



**THE EFFECTS OF PUBLIC QUALITY SERVICE ON THE LEVEL OF
CUSTOMER SATISFACTION IN EMDIBER, ETHIOPIA**

**WOLKITE UNIVERSITY
COLLEGE OF SOCIAL SCIENCE & HUMANITIES
DEPARTMENT OF GOVERNANCE & DEVELOPMENT STUDIES**

MA THESIS

TSEGAYE FERSHA

**November 21, 2024
WOLKITE, ETHIOPIA**

**THE EFFECTS OF PUBLIC QUALITY SERVICE ON THE
LEVEL OF CUSTOMER SATISFACTION IN EMDIBER,
ETHIOPIA**

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTERS IN DEVELOPMENT STUDIES**

TSEGAYE FERSHA

MAJOR ADVISOR: ASHENAFI HAILE (PhD)

CO- ADVISOR: GIRMA SENBETIE (MA)

**November 21, 2024
WOLKITE, ETHIOPIA**

APPROVAL SHEET
School of Graduate Studies
Wolkite University

**THE EFFECTS OF QUALITY SERVICE ON THE LEVEL OF CUSTOMER
SATISFACTION IN EMDIBER, ETHIOPIA.**

Submitted by:

Tsegaye Fersha

Name of Student

Signature

Date

APPROVED BY

Ashenafi Haile (PhD)

Major Advisors Name



Signature

Date

Girma Senbetie (MA)

Co- Advisors Name

Signature

Date

Name of Chairman, DGC

Signature

Date

Name of Dean, SGS

Signature

Date

WOLKITE UNIVERSITY

School of Graduate Studies

APPROVAL SHEET

We hereby certify that we have read and evaluated this thesis titled “The Effects of Quality Service on The Level of Customer Satisfaction in Emdiber Town Municipality Office prepared under our guidance by Tsegaye Fersha Tiba. We recommend that that thesis shall be submitting as fulfilling the requirement for the award of a MA degree in Development Studies.

Ashenafi Haile (PhD)

Major Advisors Name



Signature

Date

Girma Senbetie (MA)

Co- Advisors Name

Signature

Date

As the member of the Board of Examiners of the Masters of Art Thesis open defense examination, we have read and evaluate this Thesis prepared by **Tsegaye Fersha Tiba** and examined the candidate. We hereby certify that the thesis is accepted for fulfilling the requirements for the award of the degree of Masters of Art (M.A) in Development Studies.

Girma Defere (Ass.prof)

Name of the external examiner



Signature

12/01/2024

Date

Tamiru Yihun (PhD)

Name of the internal examine

Signature

12/01/2024

Date

Maereg Fikadu (MA)

Name of the chairman

Signature

12/01/2024

Date

Final approval and acceptance of the Thesis is contingent upon the submission of tis final copy to the Council of Postgraduate Program (CPGS) through the candidate's department or school graduate committee (DGC or SGC)

STATEMENT OF THE AUTHOR

First of all, I declare that this thesis is my work and all source of materials used for the thesis has been duly acknowledge. This thesis has been submitted in a partial fulfilment of the requirement for an advance (MA) degree at Wolkite University and deposited at the university library to be made available to borrowers under the rule of the library.

Brief quotations from this thesis are allowable without special permission provided that accurate acknowledgement of the source is made.

Name: Tsegaye Fersha

Place: Wolkite University

Submission Date _____

Signature

DECLARATION

I the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly cited. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Confirmed by Major Advisor

Name Tsegaye Fersha

Name _____

Signature_____Signature_____

Date _____ Date _____

ACKNOWLEDGEMENT

First and for most, I would like to give my glory and praise to the Almighty GOD for his invaluable cares and supports throughout the course of my life and helped me since the inception of my education to its completion and enabled me to achieve my career.

Next, I'm grateful to appreciate my Advisor Dr. Ashenafi Haile for his patience, motivation and valuable support while conducted this research. Especially, his prompt response, tolerance guidance and useful criticisms throughout the course in preparing the paper.

My sincere and heartfelt gratitude goes to the Emdiber Town Municipality Office employees and customers of the office for their valuable help and cooperation in to the questioner, interview and focus group discussion.

ACRONYMS

SQ= Service Quality

SPSS= Statistical Package for Social Science

FGD = Focus Group Discussion

TABLE OF CONTENT

| Content | Page |
|---|-------------|
| APPROVAL SHEET | ii |
| STATEMENT OF THE AUTHOR | iv |
| DECLARATION | v |
| ACKNOWLEDGEMENT | vi |
| ACRONYMS | vii |
| TABLE OF CONTENT | viii |
| LIST OF TABLES | xi |
| LIST OF FIGURES | xii |
| ABSTRACT | xiii |
| 1. INTRODUCTION | 11 |
| 1.1. Background of the Study | 1 |
| 1.2. Statement of the Problem | 3 |
| 1.3. Objective of the Study | 5 |
| 1.3.1. General objective of the study | 5 |
| 1.3.2. Specific Objectives | 5 |
| 1.4. Research Questions | 5 |
| 1.5. Significance of the study | 5 |
| 1.6. The Delimitation/scope of the Study | 6 |
| 1.7. Limitation of the Study | 6 |
| 1.8. Definition of Key Terms | 6 |
| 1.9. Organization of the Study | 7 |
| 2. Review of Related Literature | 8 |
| 2.1. Theoretical Literature Review | 8 |
| 2.1.1. The Definitions of Service | 8 |
| 2.1.2. Public Service and its Characteristics of Service..... | 8 |

| | | |
|-------------|---|-----------|
| 2.1.3. | Quality of Service and Customers Satisfaction?..... | 10 |
| 2.2. | Customer satisfaction..... | 12 |
| 2.2.1. | The definition of customer satisfaction..... | 12 |
| 2.2.2. | The importance of customer satisfaction | 12 |
| 2.3. | Customer’s Expectation and Satisfaction | 13 |
| 2.4. | Compliant Handling Mechanism | 14 |
| 2.5. | Factors Influencing Provision of Quality Public Service..... | 15 |
| 2.6. | Service Delivery Issues in Ethiopia..... | 15 |
| 2.7. | The Role of Municipalities in Ethiopia..... | 15 |
| 2.8. | Empirical Literature Reviews | 16 |
| 2.9. | Conceptual Framework | 17 |
| 3. | Materials and Methods..... | 20 |
| 3.1. | Description of the Study Area | 20 |
| 3.2. | Research Design..... | 20 |
| 3.3. | Unit of Analysis | 20 |
| 3.4. | The Target population | 21 |
| 3.5. | Sample and Sampling Techniques | 21 |
| 3.6. | Data Type and Sources of Data..... | 23 |
| 3.6.1. | Data Type | 23 |
| 3.6.2. | Sources of Data | 23 |
| 3.7. | Methods of Data Collection | 24 |
| 3.7.1. | Questionnaires..... | 24 |
| 3.7.2. | Interview | 24 |
| 3.7.3. | Focus Group Discussions (FGDs)..... | 25 |
| 3.7.4. | Field Observation | 25 |
| 3.8. | Method of Data Analysis | 25 |

| | |
|--|-----------|
| 3.9. RELIABILITY AND VALIDITY | 26 |
| 3.9.1 Reliability..... | 26 |
| 3.10. Ethical consideration..... | 27 |
| 4. Results and Discussion..... | 29 |
| 4.1. Introduction | 29 |
| 4.1.1. Demographic characteristics of respondents | 29 |
| 4.2. Descriptive and Inferential Analysis of Service Quality Dimension and Customer Satisfaction..... | 32 |
| 4.2.1 Descriptive Analysis of Service Quality Dimension and Customer Satisfaction.... | 32 |
| 4.2.2. Inferential Analysis of Service Quality Dimension and Customer Satisfaction.... | 41 |
| 4.3. Multiple Regression Analysis | 43 |
| 4.3.1. Assumptions of Multiple Linear Regressions | 43 |
| 4.3.2. Multiple Regression Analysis | 45 |
| 4.4. Discussion of results | 47 |
| 5. Summary, Conclusions and Recommendations | 49 |
| 5.1. Summary | 49 |
| 5.2. Conclusions | 49 |
| 5.3. Recommendations | 50 |
| REFERENCES..... | 52 |
| APPENDICES | 57 |
| Appendix A | 57 |
| Appendix B | 59 |
| Appendix C | 61 |
| Appendix D | 65 |
| Appendix E | 67 |

