern of this study.

As it is clearly shown on the Table 3 above, out of 373 respondents, the highest percentage 160(42.90%) of the respondents were in the age group of 30-40 years followed by the age group of 20-30 years which was 96(25.74%) of the respondents. About 74(19.84%) of the respondents were in the age group of 41-50 years while 23(6.17%) was below 20 years of age. The lowest percentage, 20(5.36%) was for respondents above 51 years of age. This result revealed that in selected municipalities of Kaffa Zone, the majority of the populations were among the active segments of the population and they were abreast for municipal services issues.

As it has been depicted on the Table 3 above, the majority 161(43.16%) of respondents were secondary school completers, followed by those respondents who have diploma which accounts to 76(20.38%). About 57(15.28%) of respondents were degree holders, 59(15.82%) of respondents were primary school completers, the respondents who have certificate were account to 15(4.02%) and the least proportion of respondents who accounts 5(1.34%) were Masters and above degree holders. Therefore, the compositions of the respondents revealed that majority of them were high school completers. This could be considered as one challenge for the office in order to create smooth communication with its customers.

Table 3 above also indicated that the traders and government employees constitute 179(47.99%) and 154(41.29%) share among the total respondents while unemployed, private sector employees and agriculture were 21(5.63%), 9(2.41%), and 10(2.68%) respectively. In this regard from the above findings someone could realize that the majorities of customers of selected municipalities in Kaffa zone were traders and government employees respectively.

As illustrated by the above Table 3, the majority 167(44.77%) of the respondents selected for this study have been living in the town under the study for 11-20 years, while 127(34.05%) of respondents have lived for 21-30 years. The remaining customers 41(10.99%), 28(7.51%), 10(2.68%) of them have lived for 3-10, 31-40 and above 40 years respectively. This pointed out that the majority of the customers have an opportunity to have repeatedly been served by the municipality under study area.

### **4.3 Descriptive Analysis of Service Quality Dimensions**

In this section, the descriptive parts of the study were analyzed using descriptive statistics of mean and standard deviation. Accordingly, the mean value represents the average of all customers response on certain dimensions while standard deviations show how diverse the responses of the respondents from the mean. If the standard deviation shows smaller number, it indicates that the responses of the respondents' shows close opinions and when the standard deviation is high, it indicates the response of the respondents show high variation.

According to Bagheri and Zaydatol (2014) as cited in Million Tsegaye (2017), a mean score less than 3.39 is considered as low mean value, mean value between 3.4-3.79 taken as moderate and mean score above 3.80 represents high mean score. Besides, based on positive questions forwarded to the respondents, their agreement and disagreement could be represented with a mean value greater and less than neutral value respectively. Since, the mean value of all variables are found below neutral value which is "3" as well as moderate value "3.39", it is possible to interpret the findings of mean value for each variable.

#### **4.3.1 Service Quality Delivery Regarding Tangibility**

Tangibility refers to the physical facilities, equipment, personnel and the materials that are helpful in providing the service in the most smooth and efficient manner. In general the visible part that could easily be identifiable and measured by individuals fall under this category.

**Table 4: Respondents View on Tangibility Service Quality Dimension**

N O	Service Quality Dimensions	N	Mean	Std. Deviation
	Tangibility			
1	The municipality has up to date equipment in the office that facilitate service delivery	373	2.56	.936
2	The municipality facilities are visually attractive	373	2.77	1.015
3	The municipality has office convenient location to its customer	373	2.68	.981
4	Staffs at the front line position are well dressed and appear neat.	373	2.65	.928
5	Printed materials (forms, brochures, etc.) look attractive	373	2.73	.977
	Grand Mean	373	2.6804	.80239.

*Source: Survey Data (2020)*

As it can be seen from Table 4 above, an aggregate mean score for all items of tangibility is 2.68 with standard deviation of .8023. This implies that the mean score for tangibility is low which is below the moderate mean score of 3.39. Even though, the municipality officials replied as they were on the way to reduce challenges of service quality through fulfilling some tangible materials, but still there are a lot of challenges in service quality in terms of tangibility.

Related to this dimension that was provided on an open ended question one of respondents indicated that;

*“It is difficult to identify employees from customers; this is because there was no employee identification mechanism such as wearing uniform and using an ID that can express the position of the employees. As a result of lack of uniform or using employee identification mechanism for customers it is difficult to accomplish the task”.*

The respondents also expressed their idea openly as they were not attracted with printed materials and even if formally getting work related printed materials or brochures were not practiced in the municipalities.

An interview conducted with core work process coordinators support this fact as the municipalities lack, even if, old model surveying material, drawing tables, computers that

can facilitate service delivery efficiently. Even though municipalities are on the way to reduce challenges related to tangibility aspects of service quality, interview conducted with officials confirmed that the municipalities were still below the required level in providing office facilities like office furniture (tables, chairs, employee safety clothes, motorbikes, vehicles). Among the municipality officials one of them also confirmed the above facts by expressing his idea here under as follow:

*“The municipality lack physical facilities like computers, vehicles, drawing and surveying materials; lack offices for each core work process and has no convenient working office. So, it is very difficult to deliver services efficiently and effectively as required by customers of the municipality.”*

This analysis conforms to the study conducted by various researchers on tangibility aspects of service quality dimension. In a study by Sriyam (2010), he observed that generally service quality impact customer satisfaction. He found out that, specifically, tangibility fulfilled the highest level of perception. All the customers in both public and private sectors visually attracted by all modern and technological things provided by service sectors because tangible and intangible service are equally important to the success of the organization Tax & Brown (1998) . According to Banerjee & Sah (2012) public sectors are lagging behind in use of modern technology and techno survey staff than private sectors. The lack of modern technology would cause to dissatisfaction of the customers Virk (2012). If public organizations introduce modern furniture, equipment and machineries to all branches it would cause to take more attention of the customers Malik (2011).

#### **4.3.2 Service Quality Delivery Regarding Reliability**

Reliability refers to the provision of a dependable, accurate, and consistent service and performing things right the first time and to be abided by what the organization has promised to its customers and acting accordingly.

**Table 5 Respondents View Related to Reliability**

No	Service Quality Dimensions	N	Mean	Std. Deviation
<b>Reliability</b>				
1	The employees of the municipal office provide service as promised	373	2.25	.740
2	The employees of the municipal office are dependable in handling customers service problem	373	2.26	.677
3	Employees of the municipal office perform service delivery right at the first time	373	2.24	.712
4	The employees of the municipal office provide the required service at the promised time	373	2.13	.771
Grand mean value		373	2.2225	.56388

*Source: Survey Data (2020)*

As indicated on the table 5 above, the survey tried to assess customers of five municipalities in Kaffa Zone on the reliability of the service quality provided by the municipalities using different types of related questions. Accordingly, respondents were forwarded their view on the provided questions as follow:

The study assessed respondents view whether the municipalities provide reliable services at promised time or not. However, respondents implied at the lowest mean value 2.25 with standard deviation of .740. With related to this question that was provided on an open ended questions, the majority of the respondents complained municipalities that they were not served dependably as it was promised. One of the respondents expressed the challenges he faced clearly as follow:

*“Actually as any kind of public organization has its regular working time, however, some of the employees were not found on their work at promised time. Moreover, some of the employees spent their lot of time in meeting and others concerned on their personal issues than serving the customers diligently.”*

The response obtained from semi-structured interview also confirmed as the challenges with regard to getting the required answer for the promised activities at the promised time continues as a problem in the municipalities under study. Hence, someone can infer that

service quality in relation to delivering promised tasks on expected working hours were not reliable and as a result of this large number of customers were dissatisfied on the situation.

This result is complies with study done by the other researchers. Reliability was determined by the accuracy of services, on-time performance services, service delivery and service provisions Yang & Fang (2004). LeBlanc (1997) consider reliability as reputation that can be the most reliable indicator of service quality which could be related to customers past experience. So, if public sectors provide more reliable and supportive services that fulfill the demand and expectation of customers, customer will be more confidence to the public organizations Mahamood et al (2011).

### 4.3.3 Service Quality Delivery Regarding Responsiveness

It is the desire and willingness to assist customers and deliver prompt service .It involves features such as the opening hours of the service provider, the politeness of the employees and the time the customer has to wait in order to get the service

**Table 6: Mean Score and Standard Deviation for Responsiveness**

No	Service Quality Dimensions	N	Mean	Std. Deviation
<b>Responsiveness</b>				
1	The municipality employees are always willing to help you	373	2.44	.970
2	The employees of the office are ready to respond to your request as required	373	2.57	.944
3	The employees of the office provide prompt services	373	2.51	.946
4	The office's experts are never busy to reply to you as their customer	373	2.50	.944
Grand Mean		373	2.5054	.85860

*Source: Survey Data (2020)*

As shown on the Table 6 above, the study provided five point likert-scale questions to assess employees' responsiveness and the cumulative score were discussed based on mean value and standard deviation.

