

**ASSESSMENT OF THE PRACTICE OF CUSTOMER SERVICE DELIVERY IN ETHIO
TELECOM: THE CASE OF WOLKITE BRANCH**



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List of Acronyms

CSA	Central Statistic Authority
EEPC	Ethiopian Electric Power Corporation
GDP	Gross Domestic Product
GNP	Gross National Product
OECD	Organization for Economic Cooperation and Development
SNNP	South Nation Nationalities and Peoples
USA	United States of America

Abstract

This research tried to assess the practice of customer service delivery in ethio telecom: the case of wolkite branch. The objective of this study was to examine the existence and implementation of the predetermined service standards (benchmark) that contributes in enhancing service quality at Ethio telecom in, to review the extent of meeting the needs of customers in delivering different services at Ethio telecom and to assess whether Ethio telecom identify improvement gaps or not.

The primary data was collected through distributing research questionnaires and interview for Ethio telecom customers. The study was based on the data collected from 63 customers by using simple random probability method. The descriptive analyses concluded that depending on the findings of the research, there is the predetermined service standard in ethio telecom and ethio telecom was not meeting the need of customers when it provides service, there is no that much effort in ethio telecom to improve gaps related to service delivery system and related to service quality, there is no good service quality related to reliability, there is not good service quality related to assurance, there is not good service quality related to responsiveness, there is good service quality related to empathy and there is good service quality related to tangibility in ethio telecom.

The researcher also indicated recommendations as to meeting the needs of customers, ethio telecom has problem. So the company should adjust its service delivery system and should consider mass customization principle in the future, in order to gain high acceptance from customers, it should accept feedback from customers and should take corrective actions, employee should work based on their promise and the company should have an appropriate parking area to improve its reliability. On the other hand the company should provide available and clear information to the customers and should provide service without delay to improve its responsiveness.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

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

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

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

services are to meet the increased expectations of their customers, from both citizens and businesses. However, experience shows that while the challenges may be consistent, the ways in which they are being confronted, and the results that are being achieved, vary considerably. One common challenge faced by every organization is how to service its customers better. Though, traditionally, it has been seen as a passive vehicle for executing social policy mandated by legislation, however, accustomed to a relatively better service delivery from the private sector, citizens/businesses view the public-sector as another provider of services for which they pay taxes.

Given its vital importance for the social and economic wellbeing of the country, the national significance of improving public service delivery systems has been gaining great consideration by nations. In 2002 in the USA, 80% of the GNP was produced by the service sector (Fitzsimmons and Fitzsimmons, 2006). On their side Philip Kotler and Kevin Lane, (2006) indicated that the Bureau of labor statistics reports that the service producing sector will continue to be the dominant employment generator in the economy, adding to 20.5 million jobs by 2010. Among the types of service sector growing fast are higher education, financial service and faster than any other else is the health care service. Like that of global tendencies, the structure of the Ethiopian economy has drastically changed. According to the latest GDP report of the Ministry of Finance and Economic Development, the service sector in Ethiopia enjoyed 14 percent annual growth in the year 2008/09 fiscal year while industry followed by 9.7 percent and agriculture grew by 6.4 percent. Maintaining its leading position in the Ethiopian economy for the second year, service sector contributed 45 percent to GDP in the year 2009/10 fiscal year, followed by 42 and 13 percent contributions of agriculture and industry, respectively. (www.mofed.gov.et) this shows that the service sector in Ethiopia has been growing not only in volume but also in variety, sophistication, and complexity.

Service delivery is not only limited to private firms for the purpose of earning profit, but it has also delivered by the public as well. Governments have legal responsibilities and authorization to deliver quality service for citizens as well as foreigners who seek service from them. On the other hand, citizens as customers also have the legal right of getting quality service up to the level of their expectations from their governments due to the fact that any government exists to satisfy the wants and needs of its customers, the public.

It is common that there are always two main tasks embracing any government in office. These tasks are service delivery and policy making (OECD, 2003). Service delivery is particularly important as it will determine the efficiency of any government which in turn reveals its accountability and transparency in serving the nation.

1.2 Statement of the problem

In this highly competitive globe, delivering high-quality customer service is one of the most important outcomes that differentiate a successful organization from others. Not only the types of services but it is also the delivery of high quality service that matters a lot in retaining customers far beyond attracting them. Concerning civil service organizations it is an obligatory for them to deliver high quality service due to the fact that nations have the right to get quality service like that they have an obligation to pay taxes and duties.

Service must be performed right the first time and every time. The damage done on any one occasion leave a permanent scar and affect badly rendered services. Customers may estimate what the service performance will be or may think what the performance ought to be. Customers are more likely to be dissatisfied if the service performance is less than what they have expected.

Service delivery became increasingly an important problem in most civil service organizations. As Shepherd, Geoffrey (2003) stated that:-

“The civil services of the developing countries tend to be large, underpaid, and politicized. Senior cadres lack professional depth and often fail to provide any chain of continuity in government over the longer term. As a result, delivery of public services tends to be inefficient and, often, beset by corruption.”

the recent action which has been taken by Federal Anti-Corruption Commission on higher officials, employees and customers of the authority has put under question the quality of service delivery of the authority which is in accordance to the aforesaid idea given by Shepherd, Geoffrey (2003), that is, “under developed countries public service is bese by corruption”. this researcher want to conduct a study to assess the service delivery practice of ethio telecom in Wolkite branch. In this research gap on,

.Lack of promotional mix in the company which leads to different problem.

Less sales volume the customer does not have enough awareness about the product of the company.