LIST OF TABLES

| | |
|---|----|
| Table 3-2 Result of reliability analysis for the questionnaire | 27 |
| Table 4-1 Gender Profile..... | 29 |
| Table 4-3 Age Profile..... | 29 |
| Table 4-4 Educational Background..... | 30 |
| Table 4-5 Work Background..... | 30 |
| Table 4-6 Marital Background..... | 31 |
| Table 4-7 Religion | 31 |
| Table 4-8 Response on the dimensions of service quality | 32 |
| Table 4-10 Correlation analysis | 41 |
| Table 4-11 Predicator variables | 43 |
| Table 7-1 Details of Purposive Sampling (interviewees) | 57 |
| Table 7-3 Model Summary | 58 |
| Table 7-5 Coefficients for Service Quality Dimension on Customer Satisfaction | 58 |

LIST OF FIGURES

| | |
|---------------------------------------|----|
| Figure 2-1 conceptual Framework | 18 |
|---------------------------------------|----|

ABSTRACT

The main purpose of this study was to assess the effects of public quality service on the level of customer satisfaction at the municipality of Emdiber town, Central Ethiopia. Explanatory research design was used in this study. The sample consists of 336 respondents were selected by simple random sampling to fill questionnaires and 10 informants for interview and also 14 focus group discussion participants were selected by purposive sampling technique. The study was used questionnaires, interviews, focus group discussion, and field observation as data gathering strategies to compile the primary data. Whereas secondary data has been collected from internet, quarterly, semi-annually, and annual progress reports from office. The collected data were analyzed by using of SPSS version 20. The findings of this study indicate that customers of the municipality are most satisfied with empathy and tangibility dimensions followed by assurance and reliability dimensions however some customers are dissatisfied with reliability dimensions. The correlation result show that there is a positive correlation between all service quality dimensions and customer satisfaction, among those service quality dimensions empathy and assurance have a strong correlation with customer satisfaction. The result of regression result show that all service quality dimensions (tangibility, reliability, responsiveness, assurance and empathy) have a positive and a significant relationship with customer satisfaction. The finding of the study showed that, the performance of office in providing public quality service is not in a position to meet the satisfaction of the customers. The study concluded that because of the offices low public service quality delivery leads to the lower level of its customer satisfaction. Finally, based on the results of this study, it is recommended that the Office should prioritize the service quality dimensions for the provision of quality service to attain customer satisfaction.

Key Words: Service Quality, Customer Satisfaction

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The quality of customer service is becoming a priority for both customers and organizations in the modern corporate world. Furthermore, offering top-notch services is crucial to an industry's continued survival in the majority of them. Service quality is still a crucial topic in the global service sectors as companies try to keep a competitive edge in the market (Zeithaml et al, 2003). The service sector is very significant and crucial to the economies of all nations. Offering customers a high quality service is seen as a crucial strategy for survival and long-term success in the 21st century, which is marked by intense rivalry and corporate dynamism, among other things (Vijayakanth et al 2014). As a result, according to Hussein (2009), the issue of service delivery is evolving into a global concern in today's world of constant change, necessitating ongoing reform to accommodate the dynamic environment and shifting customers wants. Nowadays, effective and efficient quality service delivery is a top priority for most nations, including Ethiopia. In order to adapt to change and meet the needs of the public, nations and institutions in this globalized world are undergoing rapid change. (Ethiopian Management Institute, 2011). The successful execution of policy and strategy changes depends on the effectiveness and efficiency of service delivery, which also helps build administrative infrastructure that can withstand the difficulties of a volatile environment. (Ethiopian Management Institute, 2011).

Customer satisfaction is the state in which a customer is happy with the goods or services they have received. According to Kotler and Keller (2009), satisfaction can also refer to an individual's emotions of pleasure or discontent following a comparison of a product's perceived performance or outcome with their expectations.

According to World Bank (1998) municipal governments were established in Ethiopia from the early 1940's as local governments with defined territorial jurisdiction and functions. Revenue collection from own-sources and spending are among the key activities that must be borne by local municipal government of Ethiopia. But in carrying out these activities efficiently and effectively, there are problems that should be unraveled (EMI, 2011). The World Development Report of 2004 closely link service delivery with accountability and concludes that service delivery failed in many

developing countries as a result of the failures in accountability relationships (World Bank, 2004). Despite the fact that the Ethiopian Government introduced different reform programs to increase service delivery and customer satisfaction, there are many challenges and problems in the public sector. According to (Emnet & Habtamu, 2011) the service performance of the sectors is not up to the satisfaction level of the public, poor integration and sequential approach (Mesfin, 2009).

The main goals of the public sector reforms, according to Kabtamu (2019), are to enhance the process of providing services, enhance performance, and provide the public sector with a clear sense of direction. The public sector as a whole is the largest service provider in the world. In order to foster a sustained economic and social development in the environment in which it operates, the public sector's overarching purpose is to maintain the quality of the public service and to strengthen the ability to carry out essential governmental functions.

In this regard, the Federal Democratic Republic of Ethiopia Service Delivery Policy (2001) is basically attempted to the systematic arrangement of activities in giving service institutions with the aim of fulfilling the needs and expectation of service users with the optimum use of resources. In addition, the Ethiopian government has recognized the needs for appropriate service delivery policy to induce public service delivery reform being introduced in the country; poor customer service delivery remains the feature of most public enterprises. Modern service delivery, which has been distinguishing feature of the private sector, has become a topical issue among governmental as well as non- governmental institutions in their recent attempts to transfer to the systematic arrangement of activities in service giving stakeholders with the optimum use of resources. In short, improvement of service delivery means increasing the cost effectiveness, impact of services (FDRE, 2001).

While it is expected that service users would need the ability to demand appropriate and high-quality services and hold service providers accountable, service providers must have the capability to supply quality and timely services as well as respond to customers' concerns. As a result, despite the fact that public organizations are required to provide quality service in an efficient, effective, fair, transparent, reliable, and responsive manner that meets customer satisfaction, service delivery practices lack these attributes, which in turn has an impact on the degree of customer satisfaction. (Hussein, 2009).

The concept of customer satisfaction occupies a central position in service provider organization or institution thought and practice. To define customer satisfaction a variety of alternative definitions are exist. Among them the most popular is given by (Oliver, 2018) as cited by (Lensa Kuma, 2015) which is the judgment of service and product providing a pleasurable level of consumption-related fulfilment including level of under-or-above fulfilment.

In fact, there are massive complaints with regards to the service delivery practices of the Municipality. Therefore, this study was aimed to assess the service delivery practices and level of customers 'satisfaction taking Emdiber town municipality as a case study.

1.2.Statement of the Problem

Customers are the foundation of service providers since without them, it is challenging to ensure the long-term viability and expansion of businesses. According to the Organization for Economic Co-operation and Development (OECD, 2010), throughout the world cities face the most acute challenges of quality service delivery because of fast growing populations. In most developing countries, there is a growing dissatisfaction with quality service delivery, in relation to deficiencies in the coverage, access quality of basic services and access to infrastructures, etc. (Paul, et al, 2008, cited in Alemnesh, 2015). Like most countries in the world, African countries have more difficulties in providing effective and equitable public services (ECA,2005).Ethiopia, one of the developing countries in Africa, is striving to get out of the deep rooted poverty trap by designing several development program assumed to promote service delivery (Samuel, 2010).