The grand mean value of the municipalities' responsiveness is shown by mean score of 2.5054 with standard deviation of .85. This implied that there was customers' disagreement as a whole on employees' responsiveness on services provided by the municipalities.

This idea is supported by one of respondents as clearly mentioned on the open ended part of the questions:

*“For a single case about permission of building on my legally recognized land, I have been visiting municipalities for more than five times but still they have never given any solution to my issue. Moreover, employees and officials leaving the office frequently that makes my issues strange to new one coming to the position. So, I expect the solution only comes from God, and I look for him.”*

This shows that majority of the employees of municipalities are not alert and cooperative to assist customers' needs. There are also challenges to respond to customers' service promptly and timely

This result is also conforms to the study done by the some researchers. Gupta & Agarwal (2013) responsiveness is a firm's willingness to assist its customers by providing fast and efficient service performance. Further, it is reached that willingness or readiness of employees to provide the required customer service without any inconvenience at any time will strongly influence the level of customer satisfaction Parasuraman et al (1988). Timely response to the customers' of public and private sectors helps to enhance the positive thinking of the customer's mind, Osman et al (2013). And also responsiveness attributes such as promptness in service delivery, willingness of employees to help customers, timely delivery of service have more power to determine customer satisfaction in both public and private sectors Karim and Chowdhury (2014).

#### **4.3.4 Respondents View on the Service Quality Dimension related to Assurance**

To analyze the fourth variable of service quality dimension, assurance, just like the previous analysis the study provide five basic questions as indicated in the table below.

Respondent gave their respective answer by ticking the best alternative over the provided questions.

**Table 7: Respondents View on the Service Quality Dimension Related to Assurance**

No	Service Quality Dimensions	N	Mean	Std. Deviation
<b>Assurance</b>				
1	The employees of the office greet you positively just as you enter the office	373	2.92	.888
2	The employees of the office are flexible in solving your problem	373	2.88	0.790
3	The employees treats you equal to others for your request	373	2.21	.723
4	The organization is good at keeping your privacy secret as needed	373	2.89	.878
5	The employees ability is convincing in problems solving	373	2.73	.719
Grand Mean		373	2.7249	.62763

Source: Own Survey Data (2020)

As it is shown on Table 7 above, concerning the assurance dimension the grand mean value 2.7249, that was given by customers implied that large proportions of customers were dissatisfied with the service quality dimension of assurance. This implied that municipalities still did not work the expected tasks to create assured customers.

Supporting the above respondents' data, one of the respondents pointed out the following opinion on the open ended part of the questions:

*“Employees those assigned in different position lack competence and required skill to answer the customers’ queries and made the customers redundantly came to the municipalities to accomplish their issues. Besides, continuous and frequent turnover of employees and municipal official has made distortion of information with regard to unaccomplished customers’ cases. As a result of this, customers lost confidence and trust on new coming officials and employees.”*

Among the items under assurance whether customers treated equally, it was addressed by many of the respondents as they were treated unequally to other customers. One respondent clearly put as it was a main challenge to quality service delivery as follows:

*“The individuals those have money and good status at government office and their relatives have an opportunity to deal their issues rather than ordinary people. So the officials should give great concern to improve the level of this attribute which violates the principles of impartiality at the work place.”*

This result is also fit with some researchers’ findings in public and private sectors. Nautiyal & Thansure (2014) supposed customer satisfaction of both public and private sector is influenced by factors such as ability to handling problem & operating hours. Al Marri et al (2007) believed that customers contended and in the long run serves as an important predictor in improving the performance of the organization. Hence, empathy can be identified as mediator between service quality and customer satisfaction Karatepe (2011).

#### **4.3.5 Respondents View on the Service Quality dimension Related to Empathy**

Empathy is the character of caring and giving individualized attention to customers which measures the willingness and ability of employees in respecting their unique needs and choices and treating customers not as a group but as individuals Blery et al (2009).

**Table 8 Respondents View Related to Empathy**

No	Service Quality Dimensions	N	Mean	Std. Deviation
<b>Empathy</b>				
1	The employees of the municipality understand your specific needs	373	2.51	.828
2	The offices' employees acknowledge your need or frustration when solving problems	373	2.52	.847
3	The employees are caring for your emotion while service encounter	373	2.54	.923
4	The employees of the office are empathic to issues you bring to them	373	2.70	.796
Grand Mean		373	2.5677	.67472

*Source: Survey Data (2020)*

As indicated in the above Table 8, the grand mean value of empathy is 2.5677 with relatively similar standard deviation of .6747. This implied that large proportion of customers of the municipalities in terms of the service quality dimension of empathy was disappointed. The customers provided low mean score to employees of the municipality in understanding customers’ specific needs. The employees of the municipalities are not

empathic for the issue brought by customers. This shows that the municipalities still lack a better service delivery regarding empathy as a whole.

In order to supplement the quantitative data, municipal officials were interviewed using semi structured interview guide. The majority of the officials confirmed that employees of the municipalities lack commitment in responding to customers specific needs when the customers brought their issues to the municipalities.

Among the municipal officials interviewed, one of them said:

*“Because of frequent turnover of employees to other office the municipality lacks competent and skilled manpower. The remaining staffs lack commitment in understanding unique customer needs and responding to unique customer enquiries. We have tried to solve these problems by providing short term training for existing employees but it requires continuous capacity building programs.”*

This finding is congruent with some researchers work. Ishak Ismail et al (2006) explored the relationship between audit service quality and client satisfaction. The findings show that public listed companies were satisfied with the tangible dimension but were dissatisfied with the other four dimensions. The most dissatisfied dimension was empathy. Wieseke et al (2012) empirically investigated the role of empathy in service quality and its impact on customer satisfaction. It was established that customers treated emphatically are more often visitors and prone forgive any mistakes that may occur. Empathy creates an emotional relationship with customer, providing customer a touch of importance for business.

Generally, regarding land management and basic infrastructure services provided by municipalities, Core work process coordinators were asked to list down the major challenges they encountered while delivering services to their customers and they summarized as follows: lack of skilled manpower on work position especially in land development & management job position, employees and managers frequent turnover, lack of resources (surveying equipment, drawing tables and computers), inconvenient working office and location for both customers and employees, lack of training, shortage of budget(revenue).

These realities also confirmed by the managers of municipalities through interviews conducted with them. Majority of municipality managers expressed the incapability's of their municipalities in delivering quality services because of lack of skilled staff, poor allocation of resources, lack of commitment from employees, attitude of rent seeking and corruption by few employees, lack of residents awareness about what duties expected from them and their rights and employees turnover to other offices.

#### 4.4 Level of Customer Satisfaction

Customer satisfaction requires full meeting customer expectations of services. When performance matches or exceeds customer expectations for service, they are satisfied. If not, they are not satisfied. In premise to this concept the study tried to analyze customer level of satisfaction using a five scale satisfaction level on the service provided by the organization.

As it can be seen from the Table 9 below, respondent level of satisfaction on the organization service quality were assessed using different types of questions, however, all of the means values and the standard deviations measurement indicated respondents were dissatisfied on the service quality provided by the municipalities in Kaffa Zone. Thus, from the results one can infer that large proportion of respondents still dissatisfied by the service provided in the office.

**Table 9: Respondents View Related to Customer Satisfaction**

No		N	Mean	Std. Deviation
	<b>Customer Satisfaction</b>			
1	I am satisfied with the municipality's various ranges of services.	373	2.38	.813
2	I am satisfied with the timely performance of the municipality	373	2.52	.822
3	I am satisfied with the respectful behavior of employees' in the municipality	373	2.58	.853
4	I am satisfied with the office accessibility of information for its customers	373	2.61	.853
5	I am satisfied with the professional Competence of employees' in the municipality	373	2.49	.841
	Grand mean	373	2.5174	.78126

*Source: SPSS Output Report (2020)*

As it is indicated in the above Table 9, regarding the customer satisfaction in selected municipalities of Kaffa Zone, the respondents rate the municipalities various ranges of service and the performance of the municipalities in relation to this item is shown with a mean score of 2.38 with standard deviation of .813. Respondents judge the timely performance of the municipalities in mean score of 2.51 with standard deviation of .822. Regarding to respectful behavior of employees in municipalities respondents determine their level of agreement at a mean score of 2.58 with standard deviation of .853. Regarding the office accessibility of information for its customers the majority of the customers' rate their agreement at a mean score of 2.61 with standard deviation of .853. Finally, question about the professional competence of employees in the municipalities was rated 2.49 with standard deviation.

Generally, as it is shown in the above table, the overall customer satisfaction in service quality is 2.5174. It is a low mean score which is below the expected average mean with standard deviation of .78126. This indicated that there was service quality problem in almost all activities of the municipalities. The study attempted to find out any challenges that encountered the municipalities in ensuring customer satisfaction while delivering services to their customers. Accordingly, majority of the municipalities' service delivery indicated and characterized by incompetence staffs, nontransparent, dishonest services and it constrained in embezzlement assured service delivery which in turn largely decreases the level of customer satisfaction.