1.3 Research Questions

1. Does ethio telecom set service standards and how efficient is it in implementing the standards (benchmark) to enhance the quality of services?
2. How efficient is ethiotelecom in meeting the needs of customers in delivering different services?
3. Does ethio-telecom identify improvement gaps to enhance quality of services delivery?
4. What is the perception of customers in the quality of service delivered by ethio-telecom?

1.4 Objective of the Study

1.4.1 General Objective of the Study

The overall objective of the study is to assess customer service delivery practice of Ethiotelecom in Wolkite branch.

1.4.2 Specific Objectives

1. To examine the existence and implementation of the predetermined service standards (benchmark) that contributes in enhancing service quality at Ethiotelecom in Wolkite branch.
2. To review the extent of meeting the needs of customers in delivering different services at Ethiotelecom in Wolkite branch.
3. To assess whether Ethiotelecom identify improvement gaps or not.
4. To examine the perception of customers on the quality of service delivered by Ethio-telecom.

1.5 Significance of the Study

Quality, particularly service quality, has become one of the most important concepts of management related publications. The importance of the subject is indicated by the fact that in the last ten years the number of publications on service quality has increased to ten times of the

original volume. A study of rendering quality service in service providing organization like Ethio-telecom is important for the following major reasons:

- It provides further testing into the multi-dimensional nature of service quality in the service sector.
- It gives additional evidence as to the level of relationship between nations as public customers and service giving public organizations.
- It delivers feedback for the organization regarding the perceptions of their customers toward their service quality.
- It extends the service quality literature.

This study expects to contribute to the literature on assessing quality of service delivery in service providing organization like Ethio-telecom. The results of this research could assist the leadership of the authority in improving the quality of services to the expectation of their customers. The research is important for the following major reasons:

- findings of the study expected to add value regarding the perception of customers on the quality of services delivery of the organization and suggest what major actions have to be taken to meet the needs and expectations of customers,
- This study tries to combine theoretical and empirical research and find out the major dimensions that customers have problems in receiving quality service from the organization.
- The research lays the theoretical foundation of the practices, for which will provide future academic research on the assessment of quality service in Ethio-telecom. For that the research surveying and the findings of the study do not cover all service quality issues in the Ethio-telecom. So, it gives important highlights for further research studies in Ethio-telecom and other service providing organizations of Ethiopia.

1.6 Scope of the Study

In terms of geographical coverage, the study was conducted in Ethio telecom at Wolkite branch. It mainly focuses on the assessment of customer service delivery practice. The study was conducted on customers of Ethio telecom at Wolkite branch in the year 2020 G.C.

1.7 Organization of the Study

The study had organized in five chapters. The first chapter deals about the introduction part, which includes, background of the study, statement of the problem, research question, objective of the study, significance of the study, scope of the study, and organization of the study. The second chapter includes review of related literature about customer service delivery. The third chapter deals with research methodology include research design, source of data, sampling techniques and sample size, method of data analysis and presentation. The fourth chapter would deal about data analysis and interpretation with personal information of the respondents and the final chapter includes conclusions and recommendation of the findings of the study.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Theoretical Literature

2.1.1 Definition of Services

A uniform definition of service has not been developed up to this day. According to Kotler, “service is an act or performance provided by one party to the other which fundamentally is not materialized and does not result in creating ownership over things. Its production is either connected to the physical product or not.” (Kotler, 2006). As per this definition there are five groups:

- 1) Clearly physical product (e.g. computer);
- 2) Physical product with collateral services, where the services are connected to the materialized product (such as services connected to selling computers e.g. maintenance warranty services);
- 3) Hybrid offer, where the offer is a mixture of the physical product and the services (such as clothing store which offers alteration);
- 4) Material service with minor collateral services and physical products (such as wellness hotel service, containing the hotel service, physical products and other collateral services (catering, poolservices);
- 5) Clearly service, such as consultancy.

In line with concept the standard-family- may also be derived by defining the procedure. Procedure is the series of activities which transform inputs to outputs. Accordingly, from a certain input, via the service procedure a certain output is formed in case of services too. Service can be interpreted as the result an activity that takes place where the supplier and the customer

interact with each other, and generally is not tangible. Accordingly service can be: an activity carried out on the tangible product provided by the customer (cloth cleaning) an activity carried out on the intangible product provided by the customer (accounting) providing, creating intangible product to /for the buyer (education, health care)providing, manufacturing tangible product to the buyer (commerce, postal service)

One can argue that from the aspect of service quality measurement, the definition of quality needs to be result-and procedure-oriented at the same time, since customers judge not only the result of the services, but the process of the service provision is considered too. From the aspect of describing service quality and developing a decision support model aimed at improving service quality, the act of providing the service, is the main component.

For some researchers service means more than the mere result of an activity (service-result); it is an interactive process (service-process) as well. Service means the process aimed at meeting customer expectations, which is fundamentally based on the direct or indirect interaction of the customer and the supplier. The result of the service typically manifests itself in an intangible form.

2.1.2 Unique features of service

Philip Kotler and Kevin lane (2006) argue that services are characterized by certain unique features, which, in their turn, have some unique implications in the matter of marketing. The unique features of services are shown below:

Service is a Performance:While products are produced, services are performed. In most cases, services are totally unconnected to any physical product. Unlike tangible products, services are produced and consumed at the same time in the presence of the customer and the service producer. The presence of the human element during the service delivery process greatly increases the probability of error on the part of employees and customers.