Even if the Ethiopian government put the customer service reform program as a top priority on its agenda and announced the public sector capacity building programs in 2003, with the intention to provide effective, efficient, and responsive public service delivery in a quality manner by improving the capacity of government institution. In reality however, we see the quality service delivery deviates from these as revealed by (Hussein, 2009). This deviation is also experienced at Emdiber town Municipality service provision as witnessed/realized by the researcher's observation.

The research(case study) conducted by Aman, (2008) to determine the effect of quality service delivery on customer satisfaction and came up with the findings that there were problems with quality service which indicating it was below the average customer expectations however, the

findings getting from case study research type have difficulty generalizing findings from one case study to other settings and have the risks of bias which means the researcher personal opinion and preferences may influence the research at all. Therefore the case study have the research gap. The research which is conducted by Ebisa Bakana,(2020) to determine Service Delivery and Customer Satisfaction, however the research is a descriptive research, descriptive research by itself cannot test or verify the research problem statistically which means the research results may reflect certain level of bias due to absence of statistical tests.so from this we can understand that the research has research gap and also Zeritu (2010), conducted a research in the same organization with that of Aman, (2008) with a topic of service delivery and satisfaction revealed that similar problems identified by the former researcher were still ongoing. However, those studies have methodological gap and primarily examined only land management; they did not evaluate the municipality's general methods of providing services and its effect on the level of customer satisfaction. None of them didn't conduct a study regarding quality services and its effect on customer satisfaction in the study area especially regarding the municipality on the topic before this study in the study area so those researches have contextual gap. As a result, the purpose of this study is to evaluate the Emdiber Town Municipality's public service delivery procedures and its effect on customer's satisfaction; the issues are still being looked into.

Furthermore, based on the researcher's firsthand observation as a town resident, numerous complaints were raised by customers concerning the municipality's methods of providing quality services. As a result, these problems must be identified, and the root cause must be revealed along with the necessary corrective measures. The researcher conducted this study in order to identify potential solutions for improving the current public quality service delivery practices and customer satisfaction levels in the study area, as a result of the aforementioned problems (gaps).

Therefore, this study was attempted to assess the effects of public quality service on the level of customer satisfaction in Emdiber town municipality worth researching to find conclusions and recommend for responsible bodies that are helpful for providing effective and efficient service to enhance satisfaction of customers or replicate the findings for sustainable customer satisfaction.

1.3.Objective of the Study

1.3.1. General objective of the study

The main objective of this study is to assess the effect of quality service on the level of customer satisfaction at Emdiber town municipality office at Guraghe Zone in the central Ethiopia Regional Administration.

1.3.2. Specific Objectives

The Specific Objectives of the study are

- ❖ To identify the actual level of service quality in the Emdiber town municipality office
- ❖ To assess the current level of customer satisfaction in Emdiber town municipality
- ❖ To investigate the effect of service quality on customer satisfaction in Emdiber town municipality
- ❖ To identify the major factors that affect quality service in Emdiber town municipality

1.4. Research Questions

- ❖ What is the effect of service quality on customer satisfaction?
- ❖ What is the current level of customers ‘satisfaction towards the quality services in Emdiber town municipality
- ❖ What is the actual level service quality in Emdiber town municipality?
- ❖ To what extent quality municipal service affect the customer satisfaction?
- ❖ What are the major factors that affect quality service in Emdiber town municipality?

1.5. Significance of the study

The output of this research could result in effects of public service quality on customer satisfaction in case of Emdiber town municipality office. The finding of this study has the following importance:-

- ✚ The primary beneficiaries of the findings of this study is Emdiber town municipality office to identify the strengths and weaknesses of the public quality service delivered by the municipal office and its effect on customer satisfaction.
- ✚ In addition to Emdiber town municipality office policy makers, practitioners, and academicians are expected to benefit from the findings of the research.

- ✚ This study may also help the town administration at all to direct their attention to this highly essential function of the service area.
- ✚ The study also useful for other researchers serves as an input for those who are interested in conducting further researches on the same field of study and it was useful to give recommendations based on the findings of the study.

1.6. The Delimitation/scope of the Study

With an aim to explore the level of customer satisfaction and service quality at Emdiber town municipality, the scope of the study was delimited to major customers who are lived in Emdiber town. In addition, the researcher limited the respondents to major customers of the office owing to their attachments to the office understudy; In fact, they are already labeled as major customers. Geographically, the study delimited to Emdiber Town, Guraghe Zone of Central Ethiopia. Although there are many other issues related to this to study and to make this research to be manageable this study was delimited on the effects of quality service and level of customers 'satisfaction in Emdiber town municipality, Guraghe Zone, Central Ethiopia.

1.7. Limitation of the Study

Research by its nature requires sufficient time, up-to-date information, reference materials, finance, and the like. Accordingly, the researcher also encountered these challenges in doing this study. The data collection was restricted only within Emdiber town municipality, which may fail to represent all towns in the Central Ethiopia region in which municipalities provides services to their clients.

1.8. Definition of Key Terms

- **Customer satisfaction:** refers to the customer's attitude and emotional response towards the service provider that result from the difference between customer's perception and actual outcome (Hansemark et al, 2004).
- **Household:** All persons living under one roof or occupying a separate housing unit, having direct access to the outside (Chala 2011; cited by Kebede 2015).
- **Ketenas:** are lowest administrative units which is lower than kebele
- **Municipality-** is a town which is governed by its own locally-appointed officials.

- **Quality Service** is how well the municipality's delivered quality service level matches customer's expectation.
- **Town:** it is an administrative division of Ethiopia (administered by a local government), which is equivalent to a district

1.9. Organization of the Study

The study was organized in to five chapters. The first chapter deals about the introductory part that contains background of the study, statement of the problem, research objective, research question, delimitation and limitation of the study, significance of the study, ethical consideration as well as definition for key concepts and terminologies and organization of the study.

The second chapter presents the literature review section. Accordingly, this chapter provides key theoretical and conceptual approaches about quality service delivery, as well as customer satisfaction.

The third chapter presents research material and method that comprises the methodology, which aim to describe the overall procedure of the study, the research design, and data collection tools, sampling method and sample sizes used and methods of analysis utilized by the researcher.

The fourth chapter deals about results and discussion.

Finally, the fifth chapter presents the summary, conclusion and recommendations of the study. Thus, once summary and conclusions are made, recommendations is forwarded by the researcher on the basis of the findings of the study

CHAPTER TWO

REVIEW OF RELATED LITERATURE

An essential step in developing a thorough grasp of the subject being studied is conducting a review of the literature, which also serves as the basis for key concepts. The goal of this chapter is to create an analytical framework that was used as the foundation for the study's analysis and discussion that follows. This chapter attempts to review pertinent literature while keeping a clear focus on the fundamental issues presented and the study's goals. Decentralization, service delivery, customer satisfaction, and other relevant concerns covered by the study was all be examined in this chapter, which covers many concepts in order to provide a thorough grasp of modern public management principles.

2.1.Theoretical Literature Review

It is scientific to base a study on solid, pertinent theoretical and conceptual literature that enables a researcher or expert reader to assess the body of current knowledge and the knowledge gap that the topic under study must fill.

2.1.1. The Definitions of Service

Services are non-tangible acts carried out to satisfy needs and advance the well-being of a person, a group of people, or society as a whole. Service delivery systems must be set up with a systematic approach in order to guarantee that service recipients receive the services they require in a fair, efficient, and effective manner. Berry (1983) and Peter and Ellen (1998) define service as "acts, actions, and performances." According to Fogli (2006), customer service is the interaction between a customer and a company representative rather than being limited to a particular role or category of employment within an organization.