#### **4.5 Correlation Analysis between SQD and Customer Satisfaction.**

Correlation is a tool which enables us to know the degree to which two variables are related. To determine the relationship between service quality dimensions (tangibility, reliability, responsiveness, assurance and empathy) and customer satisfaction, Pearson correlation analysis is computed. Values of Pearson correlation coefficient are always ranges from -1 to +1. If its coefficient is +1, it implies that two variables are perfectly positively related and if its coefficient is -1 it indicates that the variables are perfectly inversely related but if it happens to be zero, it means that there is no relationship between them.

A positive correlation coefficient tells us that the two variables move in the same direction and a negative coefficient tells that when one variable goes up the other variable goes down but level of relationship is determined based on how the coefficient is large. Thus, based on this concept under listed bivariate correlation result was produced by using Pearson's correlation coefficient. A low correlation coefficient; 0.1-0.29 suggests that the relationship between two items is weak or non-consistent. If  $r$  is between 0.3 and 0.49 the relationship is moderate. A high correlation coefficient i.e.  $>0.5$  indicates a strong relationship between variables

The correlation analysis result in the Table 4 below implied that all of the independent variables are positively correlated with dependent variable. Among these, responsiveness is highly correlated with customer satisfaction ( $r = .951^{**}$ ) followed by tangibility ( $r = .903^{**}$ ), Empathy ( $r = .880^{**}$ ), assurance ( $r = .799^{**}$ ) and reliability ( $r = .515^{**}$ ). When someone looks at the inter correlation between the service quality dimensions he can realize that there is positive and significant relationship between all independent variables and with the dependent one.

**Table 10: Correlation Result of Service Quality Dimensions and Customer Satisfaction**

		Correlations					
		Tangibility	Reliability	Responsiveness	Assurance	Empathy	Customer satisfaction
Tangibility	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	373					
Reliability	Pearson Correlation	.487**	1				
	Sig. (2-tailed)	.000					
	N	373	373				
Responsiveness	Pearson Correlation	.865**	.481**	1			
	Sig. (2-tailed)	.000	.000				
	N	373	373	373			
Assurance	Pearson Correlation	.741**	.416**	.780**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	373	373	373	373		
Empathy	Pearson Correlation	.783**	.472**	.836**	.717**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	373	373	373	373	373	
Customer satisfaction	Pearson Correlation	.903**	.515**	.951**	.799**	.880**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	373	373	373	373	373	373

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

Source: SPSS Output Report (2020)

#### 4.6 Classical Linear Regression Model Assumption Tests

The classical linear regression model test result with the assumption of linearity, normality, autocorrelation, multicollinearity and homoscedasticity were discussed below

##### 4.6.1 Multicollinearity Test

It refers to a situation in which on predictor variable can be linearly predicted from the others with a substantial degree of accuracy. The test of multicollinearity is detected by the outputs obtained in the tolerance and variance inflation factor (VIF). Tolerance signifies how much of the variability of the specified independent variable is not explained by the

other independent variables in the model which can be determined by using the formula  $1-R$  and the variance inflation factor is the inverse of the tolerance value ( $1/1-R$ ). If the tolerance is less than 0.1 and if the value of VIF above 10 shows that there is an existence of multicollinearity.

**Table 11: Collinearity Statistics**

Model	Coefficients	
	Collinearity Statistics	
	Tolerance	VIF
Tangibility	.229	4.365
Reliability	.739	1.354
1 Responsiveness	.169	5.904
Assurance	.366	2.735
Empathy	.277	3.616

a. Dependent Variable: Customer satisfaction

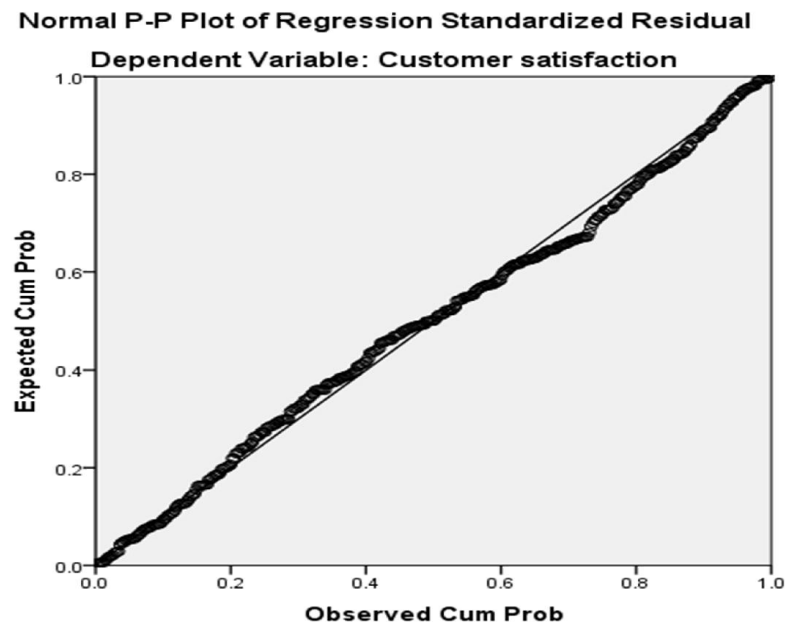
Source: SPSS output Report (2020)

From the tolerance and VIF values for each of the independent variables are above .1 and below 10 respectively which indicates there is no multicollinearity problem.

#### 4.6.2 Linearity

This is an assumption which requires that there must be a linear relationship between the outcome variable and the independent variables. Thus, as depicted here under this assumption has been fulfilled.

**Figure 2** Normal probability-probability plots

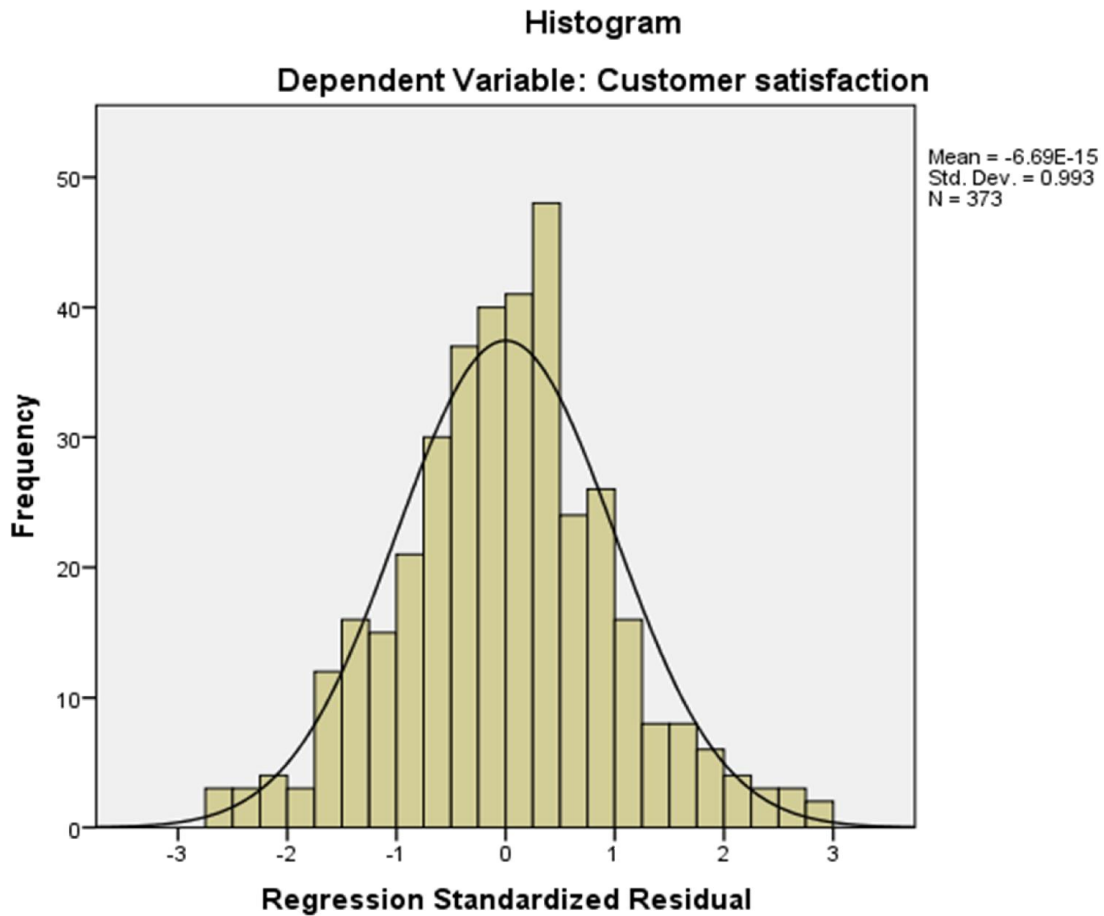


*Source: SPSS output report (2020)*

#### 4.6.3 Normality

Multiple regressions assume that the residuals are normally distributed. This assumption can be best checked with a frequency distribution (histogram), P-P plot (Predicted-probability plot) and Q-Q plot (Quintile- Quintile plot). The frequency distribution that plots the observed against their frequency provides both a visual judgment about whether the distribution is bell shaped and insights about gaps in the data and outliers outlying values. Thus, the assumption was tested by using frequency distribution; though, there are some residuals which are beyond the normal curve most of them are fairly close and enclosed within the bell shaped curve implies that the residuals are normally distributed.