Does Not Involve Any Ownership Transfer:Usually, a service does not result in the ownership of anything. In other words, unlike in product marketing, in service marketing, there is no title/ownership transfer. One can even say that nothing is purchased while a service is availed of, at best, what is purchased is just the use of, or access to, the facility/service. The buyer does not become the owner of anything.

Intangibility: Unlike physical products, services are intangible; they cannot be seen, touched, or smelt. Also, the consumer cannot sample a service in advance. Accordingly, it becomes difficult for the consumer to judge a service before it is bought; he has no ‘tangibles’ to go by for judging the service in advance; he cannot know its exact outcome in advance. Of course, it may not be correct to assume that all services are hundred percent intangible. But, it is certainly true that they are not tangible to the same degree as physical products are.

Inseparability/Immediacy

Inseparability is the next unique feature of services. Some experts refer to it by the term ‘immediacy’.

In fact, services are marked by two kinds of inseparability:

- (i) Inseparability of production and consumption
- (ii) Inseparability of the service from the person who possesses the skill and performs the service

Services are produced and consumed simultaneously at the same point of time and location. Second, services are also inseparable from their providers. The latter are an integral part of the services.

Variability/Individuality/Heterogeneity

Services are also marked by variability/individuality/heterogeneity. This is so because of three reasons: First, the inseparability of the service from the provider leads to some variability; the provider of the service being inseparable from the service. Second, services are highly people intensive. Anything that is people intensive is bound to be marked by variability. Services are often categorized on the basis of the type of people who provide them-like unskilled services, skilled services, and complete professional services. In the case of physical products, who produces the product is immaterial. Then, in services, the effect varies dependent on when and where the service is provided. As a combined result of the three factors, services are marked by a high degree of variability/individuality/heterogeneity.

Perishability

Services are perishable as well. They cannot be stored. Like inseparability/immediacy, this is also an offshoot of the fact that services are produced and consumed simultaneously. There are no

inventories in the case of a service. It is because if it's perishable that often a client is billed even if he does not avail of the service after having booked it. For example, airlines charge passengers who fail to 'showup' at the time of flight departure, as the service value become zero once the passengers fail to showup at the appointed time.

Consumer, a Part of the Production Process

In most services, the consumer is an integral part of the production process, as he has to be physically present when the service is produced. This is not true of physical products. In fact, a service situation requires the presence of not merely the consumer but that of the producer as well. Quite often, the consumer and the service provider are face to face when the service is produced. Hence service provider-consumer interaction becomes a special feature of services.

In Channel Matters too, Services Differ from Products

Services differ significantly from products even in the role played by marketing channels in their marketing. While physical products, in general, are amenable for marketing through channels, the same is not the case with services. Some services are not amenable at all for operating through intermediaries. In some cases, they may lend for such an approach, but the role of channel members invariably differs in the case of services as compared to products.

2.2 Dimensions of Service Quality

A customer's expectation of a particular service is determined by factors such as recommendations, personal needs and past experiences. The expected service and the perceived service sometimes may not be equal, thus leaving a gap.

Ten determinants that may influence the appearance of a gap were described by Parasuraman, Zeithaml and Berry (1985). The details are discussing below:

1. Competence is the possession of the required skills and knowledge to perform the service. For example, there may be competence in the knowledge and skill of contact personnel, knowledge and skill of operational support personnel and research capabilities of the organization.

2. Courtesy is the consideration for the customer's property and a clean and neat appearance of contact personnel, manifesting as politeness, respect, and friendliness.
3. Credibility is the factors such as trustworthiness, belief and honesty. It involves having the customer's best interests at prime position. It may be influenced by company name, company reputation and the personal characteristics of the contact personnel.
4. Security is the customer feeling free from danger, risk or doubt including physical safety, financial security and confidentiality.
5. Access is approachability and ease of contact. For example, convenient office operation hours and locations.
6. Communication means both informing customers in a language they are able to understand and also listening to customers. A company may need to adjust its language for the varying needs of its customers. Information might include for example, explanation of the service and its cost, the relationship between services and costs and assurances as to the way any problems are effectively managed.
7. Knowing the customer means making an effort to understand the customer's individual needs, providing individualized attention, recognizing the customer when they arrive and so on. This in turn helps in delighting the customers i.e. rising above the expectations of the customer.
8. Tangibles are the physical evidence of the service, for instance, the appearance of the physical facilities, tools and equipment used to provide the service; the appearance of personnel and communication materials and the presence of other customers in the service facility.
9. Reliability is the ability to perform the promised service in a dependable and accurate manner. The service is performed correctly on the first occasion, the accounting is correct, records are up to date and schedules are kept.
10. Responsiveness is to the readiness and willingness of employees to help customers in providing prompt timely services, for example, mailing a transaction slip immediately or setting up appointments quickly. Later, the determinants were reduced to five: tangibles; reliability; responsiveness; service assurance and empathy.

2.3. The Concept of Service Quality

The word quality means different things to people according to the context. Lovelock and Wirtz (2007) mentioned that David Garvin identifies five perspectives on quality.