2.1.2. Public Service and its Characteristics of Service

A service delivery policy for the Ethiopian civil service was published by the government of the Federal Democratic Republic of Ethiopia in April 2001. The book defines service delivery from public sector organizations as those actions taken by governmental agencies to comply with laws, rules, and instructions. Therefore, central, local, or state governments offer public services to the entire population. Police, jails, health education services, and so on are some examples.

Any service that is provided to citizens of its territory by the government—directly, through the public sector, or by providing funding for the provision of services—is considered a public service. It is the term used to characterize a social consensus that maintains that everyone should have access to a certain service, regardless of income, and is usually expressed through democratic elections. (Naidoo, 2004).

In addition to the existing regulations, which assume that public services were provided by the market, the RLGA (2010) states that public services have a comprehensive, non-rivalrous, and non-excludable character. Stated differently, rendering public services could yield outcomes that are challenging to attribute to individual effort or to measure in terms of critical elements like quality. They can attract people who are committed to public service and wish to use their careers to benefit the town or the larger public, but they often require extensive training and education.

Numerous authors put forth various features of services that set them apart from goods and could have an impact on how services are delivered. Verman (2008) claims that among other things, the majority of service definitions are built around the characteristics that set them apart from goods. As a result, a service possesses the following qualities: ownership, heterogeneity, perishability, intangibility, and inseparability.

A service in this context is an act, performance, or effort that is received and experienced but not physically held. Here, the lack of concrete cues increases the customer's sense of uncertainty and risk. While a consumer makes an effort to evaluate and comprehend a service, especially prior to utilizing it, the tangible evidence that surrounds the service and the evidence that surrounds it are crucial for the customer. This justification makes it clear that handling evidence should be planned rather than haphazard.

Inseparability Characteristics: According to Verman (2008), services are created and consumed simultaneously. Just as a service cannot exist without the creator, so too must the consumer be present for the service to be used. He asserts that the length and intensity of the customer-provider interface may vary. The organization transitions into service management and marketing bottle ground during this time. Coordination between the functions that interact with customers is thus necessary for organization.

Variability characteristics: Due in part to the client's involvement in the delivery process, service quality varies more from customer to customer than product quality. (Fogli, 2006). The client, as a participant, has the power to help or hinder service delivery, Service suffers from a lack of uniformity, according to Verman (2008), due of their intangible and irreducible qualities. According to him, the inability to determine and put into practice service criteria frequently causes a lack of precision in services. However, it's feasible that the quality control system was monitor, regulate, and control some aspects of the service delivery.

Perish ability characteristics: According to Fogli (2006), a distinguishing trait of services is that they do not exist until they are supplied and cannot be saved for later use, unlike other types of goods. Similar to this, Verman (2008) claims that the attribute of lost ability is what causes the increased sensitivity of services to the loss resulting from low demand or excess demand. Since services cannot be stored, quality management and assurance are impossible, which encourages businesses to create quality systems that guarantee best-first-time results since if something goes wrong the first time, there is no way to fix it the second.

2.1.3. Quality of Service and Customers Satisfaction?

Customer dissatisfaction results from any time a firm is known to provide subpar customer service. A business may be able to achieve its goals and objectives more quickly if more consumers are kept or value the services provided by a service provider, Griffin, (1995). The gap analysis is used, in accordance with Parasuraman et al. (1985), to quantify the difference between the service level that consumers expect and the service level that they actually receive. According to Buell et al. (2010), the service sector in the United States is too competitive and customized to provide customers with better service quality and value. As a result, there is a positive correlation between customer value and service sensitivity when the competitor falls short in meeting customers' expectations for high-quality services. Customer happiness is significantly influenced by all five aspects of service quality, and increasing these aspects is often regarded as the primary factor that can have a considerable impact on customer satisfaction.

By measuring service quality with the use of a scaling technique, Sudhahar and Selvam ,(2007) researched the evolution of the service quality scale in the service industry in India. Customers' perceptions of the company are directly influenced by the availability of service operations in the industry and the performance of the workforce.

The five quality dimensions, or quality service in its broadest sense, are elements affecting consumers' satisfaction and can be used to quantify service quality, claim Parasuraman et al. (1985). The following are the definitions and frames for these five dimensions.

Reliability as Dimension of Quality Service

According to Zeithaml et al, (1990) reliability is the capacity to deliver the promised service to consumers reliably and accurately. Dealing with any issues customers may have with the services they receive, providing the necessary services correctly the first time, providing the services on time, and maintaining an error-free record are the paradigms of reliability in terms of service quality, which have a significant impact on the degree of customer satisfaction. Parasuraman et al, (1988). Therefore, it is clear from the explanation that a company should take these factors into account to ensure the dependability of its services, and this study was employ these factors in its context.

Assurance as Dimension of Quality Service

Assurance is described as the capacity of employees to foster trust and confidence using the knowledge they hold, which was significantly impact the level of customer satisfaction. Parasuraman et al., (1988).

Tangibility as Dimension of Quality Service

Tangibility was characterized by Iwaarden et al. (2003) as physical infrastructure, machinery, and management personnel's outward look. Additionally, it is stated that the level of customer satisfaction was positively impacted by the ease of visibility of resources required for providing the service to customers, well-groomed employees, and ease of access to written materials like pamphlets, brochures, folders, information books, etc. Parasuraman et al, (1988).

Empathy as Dimension of Quality Service

The capacity to attend to consumers' attention individually when giving service to clients is referred to as empathy. Iwaarden et al., (2003). Additionally, studies show that delivering the necessary customer service whenever it is needed without causing any inconveniences would have a significant impact on the degree of customer satisfaction. Parasuraman et al., (1988).

Responsiveness as Dimension of Quality Service

According to Zeithaml (1990), responsiveness is the desire to provide clients with prompt assistance when they need it. Additionally, studies show that an employee's readiness or willingness to give the necessary customer service at any time without causing any trouble was have a significant impact on the degree of customer satisfaction. Parasuraman and others (1988). When businesses provide each client their undivided attention and staff members are attentive to client issues, clients are satisfied. As a result, the researcher was assess the municipality's service delivery quality from the viewpoint of its customers using the five factors mentioned above.

2.2. Customer satisfaction

2.2.1. The definition of customer satisfaction

Customer satisfaction is always being considered as the important factors that largely affecting the customer purchasing intention. Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations (Kotler and Keller, 2009). "Everyone knows what satisfaction is, until asked to give a definition. Then, it seems, nobody knows." According to (Richard Oliver, 1997) Satisfaction is the consumer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment. In addition to a sense of fulfillment in the knowledge that one's needs have been met, satisfaction can also be related to other types of feelings, depending on the particular context or type of service (Arnould et al., 2004).

2.2.2. The importance of customer satisfaction

To meet customers' needs is the core concern of the service provider therefore they should pay more attention on this part of the service. The customer satisfaction should be the goal for the service providers. Previous researchers have found that the customer satisfaction can help the brands to build long and profitable relationships with their customers (Eshghiet al,2007). Also the higher evaluation of customer satisfaction the more intention customers want to pay on the company (Anderson and Sullivan, 1993; Bolton and Drew, 1991; Boulding et al., 1993). According to Singh (2006), customer satisfaction is a very important subject to a firm because it is in ensuring customer loyalty; and before Singh (2006), Gerpott et al. (2001) has claimed,

“customer satisfaction is a direct determining factor in customer loyalty, which is a central determinant of customer retention”. Previous studies have proved that customer satisfaction is important for the firms. So, as an important concept to the firms, customer satisfaction also attracted a lot of researchers doing research in this area.