Figure 3 Histogram



Source: SPSS Output Report (2020)

#### 4.6.4 Autocorrelation Test

Linear regression analysis requires that there is little or no auto correlation in the data when the residuals are independent of each other. The presence of correlation in error terms drastically reduces model accuracy. Auto correlation can be tested with the help of Durbin-Watson test

If the test statistic is approximately approaches to 2, there is no serial autocorrelation. This statistic will always be between 0 and 4. The closer to “0” the statistics shows the more evidence for positive serial correlation. The closer to “4”, depicts the more evidence for negative serial correlation. From the result, the value of Durbin-Watson test was 1.812. It is

approximately approaches to 2 as said before when the value of Durbin-Watson is approximately closer to 2, the residuals are not auto correlated.

**Table 12: Result of Autocorrelation Test**

No	Durbin-Watson Test Statistics
1	1.812

*Source: SPSS Output Report (2020)*

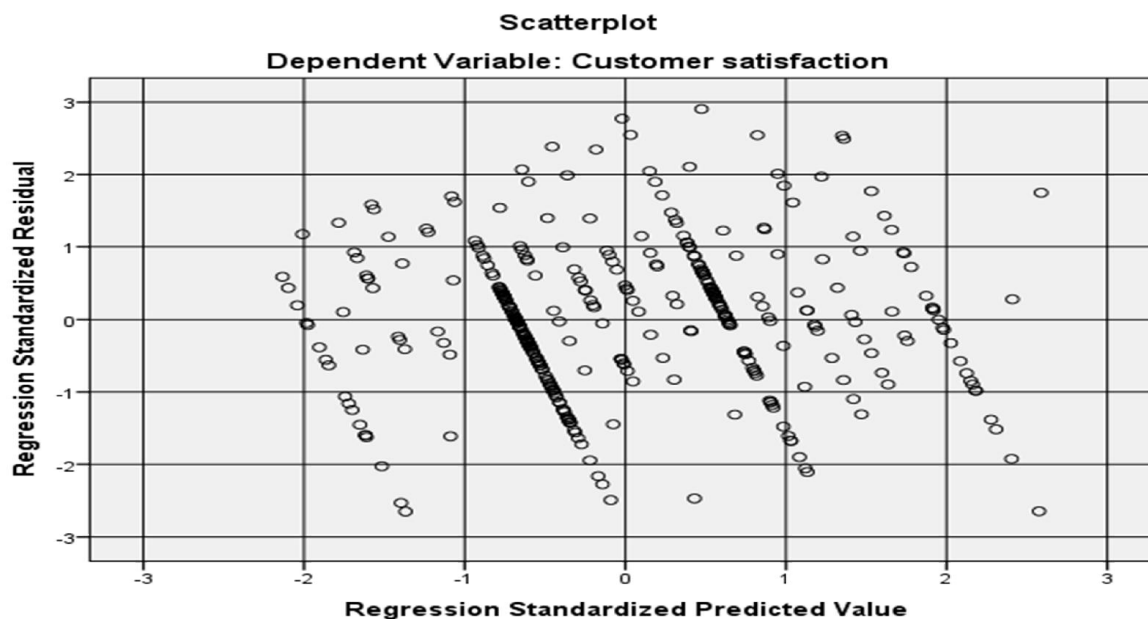
a. Predictors: (Constant), Empathy, Reliability, Assurance, Tangibility, Responsiveness

b. Dependent Variable: Customer satisfaction

#### 4.6.5 Homoscedasticity Test

Homoscedasticity (assumptions of equal variance) means the errors (disturbances) have constant variance. The scatter plot is good way to check whether the data are homoscedastic or not. Since the points on the Scatter pilot is equally distributed above and below zero on X-axis and right and left of Y-axis, the result of assumption test indicates that plot with random data showing homoscedasticity.

**Figure 4 Scatterplot**



Generally, the above discussions revealed that the diagnostic test results of all the five assumptions were not violated.

## 4.7 Multiple Regression Analysis

Multiple regression analysis was carried out to examine the extent of the impact of independent variables on dependent variables. Multiple regression analysis is the most common and widely used model to test the relationship between a single dependent variable and multiple independent variables George et al (2003). It was applied to test how far the service quality dimension had impact on customer satisfaction. Coefficient of determination ( $R^2$ ), measures the proportion of the variance of dependent variable (customer satisfaction) that is explained by the model.

**Table 13: Model Summary of Multiple Regressions**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 <sup>a</sup>	.948	.947	.17978

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

As it can be depicted from the Table 13 above, in overall, the results revealed that all independent variables accounted for 94.8% of the variation of the customer satisfaction can be explained by the service quality dimensions questions and other unexplored variables may explain the variation in customer satisfaction is accounted 5.2%.

**Table 14 Table 13 ANOVA analysis**

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	215.195	5	43.039	1331.647	.000 <sup>b</sup>
1 Residual	11.862	367	.032		
Total	227.057	372			

a. Dependent Variable: Customer satisfaction

b. Predictors: (Constant), Empathy, Reliability, Assurance, Tangibility, Responsiveness

The result in the ANOVA table 14 above, confirmed the overall good fitness of the model used for this particular study. The P-value for this the model is .000 which is below the

alpha level i.e. 0.05. This shows that the independent variables taken together have statistically significant relationship with dependent variable under study.

#### 4.7.1 The Effect of Service Quality on Customer Satisfaction

**Table 15: Regression Coefficients of the Variables**

Model	Coefficients						
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-.198	.051		-3.877	.000	-.298	-.098
Tangibility	.234	.024	.241	9.654	.000	.187	.282
Reliability	.041	.019	.030	2.139	.033	.003	.079
Responsiveness	.455	.026	.500	17.255	.000	.403	.507
Assurance	.084	.025	.068	3.427	.001	.036	.132
Empathy	.244	.026	.211	9.284	.000	.192	.296

a. Dependent Variable: Customer satisfaction

As shown in the table 15 above, unstandardized coefficients indicated how much the dependent variable varies with an independent variable, when all other independent variables are held constant. The beta coefficient indicated that how and to what extent the independent variables influence the dependent variable. Accordingly, the result of standardized coefficient value of multiple regression analysis indicated that responsiveness ( $\beta=.500$ ,  $p= <.000$ ), has the highest influence on customer satisfaction followed by tangibility ( $\beta=.241$ ,  $p=<.000$ ), empathy ( $\beta=.211$ ,  $p=<.000$ ), assurance ( $\beta=.068$ ,  $p=<.000$ ), and reliability ( $\beta=.030$ ,  $p=<.000$ ). The coefficients of the five independent variables (tangibility, reliability, responsiveness, assurance and empathy) have a positive sign and  $p< 0.05$  for all independent variables. This result indicates that all service quality variables have positive and significant effect on customer satisfaction. All five variables were found to be significant predictors of customer satisfaction in the selected municipalities of Kaffa Zone.

The description of Table 15 above:

1. The score of constant coefficient is -.198, it shows the satisfaction variable value is negative or low if there is no influence of the independent variable (the quality of service).
2. Regression coefficient (B1) shows the score of Tangibility, it is 0.234. It means that a percentage increase in tangibility increases satisfaction by 23.4% provided that other variables being held constant. Tangibility and customer satisfaction have a direct connection and positive influence.
3. Regression coefficient (B2) shows the score of Reliability, it is 0.041. It depicts that a percentage increase in reliability increases satisfaction by 4.1% provided that other variables being held constant. This shows that reliability and Customer satisfaction have a direct connection and positive influence.
4. Regression coefficient (B3) shows the score of Responsiveness of 0.455 means a percentage increase in responsiveness increases satisfaction by 45.5% provided that other variables being held constant. Responsiveness and customer satisfaction have a direct connection and positive influence.
5. Regression coefficient (B4) shows the score of Assurance is .084. It means a percentage increase in assurance increases satisfaction by 8.4% provided that other variables being held constant so that assurance and customer satisfaction have a positive influence and direct connection.
6. Regression coefficient (B5) shows the value of Empathy is 0.176. It represents a percentage increase in empathy increases satisfaction by 17.6% provided that other variables being held constant. Empathy and customer satisfaction have a direct connection and positive influence.