1. The transaction view of quality is synonymous with innate excellence: a mark of uncompromising standards and high achievement. This viewpoint is often applied to the performing and performing of visual arts. It is argued that people learn to recognize quality only through the experience gained from repeated exposure and managers or customers will also know quality when they see it is not very helpful.
2. The product- based approach sees quality as a precise and measurable variable. Differences in quality, it is argued, reflect differences in the amount of an ingredient or attribute possessed by the product or service. Because this view is totally objective, it fails to account for differences in the tests, needs, and preferences of individual customers or even entire market segments.
3. User based definitions starts with the premise that quality lies in the eyes of the beholder. These definitions equate quality with maximum satisfaction. This subjective, demand oriented perspective recognizes that different customers have different wants and needs.
4. The manufacturing based approach is supply based and is concerned primarily with engineering and manufacturing practices, quality is also operation driven.
5. Value based definitions define quality in terms of value and price. By considering the tradeoff between perception and price, quality comes to be defined as “affordable”. Attaining superior quality in rendering service is considered to be as the most single important factor in differentiation and excellence of services and it is a potential source of sustainable competitive advantage. Thus, understanding, measurement, and improvement of quality service are important challenges for all civil services. For decades, many researchers have developed a service perspective (Zeithaml, 2009, Ramsaran and Fowdar, 2007). The concept of service quality should be generally approached from the customer’s point of view because they may have different values, different ground of assessment, and different circumstances (Chang, 2008).

Service quality is an extrinsically perceived attribution based on the customer's experience about the service that the customer perceived through the service encounter. Moreover, service quality in all service encounters is intrinsically affected by the perspectives of both the service provider and the service receiver. Service quality is not only involved in the final product and service, but also involved in the production and delivery process, thus employee involvement in process redesign and commitment is important to produce final tourism products or services (Kumra, 2008).

A research study on service quality presented by Grönroos (2007) who focuses on a model is a comparison between customer expectations of the service and their experience of the service they have perceived before. This model is named "total perceived service quality". His emphasis is on what customers are really looking for and what they evaluate. Accordingly, the service quality has based on two dimensions. The first dimension is the technical quality which refers to the outcome, what is delivered or what the customer gets from the service and the second dimension is the functional quality which refers to the manner in which the service is delivered or how it is delivered. Both dimensions affect the corporate image and the perception of quality in various ways. According to total perceived service quality model, perceived quality of a service is not only affected by the experiences of the quality dimensions that the consumer used for evaluating whether quality is perceived as good, neutral, or bad. It is also affected by the perceived quality of given service as well as the outcome of the evaluation process.

The quality of service of any organization is experienced at each service encounter, that is, human interactions. If service providers are bored, unable to respond for the customer's demand on time, or are negligent on their duty while customers are waiting for their service, no doubt that customers will think twice about doing business again with such service providers. In some cases, the customer may have an alternative to get the same service from other service providers. Such kind of situation becomes more complicated with the case of civil service. With regard to civil service, in most cases customers are obliged to get certain services from particular civil service offices only. In such a case if the assigned civil servants are bored, cannot answer simple questions, or become reluctant to provide service to the level of customers' satisfaction, It is difficult for customers to go to other office for same and the customer preferred

to remain with his/her complaints otherwise. Thus, the only option that the civil services have is to assign efficient and effective employees who have the awareness and understanding that customers are the source of their income and a means for their existence; because customer is 'king'. Furthermore, managing service quality in such organization needs more effort, loyalty and commitment than any other business as customers have legal right to get dependable and professional service from civil service. The civil service has to create a safety valve for customers to voice their complaints. Research has shown that excellent complaint management and service recovery can significantly influence customer satisfaction (Johnston, 2001).

2.4. Measuring Service Quality

Two Contradicting Paradigms

Although the operationalization of service quality differs from researcher to researcher, one can clearly identify two schools of thought: one group of researchers supporting the disconfirmation paradigm of perceptions minus expectations; and one group supporting the performance-based paradigm of a perceptions only version of service quality.

Disconfirmation paradigm - According to Gronroos (2007), consumers evaluate (perceived) service quality by comparing expectations with experiences of the service received. In line with this thinking Lewis and Booms (1983) stated that service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service therefore means conforming to customer expectations on a consistent basis.

Following the writings of Sasser et al. (1978), Lethinen and Lethinen (1982) and Gronroos (2007), extensive focus group interviews held by Parasuraman et al. (1985) affirmed that service quality is derived from the comparison between a consumer's expectations for service quality performance versus the actual perceived performance of service quality (perceptions-minus-expectations). In addition, Parasuraman et al. (1988) stated that "perceived service quality is viewed as the level of discrepancy between consumers' perceptions and expectations".

Based on extensive focus group interviews and subsequent research, Parasuraman et al. (1985 and 1988) concluded that: 1) service quality is an overall evaluation similar to attitude, 2) the expectancy disconfirmation' model is an appropriate operationalization of service quality, and 3) service quality(as a form of attitude) results from the comparison of perceptions with expectations.

Performance-based paradigm - Carman (1990) argued that there is little, if any, theoretical evidence supporting the relevance of perceptions-minus-expectations gaps as the appropriate basis for assessing service quality. In addition, Brown et al. (1993) concluded that there are serious problems in conceptualizing service quality as a difference score.

Following considerable support for simple performance-based measures of service quality in the marketing literature (e.g. Mazis et al. 1975, Woodruff et al. 1983, Bolton and Drew 1991), research by Cronin and Taylor (1992) affirmed that an un-weighted performance-based approach is a more appropriate basis for assessing service quality. Similarly, Babakus and Boller (1992) reported results supporting the use of performance-based measures of service quality over gap measures.

2.5. Empirical Literature Reviews

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, Mururi and Ayodo (2012), low employees' capacity, ineffective communication, insufficient number of staff and skills required, insufficient finance, poor management of problems, challenges of collective action, policy incoherence and levels of performance are the major challenges that can affect provision of quality public service in an organization.