Any service provider is likely to lose market share, customers and investors if it fails to satisfy customers as effectively and efficiently as its competitors is doing (Anderson, Fornell, and Mazvancheryl, 2004). So it is also important for service provider actually give the customer care and attention. Furthermore, it is a useful measurement of firm’s performance (Morgan et al, 2006). As a matter of fact, if you satisfy your customers they was more likely to come back and also bring the other customers.

2.3. Customer’s Expectation and Satisfaction

In the service delivery and service marketing era of today, it is thought that knowing consumer behavior has a strong relationship with customer happiness. Each organization seeks assistance from external organizations and various sources to acquire the necessary information via the widely used consumer behavior research analysis in order to understand the consumer or customer receiving pattern as organizations or public sectors are looking to influence them. Finally, there are a few driving and persuading variables that are important in persuading a client to select a service or product, and the same factors are also in charge of the consumer's contentment following the post-purchase behavior. Consumers no longer favor services or products based on their functional attributes; instead, they favor services and products based on the environmental implications and some more dynamic elements. Platypus and Mont (2003). Customer satisfaction is always meant to affect the intention of service recipients through positive word-of-mouth interactions; on the other hand, dissatisfaction results in negative word-of-mouth interactions. In addition, happy customers always tell others to buy the product, while unhappy customers also tell many others to buy the product, but in the case of negative service marketing, unhappy customers probably tell others not to buy the service or product.(LA Mazursky et al ,1983)

It is crucial that the service management has a better grasp of the needs of their clients and what they anticipate in terms of service quality from the services offered by the company. The service managers should determine the discrepancy between the perceived and actual service quality of the organization's services offered to consumers and come up with practical solutions to raise

customer satisfaction with regard to critical service quality elements. Service managers must put special emphasis on measures to increase customer satisfaction in order to provide better service quality because there is fierce competition in the country's service sector. Customer service is achieved by going above and beyond what customers require. Additionally, the service providers may utilize the study's findings must be better understood by the service management in order to improve their comprehension of which aspects of service quality are most strongly associated with total customer happiness. Observations on the degree of meeting customer/citizen needs and the amount of consumer satisfaction with the specific company should be assessed on a frequent basis when providing public services. In order to quantify the total level of customer satisfaction in the municipality, this study was employ the variables listed in the aforementioned literature as well as additional pertinent variables.

2.4. Compliant Handling Mechanism

Verman (2008) asserts that there are two key guidelines for service quality. Do it correctly the first time since there is no second chance in services, and when things go wrong, they go wrong and there is no going back, according to the first rule, which states that service quality is just a perception of service against the desired service. Therefore, he claims that a range of processes are used by service businesses to comprehend the requirements and expectations of their clients. Similar to Verman, Fogli (2006) also emphasized the need to interact with customers outside the organization's walls in order to gather, process, and respond to customer feedback.

Additionally, it necessitates that individuals inside the organization who can use their feedback well have access to it. Any expression of dissatisfaction that may develop throughout the service delivery process is defined as a complaint by the FDRE instructions (2000) for resolving service users' complaints in civil service in institutions. According to Peter and Hellen (1998), a compliant handling system has two goals: the first is to win back unhappy consumers, and the second is to remove obstacles or issues that might have an adverse effect on other customers.

The justification makes clear how important a customer's feedback is for enhancing services. Therefore, a management is expected to set up a suitable handling system that is compliant in order to be in a position to perform its operations successfully.

2.5. Factors Influencing Provision of Quality Public Service

The unavoidable fact is that a variety of variables influence an organization's potential capability in the settings and processes of service delivery. Numerous studies have been conducted on such factors in various nations and organizational contexts. A study by Wanju, Mururi, and Ayodo (2012) found that the main obstacles to delivering high-quality public services in an organization are low employee capacity, ineffective communication, a lack of staff with the necessary skills and numbers, a lack of funding, poor problem management, difficulties with collective action, policy incoherence, and levels of performance. Furthermore, a study carried out in Rwanda by RALGA, (2010) demonstrates that inadequate staff coordination, weak planning skills, low motivation, and the location of the service recipients' center are all problems. Lack of efficient performance oversight is mostly seen in the infrequent and irregular monitoring and evaluation of the procedures and quality of service delivery. Therefore, a management of a company should be aware of these issues and their consequences in order to lessen or, if possible, eradicate them.

2.6. Service Delivery Issues in Ethiopia

Public organizations are embracing strategic management techniques today—possibly for the first time to ensure their survival and win the public's support in an unstable and cutthroat environment. They are committed to their vision and values and also put a lot of emphasis on their clients, portfolio analysis, profit margins, and return on investment. But until recently, the management structure of public organizations did not include corporate notions. They now participate in numerous public organizations (FDRE, 2001). The Federal Government of Ethiopia (FGE) has acknowledged the issues with the creation and application of service delivery policies in all public institutions in this respect. In order to achieve this, the government has started a comprehensive civil service reform initiative, one of which includes service delivery (ibid).

2.7. The Role of Municipalities in Ethiopia

According to National Urban Planning Institute (2001), an urban area is considered efficient and effective when it offers urban services, such as social services, physical infrastructure, and municipal services, that have a direct impact on the quality of urban life. Unfortunately, due to Ethiopia's fast urbanization and the resulting population pressure, the delivery of these services has continually lagged behind rising service demand in Ethiopia's urban regions. This is because

municipal revenues are insufficient to pay the costs of rising service demand. Public services that are provided and managed by the urban administration are known as municipal services. Sewerage, sanitation, rubbish disposal, public markets, slaughterhouses, leisure and cultural facilities, etc. are a few of these. The delivery, efficiency and sufficiency of these public services are crucial in determining the quality of urban environment and life. According to Mullugeta, (2004), there are more than 900 localities in Ethiopia considered to be urban. Most of these urban areas are technically and financially weak and are deprived of necessary basic infrastructures like roads, water supply, power service, postal service, telecommunication and housing.

2.8. Empirical Literature Reviews

Various studies on the quality of public service delivery in Ethiopian civil service institutions show that there are a number of issues that have been contributing to subpar quality service delivery. The Federal Democratic Republic of Ethiopia's government announced a service delivery policy in April 2001 after understanding that improvements needed to be made to the current system in order to improve the delivery of public services. The policy was developed under the presumption that, in order for it to be effectively implemented, it is necessary for all civil servants, service users, and other interested parties to have a sufficient understanding of its objectives, contents, concepts, and guiding principles. This was allow civil service initiations to perform the duties that are expected of them and was inform service users (customers) of their legal entitlement to receive services and benefit thereafter.

The case study conducted by Aman (2008) to ascertain the impact of service delivery and quality on customer satisfaction in the case of EEPCo was one of the other assessed studies. As a result, the researcher came to the conclusion that there were issues with the process of providing services and that the quality of the service was below what the typical client would have expected. In a similar vein, Zeritu (2010) investigated "service delivery and satisfaction" inside the same organization. Last but not least, her research's findings showed that the same issues the previous researcher had discovered were still present. Based on her research, she came to the conclusion that the organization's poor service and performance contributed to a failure to adequately meet consumers' demands and expectations.

Additionally, Zegeye (2013) carried out a study on "public service delivery and customer satisfaction." At the EEPCo-South Addis Abeba center, he conducted his research using the case

study technique. The study found that there was widespread dissatisfaction with the corporation, long wait times for service, unclear procedures, and predetermined service standards that were either not in place or not publicly posted, a lack of customer communication, a lack of a consultation process, a lack of feedback gathering, a lack of training for improving service delivery skills, and a lack of consultations with customers were among the findings. He eventually came to the conclusion that the corporation was still unable to perform good public services to the requisite extent.

In 2011, Tibebe performed a study to assess the level of service that the National Alcohol and Liquor Factory (NALF) offers to its customers by gauging customers' perceptions in relation to client expectations of the factory's services. To analyze the relationship between the five SERVQUAL dimensions and customer satisfaction, he employed the SERVQUAL model's five-dimensional framework. The results of his study show that the five service quality dimensions are really drivers of service quality, which in turn affects a customer's pleasure. They are also positively associated to overall service quality.