The resulting formula from this full regression model to be tested is

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

$$Y = -.198 + .234(X_1) + .041(X_2) + .455(X_3) + .084(X_4) + .176(X_5)$$

Where; y = Customer Satisfaction (Dependent Variable),

$\alpha$  = Constant, is the average value of Y when the independent variables are set equal to zero.

(X1 = tangibility, X2 = reliability, X3 = responsiveness, X4 = assurance, X5 = empathy)

Independent Variables

$\beta_1 - \beta_5$  = The Beta coefficients for their respective variables

As it is clearly depicted on the Table 15 above, tangibility has a positive and significant effect on customer satisfaction. The result of analysis is complies with study done by Messay (2012) that proved tangibility is the most important predictor or determinant of customer satisfaction. Contrary to this result Ashenaf Gaemi (2018) found that tangibility aspects of service quality dimension are not significant determinants of customer satisfaction.

The result of the analysis also shows that customer satisfaction is positively and significantly impacted by reliability dimension of service quality. The result of this study is complies with a study done by Million Tsegaye (2017), which reported that customer satisfaction is positively and significantly influenced by reliability aspects of service quality. Furthermore, this result is also fit with a study conducted by Tibebe Zeleke (2012) which shows that reliability dimension of service quality has a positive and significant effect on customer satisfaction at public owned national alcohol and liquor factory. On the other hand, Munusamy et al (2010) reported that reliability has a negative and insignificant effect on customer satisfaction.

The finding of this study shows that responsiveness has a positive and significant effect on customer satisfaction. This finding is supported by Abdisa Gemechu (2019) found that responsiveness has a positive and significant effect on customer satisfaction. Likewise Ashenafi Gaemi (2018) reported that responsiveness has a positive and significant effect on customer satisfaction.

Moreover, the result of this study also indicates that assurance has a positive and significant effect on customer satisfaction. Similarly this finding is supported by Malik et al (2011); he reported that assurance has a positive and significant effect on customer satisfaction. In the contrary to this finding Al-Hawary (2011) found that assurance has a negative and insignificant effect on customer satisfaction.

The finding of this study further indicates that empathy has a positive and significant effect on customer satisfaction. This finding is supported by Mohammad and Alhamadani (2011), reported that empathy has a positive and significant effect on customer satisfaction. On the

contrary Munusamy et al (2010) found that empathy has a negative effect on customer satisfaction.

In general the study findings revealed that all service quality dimensions have positive and significant effect on customer satisfaction. Among service quality dimensions Variable that responsiveness has the highest value of the Standardized Beta Coefficient is (0.50) and it has the most effect on the customer satisfaction. This result is also conforms to a study done by Abdissa Gemechu (2019), that reported all service quality dimensions have a positive and significant impact on customer satisfaction in Nekemte municipality. However, a study done at telecom sector in Nigeria by Oladepo and Abimbola (2014) explored that service quality dimensions have no significant effect on customer satisfaction but price.

#### **4.8 Hypothesis Testing**

The multiple linear regression result on the table above shows that each of the service quality dimensions namely; tangibility, reliability, responsiveness, assurance and empathy do have a positive and significant influences on customer satisfaction at a confidence interval of 95%. This would lead the researcher for the rejection of null hypothesis which says they do not have significant influence on customer satisfaction which directs the researcher to accept the respective alternative hypothesis: H1a, H2a, H3a, H4a and H5a.

**T- test:** A t-test was used to test the independent variables, which partly have a significant influence on the dependent variable. The basic to do the t test is if  $t \text{ count} > t \text{ table}$ , then H1 is accepted and H0 is rejected or in other words the independent variable significantly affects the dependent variable, and if  $t \text{ count} < t \text{ table}$ , then H1 is rejected and H0 is accepted or the independent variables do not significantly affect the dependent variable. The significance level is set at the conventional 5 percent level.

**Table 16: T-test results**

No	Hypothesis	Score	Status
1	Tangibility significantly influences the customer satisfaction	t=9.654 sig t=.000 t <sub>table</sub> = 1.943	H <sub>0</sub> :rejected
2	Reliability significantly influences the customer satisfaction	t=2.139 sig t=.033 t <sub>table</sub> = 1.943	H <sub>0</sub> :rejected
3	Responsiveness significantly influences the customer satisfaction	t=17.255 sig t=.000 t <sub>table</sub> = 1.943	H <sub>0</sub> : rejected
4	Assurance significantly influences the customer satisfaction	t=3.427 sig t=.001 t <sub>table</sub> = 1.943	H <sub>0</sub> :rejected
5	Empathy significantly influences the customer satisfaction	t= 9.284 sig t=.000 t <sub>table</sub> = 1.943	H <sub>0</sub> :rejected

Source: SPSS Output Report (2020)

As it is shown on the above table 16, by using a two-way test and a significance level of 5%, the score of t table for each variable; tangibility, reliability, responsiveness, assurance and empathy is 1.943. T-calculate for all independent variables; tangibility, reliability, responsiveness, assurance and empathy is 9.654, 2.139, 17.255, 3.427, and 9.284 respectively. Since the value of t calculate for all independent variables is greater than critical t-table value, H<sub>1</sub> is accepted and H<sub>0</sub> is rejected or in other words all of the independent variables significantly affects the dependent variable (customer satisfaction)

**F- test:** To test the relationship between the independent variables with the dependent variable simultaneously, F test was applicable. The researcher used F Testing to find out whether the results of the regression analysis significant or not, in other words the exact model allegedly proper or not.

**Table 17: F-test Result**

No	Hypothesis:1	Value of f Test	Status
1	There is significant influence of independent variables (Tangibility, Reliability, Responsiveness, Assurance and Empathy) simultaneously on Customer Satisfaction	f=1331.647 Sig f= .000 F <sub>table</sub> = 937	H <sub>0</sub> : Rejected H <sub>1</sub> : accepted

Source: SPSS Output Report (2020)

According to Table 17, it can be seen that the score of F counted is 1333, while F table is 937, because of F counted > F table and has sig F < 0.05 is equal to 0.000 so that H0 is rejected and H1 is accepted. It means that the variables simultaneously: Tangibility (X1), Reliability (X2), Responsiveness (X3), Assurance (X4), and Empathy (X5) has a significant effect on customer satisfaction variable (Y).

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Introduction

Investigating the effect of public sector organizations service quality on customer satisfaction in the selected municipalities of Kaffa zone is the main objective of study by assessing the overall level of service quality and customer satisfaction. To this effect hypothesis were developed to investigate how service quality dimensions affect and impact on the level of customer satisfaction.

In trying to achieve the objectives of the research, the study uses SERVPERF model with self-administered questionnaire that contained 22 performance statements related to the five service quality dimensions. It is also supported by open ended questions and has been collected through questionnaires from the customers of five municipalities (Ufa, Konda, Daka, Yadota and Oda). To come up with sound conclusions, semi structured interviews were conducted with 13 core work process coordinators and 5 municipality managers.

The paper adopted both quantitative and qualitative approach to collect data from the customers. Descriptive statistics like percentage, frequency, mean, standard deviation, and Pearson correlation coefficient were applied to analyze background information of respondents, perception on service quality and customer satisfaction as well as relationship between service quality dimensions and customer satisfaction. In addition multiple linear regression analysis technique was employed to investigate the effect of service quality dimensions on customer satisfaction and to test hypothesis.

Accordingly this chapter summarizes the general findings of the study, the conclusion made and based on which the necessary recommendations have been forwarded.

#### 5.2 Summary of Major Findings

The demographic profile of total respondents shows the majority 283 (75.9%) of the respondents are males, and 90(24.1%) are females. The majority 160(42.90%) of the

service users are within the range of 30-40 age groups. This indicates that most of the customers of the municipalities were young People. Among the participants 161 are high school completers which constitute (43.16%) of the samples which took the lion share, hence the researcher has been able to make necessary explanation to this section of society to extract the necessary information. 76(20.38%) of them are at diploma level. The least number of questionnaires has been collected from the respondents whose educational status is above master's degree.

The descriptive findings of the study show that all of the service quality dimensions have a low mean score. Even though their results registered below moderate level of 3.39, among the service quality dimensions, assurance has the highest mean value of 2.7249 followed by tangibility, empathy and responsiveness with mean values of 2.6804, 2.5677, and 2.5054 respectively. Reliability has the lowest mean score which is 2.2225.

Among all service quality dimensions the least satisfied variable is reliability with aggregate mean of 2.2225 as most respondents have unanimously expressed their discontentment on this regard. Hence, in relation to reliability dimension the municipalities lack value in providing the required service at the promised time and it can also be understood that the customers of the municipalities were repeatedly came back to the office to get answers for their unaccomplished cases. The municipalities have also a problem of delivering the services as it is promised.