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

Various studies conducted in the areas of public service delivery in Ethiopian civil service institutions indicate that several problems exist and have been leading to poor quality public service delivery. In April 2001, Government of the Federal Democratic Republic of Ethiopia published a service delivery policy of the Ethiopian civil service realizing that the existing

system requires reforms or adjustment to improve public service delivery. The policy came up with the assumption that effective implementation of the policy requires that all civil servants, service users and other concerned bodies have sufficient understanding of the objectives, contents, concepts and principles that enables civil service initiations to carry out what is expected of them and makes service users (customers) aware of their rights to receive services and benefit thereafter.

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

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

CHAPTER THREE

3. RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done descriptive research. Methodology should give full details to show the research activity is going to be carried out.

3.1 Description of the Study Area

The study area is found in Welkite town, Guraghe zone, SNNP region, Ethiopia. It is one of an administration and trading center of twenty-two reform towns in Guraghe zone that opted as a hub of development in the region. It locates 150 km away from Addis Ababa. The town is bound by Addis Ababa in the Southwest and Jimma in the south (Beshir, 2014).

According to Central Statistical Agency of Ethiopia (CSA, 2007), total population of the town was 28,856 of which 15063 (52.2%) were male and the rest 13793 (47.8%) were female. It located in the geographic coordination of 905500-916500 North latitude and 360500-371500 East longitude (Beshir, 2014).

3.2 Research Design

For this study descriptive research design was applied. A descriptive study is based on making findings concerning questions of; who, what, where, when, or how much? Descriptive studies are always handled with hypothesis which is clearly defined or investigative questions and they serve a number of objectives in the study which include making descriptions of phenomena or characteristics associated with a subject.

3.3 Target Population of the Study

The respondent that used is customers of telecommunication. To make data collection simple customer use the simcard, buying phones moderate price and internet services of customer per week of then the customer per day 170 the sample size that the researcher will use from this 63 customers are selected for questioners.

Manager of Ethio Telecom in Wolkite branch and customer those are used in Ethio telecom service such as mobile service, internet service and fixed line service are target population of this study. These will assume to be around 170 customers in a day.

3.4 Sampling Technique and Sample Size

3.5 SAMPLE SIZE

The researcher had used simple random probability sampling method. When the target population is 170 the sample size will be the following.

Yemenen formula was used to calculate the sample size. With regard to the level of accuracy, a confidence level of 95% as suggested by Kothari (2005), this means that there are 95 chances in 100 (or .95 in 1) that the sample results represent the true condition of the population within a specified precision range against 5 chances in 100 (or .05 in 1) that it does not. This calculated as yamenan formula ;

Where:

n = is the sample size,

N= is the population size,

e = is the level of precision

Based on this formula sample size of this study will determined as follows:

n= 63

3.5 Data Sources and Type

The study had used both primary and secondary data types. Primary data was collected from primary data sources and secondary data was collected from secondary data sources. Primary data had used so as to answer the question about the research objectives. On the other hand, secondary data was also applied to support the finding that what the different literature and previous researchers explain about the issue.

3.6 Data Collection Methods

For this particular research, the data collection tool were structured self-administered interview and questionnaire: primary and secondary data method Interview for the manager and questionnaire for the respondents. The questionnaire has two sections. The first part was intend to acquire the demographic profile of the respondents, while the other section contains a set of attitude statements. The purpose of the set of attitude statements is to determine the level of agreement or disagreement.

Both questionnaires were prepared in English, but to minimize the misunderstanding that might have been occurred to customers, it was translated into Amharic. The translations were done with the help of the good knowledge of both English and Amharic.

3.7 Methods of Data Analysis

For analyzing the result this study had used statistical methods of frequency and percentage to analyze data that is, descriptive statistics in the tabulation form.

CHAPTER FOUR

4.DATA ANALYSIS AND INTERETATION

This part of the research tries to discuss the results obtained from respondents by questionnaire and interview. As it has indicated in the methodology part, questionnaire was prepared and distributed to 63 customers and in addition structured interview for managers which are helpful to strengthen survey data was prepared. In this part of analysis the data collected from customers has presented by the percentage distribution and frequency on the table and discussed with integrated to interview result.

4.1 Demographic characteristics of respondents

Table 4. 1.distribution of respondent demographic characteristics

No	demographic characteristics	Frequency	percentage
1	Sex		
	Male	42	66.7%
	Female	21	33.3%
	Total	63	100%
2	Age		
	<20 year	11	17.4%
	20-30 year	32	50.6%
	31-40 year	15	24%
	41-50 year	5	8%
	>50 year	0	0%
	Total	63	100%

3	Marital status		
	Married	31	49.2%
	Unmarried	28	44.5%
	Divorced	4	6.3%
	Total	63	100%
4	Education background		
	High school	7	11%
	Preparatory	15	24%
	Certificate	4	6.3%
	Diploma	7	11%
	Degree	20	31.7%
	Master and above	10	16%
	Total	63	100%

Source: own survey, 2020

The data on table 4.1 shows 42(66.7%) of the respondents are male and 21(33.3%) are female. From this analysis it can be concluded that most of the respondents are male.

On this table 11(17.4%) of the respondents are <20 age, 32(50.6%) of the respondents are between 20-30 age, 15(24%) of the respondents are between 31-40 age, 5(8%) of the respondents are between 41-50 age. From this analysis it can be concluded that most of the respondents are between 20-30 age categories. The data also show the marital status of respondents and 31 (49.2%) of respondents are married, 28(44.5%) are unmarried and the rest 4(6.3%) of respondents are divorced. From this it can conclude that most of the respondents are married. The other information on table 4.1 is the respondent's education background. The table shows that 7(11%) of respondents are high school educated, 15(24%) are preparatory, 4(6.3%) certificate, 7(11%) are diploma, 20(31.7%) degree and the rest 10(16%) of respondents are

master and above educated. From this it can conclude that most of respondents are degree certified.