As a result, this study was made an effort to determine the effects of quality service on the degree of customer satisfaction in the Emdiber Town Municipality, depending on the variables indicated by placing more emphasis on quality service delivery practices, customer satisfaction, significant issues the office faces in providing quality service, and customers' compliant handling procedures.

2.9. Conceptual Framework

A key factor in determining whether a customer is satisfied is service quality (Cronin et al, 1992). The five aspects of quality service reliability, responsiveness, empathy, assurance, and tangibility of the service are used to gauge service quality. But a variety of elements that can impede or improve the process of service providing have an impact on this quality service. The way a company handles complaints and returns services also has an impact on customer satisfaction. Customer satisfaction is most likely to result from an efficient handling system in place, whereas the opposite is true for the service delivery (exchange) process.

According to Sureshchandar et al, (2003) there is a strong relationship exist between service quality and customer satisfaction while emphasizing that these two are conceptually distinct constructs from the customers' point of view. Spreng and Mackoy (1996) also showed that service quality leads to customer satisfaction. Which means that Customer satisfaction and service quality

are inter-related. The higher the service quality, the higher is the customer satisfaction. An organization with high levels of service quality was exceed customer expectations, yet remain to increase long term economic competitiveness and profitability. According to (Mackoy, 1996) Service quality and customer satisfaction are undoubtedly correlated as two crucial concepts in the service providing theory and practice.

Service quality's contemporary conceptualization has its origins in the perceived expectancy-disconfirmation paradigm. The definition is a multidimensional concept, different scholars interpret and evaluate the term differently (Ismail, 2009). Notable scholars such as Juwaheer and Parasuraman highlight that assurance, tangibility, empathy, reliability, and responsiveness were among the paramount features (Johnson, 2006).

First, assurance tends to be referred to competence, credibility, and security of service (Ross, 2003).

Second, tangibility is usually viewed as the appearance in terms of good equipment, personnel, facilities, and communication materials (Sentosa, 2013).

Third, empathy is the care, understanding, and attention towards the customer (Raza, 2012).

Fourth, reliability means the ability and implemented promise from the service providers to deliver dependably and accurately (Osman, 2013).

Lastly, responsiveness is frequently seen as the willingness to provide service in various situations.

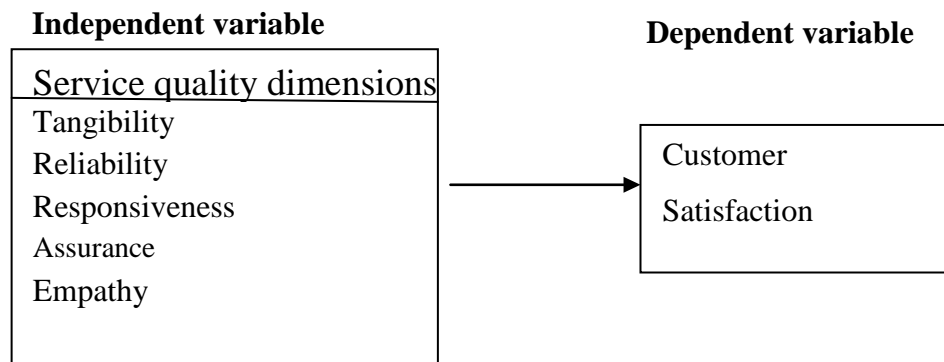


Figure 0-1 conceptual Framework

Source: Own source

To show the relationship of the two variables interplay, the study was grounded on the above explanations and concept diagram in its progress. Accordingly, the two most important variables

of this study are quality municipal service (Independent variable) and customer satisfaction (dependent variable). The independent variable (QMS) has effect on customers satisfaction (CS) while the independent variable could be conditioned based on the status of the independent variables was tested in correlation in the analysis part of the study.

CHAPTER THREE

MATERIALS AND METHODS

3.1. Description of the Study Area

This study was conducted in Emdiber town municipality office, Guraghe Zone of Central Ethiopia. Emdiber is located away from regional Town, Hosana at distance of 97KMs and 187KMs away from Addis Ababa City. Emdiber town, is serving as the socio-economic and political center of the Emdiber town administration. (Emdiber Town Finance and Development Office, 2014).

3.2. Research Design

According to Zikgmund et al., (2013), the research design is a blueprint for selecting the sources and types of relevant data to conduct the research questions and it is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement, and analysis of data. It basically, provides answers to questions like: what techniques to be used to gather data and what kind of sampling is applied?

Accordingly for this study explanatory research design was employed which involves the collection of data that would provide an account or explain the situations about the topic under investigation. The reason for the selection of explanatory research designs is because the study is intended both to assess and explain the effects of quality service delivery on the one hand and the level of customer satisfaction in the process of service provisions at Emdiber town municipality on the other. In sum, after explaining the actual phenomena of quality service delivery and its effect on customer satisfaction, the researcher has to explain and analyze in detail the reasons or factors for the existing phenomenon.

3.3. Unit of Analysis

The title of the study "The Effects of Quality Service on Customer Satisfaction in Emdiber Town Municipality" considers the research question what are the effects of quality service on the customer satisfaction of Emdiber Town Municipality? Here, the units of analysis are individuals or the major customers of the municipality of Emdiber those who are supposed to get land-related services, basic infrastructure-related services other services related frequently from the municipality.

3.4. The Target population

The municipal has three new and ten permanent sites and a total have 13 sites (*Ketenas*), the new sites or *ketenas* are governed under the rural *woreda* (*Cheha woreda*) which was the neighbor of the municipal became recently demarcated to the town because the urbanization. The target population of the study was the customers and employees of Emdiber Town Municipality. However, the researcher aimed to collect better data from those of the ten permanent *ketenas* or sites that have experience in providing relevant information for the study than the newcomers. Thus, all inhabitants or customers who lived in the Qaya site, Gebeya sefer site, Tele site, Adis Ketema site, Awura Godana site, and Selam sefere sites were the study's target population. Accordingly, six sample Sites (*Ketenas*) out of 10 (*Ketenas*), was selected by purposive sampling method, according to the data obtained from Emdiber town municipality the selected sites constitute a relatively large number of Households/customers, and more complaints are in number as compared to the others. Accordingly, the researcher was take site (1) which holds 345 Households; site (4) which holds 405 Households, site (5) which holds 455 Households, site (6) which holds 285 Households site (7) holds 275 Households and site (12) holds 335 Households. Therefore the total target population is 2100 Households living in the town. The main sources of information for this study were customers/households who are supposed to get services frequently from the municipality and employees of the municipality office. In this study, a household was represented by the level of customers who was get municipality service.

3.5. Sample and Sampling Techniques

When deciding on the participants for the study the researcher was choose several individuals from which he/she selected according to predetermined criteria for the sake of a valuable contribution to increase knowledge.

The total target population of the study area is 2100 households. Out of this, the researcher decided to use 336 of the respondents as a sample by using Yamane's, (1967) sample size determination formula at a 95% confidence interval with a 5% margin of error. ($n=N/1+N(e)^2$). Where, n =sample size N =the entire population, and r =sampling errors. Thus the total participants who fill out the questionnaire was 336 customers.

In addition to simple random sampling, the researcher was also employed purposive sampling for the selection of FGD and interview participants. The reason why using FGD and interview participants is because such cases are found in those from whom one learns a great deal on the

issues that are of central importance to and was illuminate the questions being studied. As a result, this method enables the researcher, to get the right information from the right person.