Regarding the responsiveness dimension of the variable which scored mean value of 2.5054, the respondents have mostly agreed that the staffs lack willingness in supporting customers and are mostly busy in responding customers' inquiries. Moreover, the municipalities are not providing prompt services to their respective customers rather made themselves busy with their personal issues and different meetings at the formal service delivery time.

The result of responses obtained from the respondents regarding assurance dimension is 2.7249, which is below average mean score of 3.39. Among the attributes in this dimension, the staffs treating the customers equally to other customers rated at very low level. This implies that in the municipalities there is partiality and unequal treatment of

customers while delivering services. Moreover employees' ability in convincing while solving problems is questionable. However, with regard to staff positive greetings as customers just enter the office, flexibility in solving customers' problem and keeping customers' privacy secret as needed are tends to incline to moderate level.

Concerning tangibility dimension most customers have felt that the physical facilities of the municipalities and the material associated with services are not sufficient enough in providing quality service and bring about the desired level of customer satisfaction.

With regard to empathy dimension customers are not satisfied as they have expressed their displeasure in almost all of its underlying measuring items separately and as whole as well. Moreover understanding unique customer needs and acknowledging customers problem while solving problems were far below the moderate mean score which needs more improvement.

This study find out customers perceive poor service quality in all dimensions, this indicate that customers perceive below their expectation. The overall satisfaction is 2.5174, which is below the moderate mean value of 3.39; it means the numbers of customers those who respond agree and strongly agree are below fifty percent of the total respondents.

The correlation analysis revealed that responsiveness is highly correlated with customer satisfaction with ( $r=.951$ ) followed by tangibility( $r=.903$ ), empathy( $r=.880$ ) assurance( $r=.799$ ) and reliability( $r=.515$ ). The finding indicates that there is positive and significant relationship between independent variables and dependent one.

Regression result reveals that responsiveness has the highest influence on municipalities service users that is ( $\beta=.500$ ,  $p=.000$ ) followed by tangibility ( $\beta=.241$ ,  $p=.000$ ), empathy ( $\beta=.211$ ,  $p=.000$ ), assurance ( $\beta=.06$ ,  $p=.000$ ) and reliability ( $\beta=.030$ ,  $p=.000$ ). This result indicates that all service quality variables have positive and significant effect on customer satisfaction. All five variables are found to be significant predictors of customer satisfaction in the selected municipalities of Kaffa Zone.

Pertaining to the open ended questions forwarded to respondents about major challenges encountered the customers when using services in the municipalities the following major findings were drawn

- Employees of the municipalities did not deliver services at promised time and getting them at office is still unsolvable problems of the municipalities even though they were criticized and complained for many times
- There is no equal treatment of customers by employees of the municipalities which is greatly biased to wealth groups, kin and characterized with full of nepotism. Moreover, the infrastructure services delivered was given priorities to the groups of people that have money and very close relationship with municipality officials
- Inappropriate utilization of public resources is also another challenge to the municipalities under study area
- Frequent turnover of employees and municipal officials has made distortion of information with regard to unaccomplished customers cases and as a result of this customers lost hope and trust on new coming officials and employees

### **5.3 Conclusions**

Based on the major findings of the study the following conclusions are drawn:

From the result of the overall descriptive analysis of the service quality dimensions, it was found that perception of the customers of the municipalities was less than they expected or below the moderate composite mean level. So, it is possible to conclude that service quality with regard to tangibility, reliability, responsiveness, assurance and empathy in the municipalities under study area is not satisfactory to their customers.

The overall composite mean for customer satisfaction result is 2.5174 which are below moderate score i.e. 3.39. Therefore, it is possible to conclude that customers of the five municipalities are not satisfied with the service provided by the respective municipalities.

As it is shown in the person correlation table there is significant and positive relationship between all service quality dimensions (tangibility, reliability, responsiveness, assurance and empathy) and customer satisfaction.

The results obtained from the multiple linear regression analysis show that all the service quality dimensions (tangibility, reliability, responsiveness, assurance and empathy) have significant influence on customer satisfaction.

From the qualitative analysis result it is possible to conclude that municipalities were faced with major challenges in ensuring quality service delivery. Accordingly, the major problems identified by the study are: - lack of employee commitment, shortage of financial and non-financial resources, attitude and practice of corruption, unequal treatment of customers by employees, inappropriate utilization of public resources, lack of customers awareness about their rights and duties, lack of qualified manpower and inconvenient working office. In order to overcome quality service delivery problems in the municipalities under study area concerned bodies should give due attention to those problems identified by the study

Generally, as a result of above identified problems and other challenges might not observed in this study, the level of quality service delivery which is determined through tangibility, reliability, responsiveness, assurance and empathy is found poor. Since, service quality is the antecedent to customer satisfaction, the results of this study also shows satisfaction of customers in selected municipalities of kafa zone (Ufa, Daka, Yadota, Konda, Oda) is poor.

#### **5.4 Recommendations**

Based on the major findings and conclusion of the study the following recommendations are forwarded:

- All of the service quality dimensions (tangibility, reliability, responsiveness, assurance and empathy) under study area are found at low mean value which is below the average score of 3.29. Thus, it is better if municipalities give great concern to improve all of the service quality dimensions to meet expectations of the customers.
- Municipal officials are recommended to aware that among the various dimensions of the service quality, responsiveness was specifically significant in raising satisfaction for the customers of public sector organizations especially in five selected municipalities.

Responsiveness plays a key role in determining customer satisfaction implying that fast and prompt services that the management may influence drive customer satisfaction as such importance for customers.

- Since all of service quality dimensions have positive and significant relationship with customer satisfaction, municipalities are advised to give significant consideration for all service quality dimensions with special attention to responsiveness.
- All employees are recommended to know that service quality in its true sense for improved customer service. Making an environment for every employee to consider customer service has to be given great concern. This can be done by giving continuous training and capacity building programs on how to solve the problems raised from customers, how to address complaints sincerely, maintain accurate customers record and improve communication among them.
- Municipalities are recommended to fill vacant position with competent employees. In so doing this, they can optimize service delivery and provide prompt services at all times.
- The municipal officials are suggested to take corrective measures on employees those involved in corruption to abuse the customer satisfaction.
- The municipalities are advised to provide their services based on impartiality principle thereby customers feel confident and trustful towards municipalities' service delivery.
- Appropriate utilization of public resources is also one major means to effectively fulfill tangibles aspects of office resources like surveying materials and office furniture by which services can be delivered efficiently.

This study also has certain limitation as with any empirical study that must be given consideration when assessing the outcomes of its findings and implications. The results pertain only to the respondents of five municipalities and generalizations to a wider

populations or zonal level should be done with a caution. Additional studies comparing service quality of citizens across different public service setting might produce remarkable findings. Furthermore the study may have improved by conducting focus group discussions to ascertain other influencing factors not identified in this analysis. Future work can also focus on developing a richer model that incorporate other potential factors influencing customer satisfaction.

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## Appendices



**Wolkite University**  
**School of Graduate Studies**  
**College of Business and Economics**  
**Department of Management**

### Appendix I

#### **Questionnaires to be filled by Customers of the Municipality:**

Dear respondents, I am Girma Shiferaw, student of Master's Degree in Business Administration. The main objective of this questionnaire is to obtain data related to the Impact of Quality Service Delivery on Customer Satisfaction in selected Municipalities of Kaffa Zone. All information you provide to my study will be kept strictly confidential and shall be used for academic purpose only. The findings of the study will be generalized for the study population and will not reflect anything particular of individual persons. The questionnaire will take about 25-30 minutes, so I kindly request you to spare me this time for the study.

Thank you in advance for your cooperation!

#### **Please note that:**

1. No need of writing your name.
2. Please fill the answer by putting "X" mark.
3. Please give more attention and return the completed as fast as possible.
4. If you need further explanation you can contact me via the address shown below

Girma Shiferaw

Phone: +251-915598783

E-mail: [girmash22@gmail.com](mailto:girmash22@gmail.com)

**Part I. The Respondents Profile: Put “X” mark in relevant box below.**1. Sex: Male  Female 2. Age: Below 20 Years  20-30 Years  31-40 Years   
41-50 Years  above 50 Years 4. Educational status: Certificate  Diploma  BA/BSc   
MA/MSc  PhD and above 5. Employment status: Agriculture  Trader  Government employee   
Private company employee  unemployment 6. For how long you are living in this town? Below 10  11-20  21-30   
31-40  above 40 **Part II SERVICE QUALITY QUESTIONNAIRE (SQQ)**

Instructions: Please tick the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree and 5 = strongly agree).