4.2 survey result related to the existence and implementation of the predetermined service standards (benchmark) that contributes in enhancing service quality at Ethio telecom in Wolkite branch

Table 4. 2 respondents response related to the existence and implementation of predetermined service standard

1	Is there a predetermined service delivery standard in ethio telecom?	Frequency	percentage
	Yes	53	84%
	No	10	16%
	Total	63	100%
2	If you say ‘’Yes’’ for the above question number 1, how do you explain the implementation of it?		
	Very high	0	0%
	High	40	75.5%
	Medium	13	24.5%
	Low	0	0%
	Total	53	100%

Source: own survey, 2020

The above table 4.2 show that 53(84%) of respondents respond “yes” and the rest 10(16%) of respondents respond “no”. this implies the majority of respondents respond “yes”. It means it can conclude that there is the predetermined service standard in ethio telecom.

In addition to this the manager of the organization said on the interview as there is the predetermined service standards in the organization. Respondents who respond “yes” for the above table also were asked how they explained the implementation of service delivery standard and as the table shows, from a total of 53 respondents the majority one who are 40(75.5%) of respondents respond that the implementation is high and the rest 13(24.5%) of respondents respond the implementation is medium. From this it can conclude that the service standard

implementation of ethiotelecom is high.

4.3 survey results related to the extent of meeting the needs of customers in delivering different services at Ethio telecom in Wolkite branch

Table 4. 3 respondents response on the service provided for meeting the need of the customer.

3	How do you explain the service provided for meeting the needThis e?	Frequency	percentage
	Very high	0	0%
	High	3	5%
	Medium	20	32%
	Low	40	63%
	Total	63	100%

Source: own survey, 2020

On the above table 4.3, the result show that 3(5%) of respondents respond high, 20(32%) of respondents respond medium and the rest 40(63%) of respondents respond low. From this it can understand that the majority 63% of respondents were not meet their need. It means ethiotelecom was not meeting the need of customers when it provides service. Related to this, the respondents were asked to why they respond as ethiotelecom was not meeting their need and they respond as:

Table 4. 4 . Do you think that the services provided by ethio telecom are mass customization?

4	Do you think that the services provided by ethio telecom are mass customization?	Frequency	percentage
	Yes	3	5%
	No	60	95%
	Total	63	100%

Source: own survey, 2020

Table 4.4 show that 3(5%) of respondents respond “yes” and the majority 60(95%) of respondents respond “no”. this implies that services that ethiotelecom provide to customers were not mass customization or in other words it are not considering each individuals need or there were not specialization. In this case the manager of the organization was asked on interview and who was said that

4.4 survey result related to the extent of ethio telecom for improving gaps that hinder quality service delivery system

Table 4. 5 respondents response related to the extent of ethio telecom for improving gaps that hinder quality service delivery system

5	How do you explain the extent of ethio telecom for improving gaps that hinder quality service delivery system?	Frequency	percentage
	Very high	0	0%
	High	0	0%
	Medium	53	84%
	Low	10	16%
	Total	63	100%

Source: own survey, 2020

Table 4.5 show that the majority 53(84%) of respondents respond “medium” and the rest 10(16%) of respondents respond “low”. This implies there is no that much effort in ethiotelecom to improve gaps related to service delivery system. Related to this respondents were asked to why they respond medium and they respond “rather than accepting feedback and take improvement method, ethiotelecom follow its own principle and try to make profit without considering customers need.

4.5 Survey results related to the perception of customers on the quality of service delivered by Ethio telecom

Table 4. 6 respondents response related to reliability dimension

1.1	Employee's act based on their promise.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	Frequency	0	43	0	10	10
	Percentage	0%	68%	0%	16%	16%
1.2	Employees have willing to solve your problem.					
	Frequency	0	13	0	10	40
	Percentage	0%	21%	0%	16%	63%
1.3	Ethiotelecom has an appropriate parking area.					
	Frequency	0	43	0	10	10
	Percentage	0%	68%	0%	16%	16%

Source: own survey, 2020

The above table 4.6 indicated that the majority of the respondents 43 (68%) respond strongly disagree on the idea that ethiotelecom employees act based on their promise, 10(16%) respond agree and the rest 10(16%) respond strongly agree. This implies that employees were not act based on the promise.

On this table 13(21%) of the respondents respond disagreed on the idea that employee's are willing to solve customers' problem, 10(16%) of them respond agree and the majority 40(63%) of respondents respond strongly agree. From this analysis it can be concluded that employees are willing to solve customers' problem.

On the other hand 43(68%) of the respondents respond disagree on the idea that ethiotelecom has an appropriate parking area, 10(16%) respond agree and the rest 10(16%) of respondents respond strongly agree. From this analysis it can be concluded that ethiotelecom has not an appropriate parking area. In general related to the reliability dimension of service qualities for ethiotelecom most of the respondent's responses indicate disagree. This implies there is no good service quality related to reliability in ethiotelecom.