To maximize the accuracy of the data collected from the participants and to triangulate the authenticity and reliability of the data gathered through questionnaires, interviews, Focus Group Discussion (FGD), and field observation were also employed. Hence, different individuals from different sections of the population who was considered experienced, resourceful, and knowledgeable about the issue under study was nominated by the researcher purposefully to participate in the FGD and interview, such as from residents and clients of the municipality, representatives from civic society organizations, and a staff member from the town's municipality, Complaint hearing office of the town was represented in the interview as a result ten (10), participants was nominated. Additionally, two groups were also be involved and actively was participate in the FGD.

After the sample is taken for the purposely selected sites the next task is determining those respondents by using a proportional formula.

From the a formula we can get the sample for each site

Table 0-1 site and respondents

| From where the respondents were selected | Sample selected for questionnaire |
|--|-----------------------------------|
| site 01 | 55 respondents |
| site 04 | 65 respondents |
| site 05 | 73 respondents |
| site 06 | 45 respondents |
| site 07 | 44 respondents |
| site 12 | 54 respondents |

Therefore, the total sample of the respondents who fill out the questionnaire was 336 service users. After the number of respondents in each site is decided, the sample respondents from each site was selected using simple random sampling. (Specifically the lottery method) was used. In conclusion, (336) participants was selected through a simple random sampling technique from their list and filled out the questionnaire.

3.6. Data Type and Sources of Data

3.6.1. Data Type

In this study, both qualitative and quantitative data were employed. Quantitative data were collected by using of questionnaires, whereas qualitative data were collected by employing interview and focal group discussion.

3.6.2. Sources of Data

As indicated in the objective part, this study was focus on assessing the effects of quality service delivery and the level of customer 'satisfaction at Emdiber town municipality. To this effect, to get reliable and consolidated information on the current status of the issue under study, the study was use both primary and secondary data sources.

3.6.2.1. Primary Data Sources

Primary data for this study was collected from research participants by using questionnaires, in-depth interviews, focus group discussions, and observation. Open and closed ended questions were designed and distributed to those of 336 household service users, which were selected by simple random sampling specifically lottery method in this study a household was represented by a breadwinner of the family members or any individual who is able to understand the manner of the municipality service.

To crosscheck the authenticity and credibility of the data gathered through questionnaires and interviews the researcher was also arranged Focus Group Discussions (FGDs) and field observation. The reason why employing observation as a data collection instrument tool because it enables the researcher to see different issues like work procedures, customer handling, environmental situations, to obtain some practical examples of what gas been discussed during interview and focus group discussion and to investigate issues beyond those covered in the questionnaire, interview, and FGDs.

3.6.2.2. Secondary Data Source

To supplement the primary data, and to robust the study, secondary sources was collected through extensive review of published and unpublished documents. Apart from this, a variety of documentary evidence and archives was intensively reviewed. Thus, the town's municipal reports, internet, legal documents that deal with issues of service delivery and customer satisfaction,

proclamation, published and unpublished sources (i.e., books, journal articles, newspapers), and any other relevant scholarly writings was technically reviewed and analyzed.

3.7. Methods of Data Collection

The information was collected directly from the respondents meaning that the researcher received the information directly from the participants. Accordingly, data collection tools and instruments such as questionnaires, interviews, focus group discussions and field observation were employed to gather important data to assess and explain public quality service delivery and its effect on the level of customer satisfaction in Emdiber town municipality office.

3.7.1. Questionnaires

Questionnaires imply a series of questions asked to individuals to obtain statically useful information about the aligned topic. It involves both closed and open-ended questions. The questionnaires were used to ensure that the data collected were compatible with the set objectives. The questionnaire was anonymous and was include hand delivery.

Self-administered questionnaires were employed in this research and were given to the participants to be received by hand. Those questionnaires were administered in Amharic languages for the sake of clarity and to be easily understandable by the respondents. In this study, open-ended and closed ended questions were administered by the researcher about the practice public quality of service delivery and level of customer satisfaction and distributed to a total of 336 respondents i.e., 336 household service users.

3.7.2. Interview

The main purpose of conducting interview method was to include the experiences and knowledge of those individuals who are supposed to have a better understanding of the phenomenon under study and to triangulate data obtained by questionnaires and FGD. It was conducted in Amharic because of its suitability to the study population, and questions are constructed not as an end by themselves rather they were developed in a manner under investigation. Indeed, for this study, semi-structured interview questions were administered to different sections of the population such as top officials (leaders) of the municipality, knowledgeable customers of the municipality office, representative from the town complaint hearing committee and experienced and knowledgeable employees of the municipality who were purposefully selected by preparing a list of specific

questions. The interview was conducted in a face-to-face encounter (i.e., between the researcher and the informant) and at a place convenient for the interviewees.

Accordingly, the participants of the interview session are outlined (appendix A table 7.1)

3.7.3. Focus Group Discussions (FGDs)

To conduct the FGD, the researcher selected 14 participants from the six sites by making two groups those who are active participants in solving their local problems with enough information about overall issues related to service delivery and customer satisfaction in Emdiber town Municipality to capture general information and in-depth discussions relating to quality service delivery and customer's satisfaction.

FGD participants were selected purposively from each of the selected six sites. To guide the discussion; structural checklists were designed specific to the research issues. They were selected purposefully based on their experience and knowledge about the municipality services delivery. This was conducted by the researcher and two groups of focus group discussions were conducted separately at the compound which is available for them. This technique helped to receive a wide range of responses during the meeting. Accordingly, the participants of the FGD session are outlined (appendix A table 7.2)

3.7.4. Field Observation

Observation is among the basic tools used to collect relevant data needed to conduct research. Since the researcher himself is working at the place where the study is conducted, he observes the practice of quality service delivery and level of customer satisfaction at Emdiber town municipality he observes the grievances of customers about the service delivery practice of the municipality using this method, the researcher had exposure to see different issues like work procedures, customer handling, environmental situations and the like. Furthermore, field observation helps to investigate issues beyond those covered in the questionnaire, interview, and FGDs. It is also useful to obtain some practical examples of what has been discussed during interviews and FGDs. So, the researcher made careful observations to verify what they were saying was true.

3.8. Method of Data Analysis

The data collected through questionnaires, interviews, and focus group discussions was analyzed both qualitatively and quantitatively. According to Creswell (2009), qualitative data analysis is

conducted concurrently with gathering data, making interpretations, and writing reports. Thematic analysis of the qualitative approach was employed to analyze the data obtained from interviews and focus group discussions to grasp the attitude of respondents regarding the level and degree of responsiveness of the service providers in good service delivery processes and practices. The reason for employing thematic analysis is that it enables the researcher to try to find out something about people's views, opinions, knowledge, and experiences regarding service quality and its effect on customer satisfaction. Above all, the qualitative approach to research is concerned with the subjective assessment of attitudes, opinions, and behavior. Besides, the data collected through questionnaires, interviews, focus group discussions, and field observation was analyzed descriptively. Though and a descriptive analysis method was used on a minimal scale in the process of renovating the raw data into a form that would make it easy to understand, interpret, and manipulate the data to provide descriptive information.

The data collected by questionnaires including demographic characteristics was analyzed quantitatively via simple mathematical tabulations such as percentages, tables, frequencies, and means. The data analysis of the study is done in a way that its objectives demand. After the data was analyzed, the results were discussed and the recommendations were drawn depending on the findings.

3.9. RELIABILITY AND VALIDITY

3.9.1 Reliability

This study used Cronbach "s alpha to test the reliability of the questionnaire. The findings show that Cronbach's alpha for all dimensions of service quality is above 0.70 which indicates a high level of internal consistency for all items. Cronbach's alpha value for twenty-six items is 0.801. The same test is also conducted for customer satisfaction items and their result indicates 0.767 for customer satisfaction.