Quality Dimensions	Scale/Value				
	5	4	3	2	1
<b>Tangibility</b>					
1. The municipality has up to date equipment in the office that facilitate service delivery					
2. The municipality facilities are visually attractive					
3. The municipality has office convenient location to its customer					
4. Staffs at the front line position are well dressed and appear neat.					
5. Printed materials (forms, brochures, etc.) look attractive					
<b>Reliability</b>					
1. The employees of the municipal office provide service as promised					
2. The employees of the municipal office are dependable in handling customers service problem					
3. Employees of the municipal office perform service delivery right at the first time					
4. The employees provide the required service at the promised time					

<b>Responsiveness</b>					
1. The municipality employees are always willing to help you					
2. The employees of the office are ready to respond to your request as required					
3. The employees of the office provide prompt services					
4. The office's experts are never busy to reply to you as their customer					
<b>Assurance</b>					
1. The employees of the office greet you positively just as you enter the office					
2. The employees of the office are flexible in solving your problem					
3. The employees treats you equal to others for your request					
4. The organization is good at keeping your privacy secret as needed					
5. The employees ability is convincing in problems solving					
<b>Empathy</b>					
1. The employees of the municipality understand your specific needs					
2. The offices' employees acknowledge your need or frustration when solving problems					
3. The employees are caring for your emotion while service encounter					
4. The employees of the office are empathic to issues you bring to					

### Part III: Status of customers' satisfaction on Quality service delivery

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

**5=strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, and 1represents strongly Disagree**

S. No	Questions	Scale/Value				
		5	4	3	2	1
1	I am satisfied with the municipality's various ranges of services.					
2	I am satisfied with the timely performance of the municipality					
3	I am satisfied with the respectful behavior of employees' in the municipality.					
4	I am satisfied with the office accessibility of information for its customers					
5	I am satisfied with the professional Competence of employees' in the municipality					

**Part III: Major challenges of Quality Service Delivery**

1. Have you ever faced any challenges while using services provided by the municipality?

Yes  No

2. What are the major challenges you have faced when using services provided by the municipality?

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

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

.....  
.....  
.....  
.....  
.....

3. What do you suggest to overcome these challenges?

.....  
.....  
.....  
.....

4. Please provide any comment, feedback or suggestion to the municipality regarding services you received.

.....  
.....  
.....  
.....  
.....

## Appendix II



**Wolkite University**  
**School of Graduate Studies**  
**College of Business and Economics**  
**Department of Management**

### **Interview Questions for managers and core work process coordinators of the Municipality**

Dear respondents, I am Girma Shiferaw, student of Master's Degree in Business Administration. The main objective of this questionnaire is to obtain data related to the Impact of Quality Service Delivery on Customer Satisfaction in selected Municipalities of Kaffa Zone. All information you provide to my study will be kept strictly confidential and shall be used for academic purpose only. The findings of the study will be generalized for the study population and will not reflect anything particular of individual persons. The semi structured interview questions will take about 1 hour, so I kindly request you to spare me this time for the study.

1. As a leader and as a responsible person how can you suggest about your organization's quality of service delivery?
2. What are the major challenges facing your organization in delivering quality service to your customers? What causes these challenges to happen? What actions have ever been taken by the municipal office to reduce the impact? What are possible solutions to be done by your office or by other offices or structures?
3. Do you feel that your customers are satisfied/ happy with the service they receive from the municipality? If not, why?
4. Are the resources enough to meet customers' satisfaction? If not, specify the resources you lack and where from to avail those?
5. What are frequent complaints raised by customers to your office?  
How does your office respond to it? Give example please!
6. Does your organization have training plan for employees of your office? Is it for relevant employees and customers?
7. What mechanism is usually used by your office to improve delivery of quality services?  
How do you think about its effectiveness?
8. Any other issues you can raise regarding the quality of service and customer satisfaction of your office?



**አባሪ 1**

**ወልቂጤ ዩኒቨርሲቲ**

**የድህረ ምረቃ ት/ቤት**

**ለወድ ተገልጋዮች የተዘጋጀ መጠይቅ ፤**

እኔ ግርማ ሸፈራወ በአሁኑ ሰዓት በወልቂጤ ዩኒቨርሲቲ ድህረ ምረቃ ት/ቤት የ2ኛ ዲግሪ ብዝሃነት አድሚኒስትሬሽን (Master of Business Administration-MBA)ተማሪ ሲሆን የመመሪያ ጽሁፌን በካፋ ዞን ወስጥ ባሉ በተመረጡ ማዘጋጃ ቤቶች ላይ “ ጥራት ያለው አገልግሎት በደንበኛ እርካታ ላይ ያለው ተፅዕኖ ” በሚል ርዕስ እየሰራሁ እገኛለሁ። የዚህ መጠይቅ ዓላማም ስለ ማዘጋጃ ቤቱ የአገልግሎት ጥራት በደንበኞች እርካታ ላይ ባለው ተፅዕኖ በቂ መረጃ በመሰብሰብ ጥናቱን ውጤታማና ተአማኒነት ያለው ማድረግ ነው። ይኸንንም አሳካ ዘንድ የእርስዎ ትብብር በጣም ያስፈልገኛል። በመጠይቁ የሚሰጡት ምላሽ ለጥናቴ ብቻ የሚውል ሲሆን መልስዎም በሚስጥር ይያዛል። ስለዚህ በመጠይቁ መሠረት መልስዎን በትክክል ይሠጡኝ ዘንድ በአክብሮት እየጠየኩኝ ወድ ጊዜዎትን ሰውተው ለሚያደርጉሉኝ ትብብር ልባዊ ምስጋናዬን ከወዲሁ አቀርባለሁ።

ለትብብርዎ በጣም አመሰግናለሁ!

**ማ ስ ታ ወ ሻ ፡ -**

ስም መጥቀስ አያስፈልግም  
በትክክለኛው አማራጭ ፊት ለፊት የራይት (✓) ምልክት ያድርጉ

በካፋ ዞን በ-----ማዘጋጃ ቤት ተገልጋዮች የሚሞላ መጠይቅ፤

**I. ክፍል አንድ፡ የግል ሁኔታ፤**

- 1. ያታ 1/ወንድ  2/ቤት
- 2. ዕድሜ 1/ከ20 ዓመት በታች  2/ ከ20-30

3/h31-40       4/h41-50       5/h50 ዓመት በላይ

3. የትምህርት ደረጃ    1/1ኛ ደረጃ       2/ ሁለተኛ ደረጃ/ሀይስኩል/

3/ ስርተፍኬት       4/ ዲፕሎማ       5 / የመጀመሪያ ድግሪና ከዚያ በላይ

4.የስራ ሁኔታ:      1/ግብርና       2/ነጋዴ       3/የመንግስት ሠራተኛ

4/የግል መስሪያ ቤት ሠራተኛ       5/ስራ አጥ

5. ምን ያህል ጊዜ በዚህ ከተማ ኖረዋል?    1/ከ10 ዓመት በታች       2/ ከ 11-20 ዓመት

3/ ከ21-30 ዓመት       ከ 31-40 ዓመት       ከ40 ዓመት በላይ

**ክፍል ሁለት : የአገልግሎት ጥራት መመዘኛዎች**

ከዚህ ቀጥል በቀረቡት የአገልግሎት ጥራት መለኪያ መጠይቆች መሰረት ከማዘጋጃ ቤቱ የአገልግሎት አሰጣጥ ጥራት ጋር በተያያዘ የእርስዎን ስሜት ደረጃ በእያንዳንዱ መስፈርቶች ላይ በትክክል የሚገልጸውን አማራጭ የ “√” ምልክት በማድረግ እንዲመርጡ በትህትና እጠይቃለሁ።

በሠንጠረዥ ውስጥ ከ 5-1 የተዘረዘሩት ቁጥሮች ምንነት በተመለከተ:-  
5 ማለት = በጣም እስማማለሁ፣ 4 = እስማማለሁ፣ 3 = መካከለኛ  
2 = አልስማማም፣ እና በስተመጨረሻ 1 ደግሞ በጣም አልስማማም ማለት ነው።