Table 4. 7 respondent's response on assurance dimension of service quality

2.1	The company	Strongly	Disagree	Neutral	Agree	Strongly
-----	-------------	-----------------	-----------------	----------------	--------------	-----------------

	employees are courtesy.	disagree				agree
	Frequency	0	13	0	10	40
	Percentage	0%	21%	0%	16%	63%
2.2	The company gives customers individual attention.					
	Frequency	0	43	0	10	10
	Percentage	0%	68%	0%	16%	16%
2.3	The company has convenience operating hour.					
	Frequency	0	10	10	43	0
	Percentage	0%	16%	16%	68%	0%

Source: own survey, 2020

The above table 4.7 indicated that 13 (21%) of the respondents respond disagree on the idea ethiotelecom employees are courtesy, 10(16%) respond agree and the rest 40(63%) respond strongly agree. This implies that employees are courtesy.

On this table 43(68%) of the respondents respond disagreed on the idea that the company gives customers individual attention, 10(16%) of them respond agree and the rest 10(16%) of respondents respond strongly agree. From this analysis it can be concluded that the company were not give customers individual attention.

On the other hand 10(16%) of the respondents respond disagree on the idea that the company has convenience operating hour, 10(16%) respond they have no idea and the majority 43(68%) of respondents respond strongly agree. From this analysis it can be concluded that ethiotelecom has a convenience operating hour. In general related to the assurance dimension of service qualities for ethiotelecom most of the respondent's responses indicate agree. This implies there is good service quality related to assurance in ethiotelecom.

Table 4. 8 respondents response related to the responsiveness dimension of service quality

3.1	Ethiotelecom employees have	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
-----	-----------------------------	--------------------------	-----------------	----------------	--------------	-----------------------

	knowledge that enables to answer customer question.					
	Frequency	0	3	0	57	3
	Percentage	0%	5%	0%	90%	5%
3.2	The company provided available and clear information.					
	Frequency	0	40	0	23	0
	Percentage	0%	63%	0%	37%	0%
3.3	The company provided service without delay.					
	Frequency	0	63	0	0	0
	Percentage	0%	100%	0%	0%	0%

Source: own survey, 2020

The above table 4.8 indicated that 3 (5%) of the respondents respond disagree on the idea Ethio telecom employees have knowledge that enables to answer customer question, 57(90%) respond agree and the rest 3(5%) respond strongly agree. This implies that employees have knowledge that enables to answer customer question.

On this table 40(63%) of the respondents respond disagreed on the idea that the company provided available and clear information and the rest 23(37%) of them respond agree. From this analysis it can be concluded that the company were not provided available and clear information.

On the other hand all 63(100%) of the respondents respond disagree on the idea that the company provided service without delay. From this analysis it can be concluded that ethio telecom provided service with delay. In general related to the responsiveness dimension of service qualities for ethio telecom most of the respondent's responses indicate disagree. This implies there is not good service quality related to responsiveness in ethio telecom.

Table 4. 9 respondent's response on the empathy dimension of service quality

4.1	The company location is	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
-----	-------------------------	--------------------------	-----------------	----------------	--------------	-----------------------

	conformable.					
	Frequency	0	3	0	60	0
	Percentage	0%	5%	0%	95%	0%
4.2	The company location is attractive					
	Frequency	0	3	0	60	0
	Percentage	0%	5%	0%	95%	0%
4.3	Quality service seeker customers give more weight by the company.					
	Frequency	0	63	0	0	0
	Percentage	0%	100%	0%	0%	0%

Source: own survey, 2020

The above table 4.9 indicated that 3 (5%) of the respondents respond disagree on the idea that the company's location is comfortable and the majority 60 (95%) respond agree. This implies that the company has a comfortable location.

On this table 3 (5%) of the respondents respond disagreed on the idea that the company location is attractive and the majority 60 (95%) of them respond agree. From this analysis it can be concluded that the company's location is attractive.

On the other hand all 63 (100%) of the respondents respond disagree on the idea that quality service seeker customers were not motivated and were not given weight by the company. From this analysis it can be concluded that customers were not motivated by Ethio Telecom. In general related to the empathy dimension of service qualities for Ethio Telecom, most of the respondents' responses indicate agree. This implies there is good service quality related to empathy in Ethio Telecom.

Table 4.10 respondents' response related to the tangible dimension of service quality

5.1	Ethio Telecom has fully facility of modern looking equipment.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
-----	---	--------------------------	-----------------	----------------	--------------	-----------------------

	Frequency	0	15	0	48	0
	Percentage	0%	24%	0%	76%	0%
5.2	attractive of physical facility					
	Frequency	0	10	0	53	0
	Percentage	0%	16%	0%	84%	0%
5.3	The material associated with service delivery is appealing					
	Frequency	0	40	0	23	0
	Percentage	0%	63%	0%	37%	0%

Source: own survey, 2020

The above table 4.10 indicated that 15 (24%) of the respondents respond disagree on the idea Ethio telecom has fully facility of modern looking equipment and the majority 48(76%) respond agree. This implies that the company has fully facility of modern looking equipment..

On this table 10(16%) of the respondents respond disagreed on the idea that the company has an attractive of physical facility and the majority 53(84%) of them respond agree. From this analysis it can be concluded that the company's has an attractive physical location.

On the other hand the majority 40(63%) of the respondents respond disagree on the idea that the material associated with service delivery is appealing and the remaining 23(37%) respond agree. From this analysis it can be concluded that the materials associated with service delivery is appealing. In general related to the tangible dimension of service qualities for ethiotelecom, most of the respondent's responses indicate agree. This implies there is good service quality related to tangibility in ethiotelecom.