እባክዎን ትክክለኛ ምላሽዎትን ይገልጻል ያሉትን ቁጥር በሳጥኑ ውስጥ “√ ” ምልክት ያስቀምጡ

የአገልግሎት ጥራት የግምገማ መግለጫ	መለኪያ				
	5	4	3	2	1
<b>ተጨባጭነት</b>					
1. ማዘጋጃ ቤቱ ለተገልጋዮች ቀልጣፋ አገልግሎት ለመስጠት የሚረዱ ዘመናዊ ቁሳቁሶችን አሟልቶ አገልግሎት እየሰጠ ይገኛል					
2. የማዘጋጃ ቤቱ ቁሳዊ አገልግሎት መስጫዎች መስህብነት አላቸው					
3. የመሰሪያ ቤቱ ህንፃዎችና ቢሮዎች ማራኪ እና ደንበኞችን ለማስተናገድ ምቹ ናቸው					
4. ፊት ለፊት ላይ ተገልጋዮችን ለማስተናገድ የተቀመጡት ሰራተኞች አላባባሰዋል ጥሩ እና ንጽህናቸውን የጠበቁ ናቸው					
5. በማዘጋጃ ቤቱ ከአገልግሎት ጋር ተያያዥ የሆኑ የጽሁፍ ውጤቶች (እንደ በራሪ ወረቀቶች ወይም መግለጫዎች የመሳሰሉት ) ለአይን መስህብነት አላቸው					
<b>ተግባራዊነት</b>					
1. የማዘጋጃ ቤቱ ሠራተኞች መ/ቤቱ በገባዉ ቃል መሠረት አገልግሎት እየሰጡ ይገኛሉ					
2. የማዘጋጃ ቤቱ ሠራተኞች ችግር በሚያጋጥሚዎ ጊዜ ችግሩን ለመፍታት ከልብ የሆኑ ፍላጎት ያሳያሉ					
3. ማዘጋጃ ቤቱ ለመጀመሪያ ጊዜ የሚያቀርበውን አገልግሎት በትክክል ያከናውናል					
4. ማዘጋጃ ቤቱ አደርጋለሁ ብሎ ቃል በገባበት ጊዜ አገልግሎቱን ያቀርባል					
<b>ምላሽ ሰጪነት</b>					
1. የማዘጋጃ ቤቱ ሠራተኞች ዘወትር እርስዎን ለመርዳት ፍቃደኛ ናቸው					
2. የማዘጋጃ ቤቱ ሠራተኞች አገልግሎት ፈለጊው ለሚጠይቃቸው ጉዳዮች ምላሽ ለመስጠት ዝግጁ የሆኑ ናቸው					
3. የማዘጋጃ ቤቱ ሠራተኞች ፈጣን አገልግሎት የሚሰጡ ናቸው					
4. በማዘጋጃ ቤቱ የሚገኙ ሰራተኞች የእርስዎን ጥያቄ ለመመለስ በፍጹም ስራ በዛብን አይሉም					

<b>ዋስትና / እምነት የሚጣልበት አገልግሎት መስጠት/</b>					
1. የማዘጋጃ ቤቱ ሠራተኞች አገልግሎት ፈላጊው ቢሮአቸው ሲገባ መልካም በሆነ ሠላምታ በመቀበል ያስተናግዳሉ					
2. ሠራተኞቹ የተገልጋዮችን ችግሮች በየትኛውም አማራጭ ለመፍታት የሚጥሩ ናቸው					
3. ሠራተኞች ሁሉንም አገልግሎት ፈላጊ በእኩል ዓይን ያስተናግዳሉ					
4. የማዘጋጃ ቤቱ ሠራተኞች የእርስዎን የግል ምስጥር በጠበቀ ሁኔታ አገልግሎት ይሰጣሉ					
5. የማዘጋጃ ቤቱ ሠራተኞች ችግሮችን የመፍታት ብቃትና ችሎታ ያላቸው ናቸው					
<b>መረዳት /ለደንበኛ ፍላጎት አጽንኦት መስጠት</b>					
1. የመ/ቤቱ ሰራተኞች የእያንዳንዱን ደንበኛ ፍላጎትና ምርጫ ያገናዘቡ አገልግሎት ይሰጣሉ					
2. የማዘጋጃ ቤቱ ሠራተኞች የእርስዎን ፍላጎት ወይም ችግር ቦታ በመስጠት ችግሮችን የሚፈቱ ናቸው።					
3. የማዘጋጃ ቤቱ ሠራተኞች በአገልግሎት አሰጣጥ መጓተት ወይም በአግባቡ ካለማስተናገድ ጋር ተያይዞ በሚፈጠረው የእርስዎ ስሜት መጎዳት እርስዎን በማረጋገጥ አገልግሎት ይሰጣሉ					
4. የመ/ቤቱ ሠራተኞች ለመ/ቤቱ የሚያቀርቡትን ጉዳይ ከልብ ለመፈጸም ጥረት ያደርጋሉ					

**ክፍል ሶስት: የደንበኛ እርካታ መጠይቆች**

ማስታወሻ:- በሠንጠረዥ ውስጥ ከ 5-1 የተዘረዘሩትን ምንነት በተመለከተ:-

- 5 ማለት = በጣም እስማማለሁ፣
- 4 = እስማማለሁ፣
- 3 = መካከለኛ
- 2 = አልስማማም፣ እና በስተመጨረሻ
- 1 ደግሞ በጣም አልስማማም ማለት ነው።

እባክዎን ትክክለኛ ምላሽዎን ይገልጻል ያሉትን ቁጥር በሳጥኑ ውስጥ “√ ” ምልክት ያስቀምጡ

የደንበኞች እርካታ መጠይቆች	መለኪያ				
	5	4	3	2	1
1. ከማዘጋጃ ቤቱ የሚጠብቀውንና ተገቢነት ያለውን አገልግሎት በማግኘት ሬክቻለሁ					
2. በመ/ቤቱ ፈጣን አገልግሎት ረክቻለሁ					
3. በሠራተኞች የተገልጋይ አክብሮት ረክቻለሁ					
4. ማዘጋጃ ቤቱ ለተገልጋዮች ባለው የመረጃ ተደራሽነት ረክቻለሁ					
5. በማዘጋጃ ቤቱ ሠራተኞች መያዝ ብቃት ረክቻለሁ					

**ክፍል አራት፤ የአገልግሎት አሰጣጥ ጥራት ተግዳሮቶች**

1. ከማዘጋጃ ቤቱ አገልግሎት ሲያገኙ ያጋጠመዎት ተግዳሮቶች(ችግሮች) አሉ?

አዎ  አልነበረም

2. ለተራ ቁጥር “1” መልስዎ “አዎ” ከሆነ ምን ዓይነት ተግዳሮቶች ገጠመዎት? እባክዎን ተግዳሮቶችን በመዘርዘር ይግለጹ፤

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3. ለችግሮቹ መንስኤው ምንድነው ብሎ ያስባሉ

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4. ችግሮቹን ለመፍታት መፍትሔው ምንድነው ብለው ያምናሉ?

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5. እባክዎን ከማዘጋጃ ቤቱ አገልግሎት አሰጣጥ ጥራት ጋር በተያያዘ አስተያየትዎንና ለአገልግሎት አሰጣጥ መሻሻል ግብዓት ይሆናል ያሉትን ሀሳብ ያስፍሩ

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ወልቂጤ ዩኒቨርሲቲ  
የድህረ ምረቃ ት/ቤት

አባሪ- 2

ለማዘጋጃ ቤት ሥራ አስኪያጆችና ሥራ ሂደት አስተባባሪዎች የተዘጋጀ ቃለ-መጠይቅ

1. እንደ ሥራ መሪና ካለብዎት ኃላፊነት አንጻር ለደንበኞች የሚደረገውን አገልግሎት አሰጣጥ እንዴት ይመለከቱታል?
2. በማዘጋጃ ቤቱ ውስጥ በአገልግሎት አሰጣጥ ዙሪያ ዋነኞቹ ተግዳሮቶች ምን ምን ናቸው? ለዋና ዋና ተግዳሮቶቹ መንስኤው ምንድን ነው ብሎ ያምናሉ? ችግሮቹን/ተግዳሮቶቹን ለመፍታት ማዘጋጃ ቤቱ እስካሁን ምን ዓይነት እርምጃ ወስዳል? ችግሮቹን ለመፍታት መፍትሄው ምንድን ነው ብለው ያስባሉ?
3. የመ/ቤቱ ተገልጋዮች ባገኙት አገልግሎት እርካታ ያገኙ ይመስልዎታል? ያብራሩ።
4. የማዘጋጃ ቤቱን ተገልጋዮች ሊያረካ የሚችል ሀብት መ/ቤቱ አለው? ከሌለው እንዴት ለማማላት ታቀደ?
5. ከማዘጋጃ ቤቱ አገልግሎት ጋር በተያያዘ ከተገልጋዮች በተደጋጋሚ የሚነሱ ቅሬታዎች ምን ምን ናቸው? ቅሬታዎችስ እንዴት ይፈታሉ? አብነት በመጥቀስ ያስረዱ።
6. ማዘጋጃ ቤቱ ሠራተኞችን አቅም ለማሳደግ የሚረዳ የስልጠና ዕቅድ አለው፤ የሚሰጠው ስልጠና ለተገቢ ባለሙያ ነው ብለው ያምናሉ?
7. ማዘጋጃ ቤቱ በመ/ቤቱ ስለሚሰጡት የአገልግሎት አሰጣጥ ደረጃን ለማሻሻል የሚጠቀማቸው ዘዴዎች ምን ምን ናቸው? ውጤታማነቱስ እንዴት ይገለጻል?
8. ሌሎች የመ/ቤቱ አገልግሎት አሰጣጥ ጥራትና ከተገልጋይ እርካታ ጋር በተገናኘ የሚያነሱት ጉዳዮች ካለ መጨመር ይችላሉ።