Table 4.5 show that the majority 53(84%) of respondents respond "medium" and the rest 10(16%) of respondents respond "low". This implies there is no that much effort in ethiotelecom to improve gaps related to service delivery system. Related to this respondents were asked to why they respond medium and they respond "rather than accepting feedback and take

improvement method, ethiotelecom follow its own principle and try to make profit without considering customers need. Interview answer that are,

1.yes

2.Our organization provides service to the customers like; hybrid sim account, mobile broadband, business internet, fax service, fixed wireless, fixed line service and mobile internet services etc.”Related to this, the researcher was asked the manager does the customers raise complain related to the service?And who said on the interview that “there were no that much complain raised directly, but rarely few customers direct as to bring smart model hand phone to the market with enough access”.

3. “The service that ethiotelecom provide to us are not fulfill our need. Like; we can see the hand phone model. It is not smart. Not only this, even there are available but it has shortage.”

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

The overall objective of conducting this study was to assess customer service delivery practice of Ethio telecom in Wolkite branch. The finding of the result collected through descriptive statistics showed that, there is the predetermined service standard in ethio telecom but it was not meeting the need of customers when it provides service. As respondents respond on the survey, there is not that much effort in ethio telecom to improve gaps related to service delivery system. As the result showed, Ethio telecom at Wolkite branch has a problem related to service delivery of reliability, assurance and responsiveness. On the other hand the company has good service delivery situation related to, empathy and tangibility.

The finding of the result collected through interview showed that, there are the predetermined service standards in the organization. The organization provides service to the customers like; hybrid sim account, mobile broadband, business internet, fax service, fixed wireless, fixed line service and mobile internet services etc. as the manager of the company explained on the interview there were not that much complain raised directly by the customers related to service delivery, but rarely few customers direct the company to bring smart model hand phone to the market with enough access.

5.2. Recommendations

Based on the finding the researcher has suggested the following recommendations:

- Related to meeting the needs of customers, ethio telecom has a problem. So the company should adjust its service delivery system and should consider mass customization principle in the future.

- Based on the finding ethiotelecom was not improving gaps related to service delivery. So in order to gain high acceptance from customers, it should accept feedback from customers and should take corrective actions.
- Related to service quality, ethiotelecom has problems on responsiveness and reliability dimensions of service quality. So employee should work based on their promise and the company should have an appropriate parking area to improve its reliability. On the other hand the company should provide available and clear information to the customers and should provide service without delay to improve its responsiveness.

In addition to these, if other researchers in the future wants to conduct the research in such area we recommended, we sure that it will get the additional result when it can conduct in the wider scope because our study has conducted in a small area.

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Appendix

1: Questionnaires

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

BACHELOR OF ARTS DEGREE IN MANAGEMENT

I am graduating class of Management student at Wolkite University. This questionnaire is prepared for research purpose entitled ‘assessing customer service delivery practice of ethio telecom’ In the Case of Wolkite town. As member of your organization, your participation in this study will be valuable and greatly appreciated. Information gathered will be treated with utmost confidentiality and will not be used for any other purpose

INSTRUCTIONS: The questionnaires contain statements about customer service delivery practice of ethio telecom. Give your own opinion and feeling about each item. Please put “✓” mark to your response for close-ended question and give your opinion for open-ended questions on the space provided.

General Instruction

No need of writing your name.

Part I: Personal Information

1. Sex: Male

Female

2. Age: <20 20-30 31-40 41-50 >50

3. Marital status: Married

Unmarried

Divorced

4. Educational background: high school Preparatory Certificate Diploma

First degree Master and above

Part II: Survey Questionnaire for ethio telecom customers

1. Is there a predetermined service delivery standard in ethio telecom? A. Yes B. No

2. If you say "Yes" for the above question number 1, how do you explain the implementation of it?

A. very high B. high C. medium D. low

3. How do you explain the service provided for meeting the need of the customer?

A. very high B. high C. medium D. low

4. If you say "medium/low" for the above question number 3, why you say it? Please explain it in detail-----?

5. Do you think that the services provided by ethio telecom are mass customization?

A. Yes B. No

6. If you say "No" why you say it? Please explain it-----?

7. How do you explain the extent of ethio telecom for improving gaps that hinder quality service delivery system?

A. very high B. high C. medium D. low

8. If you say "medium/low" for the above question number 7, why you say it please explain it in detail-----?

The following are questions prepared to measure your perception on the service quality that ethiotelecom provides to you.

So, Please put right mark (✓) in the response that yours feeling resembles about the question provided.

	ITEM	SCALE				
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	RELIABILITY					
1.1	Employee's act based on their promise.					
1.2	Employees have willing to solve your problem.					
1.3	Ethiotelecom has an appropriate parking area.					
2	ASSURANCE					
2.1	The company employees are courtesy.					
2.2	The company gives customers individual attention.					
2.3	The company has convenience operating hour.					
3	RESPONSIVENESS					
3.1	Ethiotelecom employees Have knowledge that enable to answer customer question.					
3.2	The company provided available and clear information.					
3.3	The company provided service					

	without delay.					
4	EMPATHY					
4.1	The company location is conformable.					
4.2	The company location is attractive					
4.3	Quality service seeker customers gives more weight by the company.					
5	TANGIBLES					
5.1	Ethio telecom has fully facility of modern looking equipment.					
5.2	attractive of physical facility					
5.3	The material associated with service delivery is appealing					

THANK YOU!!!

Part III: interview question's for manager of ethio telecom

1. Does your company have predetermined service delivery standards?
2. What type of services does your company provide to the customers?
3. Does the customers raise complain about service delivery system? How do you handle it?

THANK YOU!!!