Table 0-2 Result of reliability analysis for the questionnaire

| Dimension of service quality | Number of attribute | Cronbach's alpha |
|-------------------------------------|----------------------------|-------------------------|
| Tangibility | 4 | 0.785 |
| Reliability | 4 | 0.741 |
| Responsiveness | 4 | 0.836 |
| Assurance | 5 | 0.793 |
| Empathy | 4 | 0.790 |
| Customer satisfaction | 5 | 0.767 |
| Overall reliability analysis | Cronbach's alpha | 0.801 |

3.9.2 Validity

The validity of the questionnaires was checked with the advisors, and also through the review of the literature and adapting instruments used from previous research. This means the respondents agreed that they were satisfied with the service.

3.10. Ethical consideration

In conducting the study, the researcher attempted to consider the following ethical approaches:

- The researcher ensured there was no exploitation for the personal gain of the research population.
- The researcher was never influenced by respondents and others to force them to participate in the research.
- The researcher considered cultural, religious, gender, and other significant differences into account within the research population and

The researcher used the data only for the intended purpose that is the academic purpose

Operational definition of variables

Quality Service (Independent variable):- is how well the municipality's delivered quality service level matches customer's expectation.

Customer satisfaction (dependent variable):- is a customer's feeling of pleasure or disappointment resulting from comparing a quality service to his or her expectation.

Model Specification

To show service quality's effect on customer satisfaction in Emdiber town Municipality Multiple Linear Regression Model was used by employing SPSS statistics 20 which is a powerful statistical software package tool for data management and data analysis to allow the creating regression.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

This chapter is a detailed presentation of the results of the study. The data covering the various sub-themes are presented, analyzed, and discussed. They include the profile of respondents, level of service quality, and customer satisfaction in Emdiber municipality.

4.1.1. Demographic characteristics of respondents

To find out the general background of customers the respondents were asked about their Gender, Age, Educational Status, Work Background, Marital Status, and Religion. The results obtained from the structured questionnaires are represented in the tables below.

Table 0-1 Gender Profile

| No | Gender Profile | Frequency | Percent | Cumulative Percent |
|----|----------------|-----------|---------|--------------------|
| 1 | Male | 202 | 63.12 | 63.12 |
| 2 | Female | 118 | 36.88 | 100.0 |
| | Total | 320 | 100.0 | |

Table 0-1 indicates that the Majority of the respondents were male representing 202(63.12%) of the sample while females constitute 118(36.88%). The combination of male to females" respondents indicated that the gender combination of the sample was fair which was helpful to incorporate the opinion of both sex in the study.

Table 0-2 Age Profile

| No | Age Profile | Frequency | Percent | Cumulative Percent |
|----|-------------|-----------|---------|--------------------|
| 1 | Below 20 | 3 | 0.93 | 0.93 |
| 2 | 20 –30 | 50 | 15.62 | 16.55 |
| 3 | 31 – 40 | 133 | 41.56 | 58.11 |
| 4 | 41 – 50 | 132 | 41.25 | 99.36 |
| 5 | Above 50 | 2 | 0.64 | 100.0 |

| | | | | |
|--|-------|-----|-------|--|
| | Total | 320 | 100.0 | |
|--|-------|-----|-------|--|

Regarding the age group majority of respondents, 133 (41.56%) were between the age group of 31–40 followed by the age group of 41–50 which is 132(41.25%), and the age group of 20–30 constituted 50(15.62%). However, there were only 0.93% and 0.64 % for the age group of below 20 and above 50 respectively. Regarding the age group of the respondents, it can be analyzed that, most of the respondents are young adults and middle-aged adults.

Table 0-3 Educational Background

| No | Educational Status | Frequency | Percent | Cumulative Percent |
|----|--------------------|-----------|---------|--------------------|
| 1 | Primary School | 22 | 6.82 | 6.82 |
| 2 | Secondary School | 62 | 19.44 | 26.26 |
| 3 | Certificate | 34 | 10.62 | 36.88 |
| 4 | Diploma | 74 | 23.12 | 60 |
| 5 | Degree | 128 | 40 | 100.0 |
| 6 | Masters | – | – | – |
| | Total | 320 | 100.0 | |

Regarding the educational background of the customers; the entire respondents were degree holders 128(40%). While primary school and secondary school graduates are comprised of 22 (6.82 %) and 62(19.44%) respectively. the rest 74(22.12%) and 34 (10.62%) consists of having diploma holders and certificates. This implies that most of the clients have degrees and diplomas.

Table 0-4 Work Background

| No | Field of Work | Frequency | Percent | Cumulative Percent |
|----|---------------|-----------|---------|--------------------|
| 1 | Civil Servant | 201 | 62.81 | 62.81 |
| 2 | Self Employed | 68 | 21.26 | 84.07 |
| 3 | Retired | – | – | – |
| 4 | Others | 51 | 15.93 | 100.0 |
| | Total | 320 | 100.0 | |

In terms of the respondent's occupational status, most of the respondents are civil servants which constitute 201(62.81%) out of the 320 respondents and the rest are 68(21.26%) and 51(15.93%) are self-employed and others respectively.

Table 0-5 Marital Background

| No | Marital Status | Frequency | Percent | Cumulative Percent |
|----|----------------|-----------|---------|--------------------|
| 1 | Married | 280 | 87.5 | 87.5 |
| 2 | Single | 26 | 8.12 | 95.62 |
| 3 | Separated | 11 | 3.43 | 99.05 |
| 4 | Divorced | 3 | 0.95 | 100.0 |
| | Total | 320 | 100.0 | |

Concerning the Marital status of the respondents out of 320 respondents 280 (87.5%) of them are married but the rest 26(8.12%) are singles and 11(3.43%) are separated.

Table 0-6 Religion

| No | Religion | Frequency | Percent | Cumulative Percent |
|----|------------|-----------|---------|--------------------|
| 1 | Orthodox | 138 | 43.12 | 43.12 |
| 2 | Muslim | 96 | 30 | 73.12 |
| 3 | Catholic | 12 | 3.76 | 76.88 |
| 4 | Protestant | 74 | 23.12 | 100.0 |
| | Total | 320 | 100.0 | |

4.2.Descriptive and Inferential Analysis of Service Quality Dimension and Customer Satisfaction.

4.2.1. Descriptive Analysis of Service Quality Dimension and Customer Satisfaction.

Objective 1 assessing the actual level of service quality in Emdiber town municipality office.

Table 0-7 Response on the dimensions of service quality

| No | Dimensions of service quality | Strongly Agree(5) | | Agree (4) | | Neither agree nor disagree(3) | | Disagree (2) | | Strongly Disagree (1) | | Mean | SD |
|----|--|-------------------|------|-----------|------|-------------------------------|-----|--------------|------|-----------------------|------|------|-------|
| | | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % | | |
| 1 | Tangibility | | | | | | | | | | | | |
| | The municipality has visually appealing material associated with the service delivery | 104 | 32.5 | 102 | 31.6 | 10 | 3.1 | 80 | 25 | 25 | 7.8 | 3.51 | 1.368 |
| | The municipality has modern equipment's in the office that facilitate service delivery | 109 | 34.1 | 118 | 36.9 | 13 | 4.1 | 40 | 12.5 | 40 | 12.5 | 3.68 | 1.381 |
| | Employees have a net and professional appearances | 136 | 42.5 | 119 | 37.2 | 3 | 0.9 | 45 | 14.1 | 17 | 5.3 | 3.97 | 1.216 |
| | After all the office's service is usually reliable | 111 | 34.7 | 146 | 45.6 | 7 | 2.2 | 32 | 9.7 | 25 | 7.8 | 3.90 | 1.206 |
| 2 | Reliability | | | | | | | | | | | | |
| | The employees of the municipal office provide service as promised | 81 | 25.3 | 138 | 43.1 | 16 | 5 | 60 | 18.8 | 25 | 7.8 | 3.59 | 1.263 |
| | The employees of the municipal office are dependable in handling customers service problem | 55 | 17.2 | 147 | 45.9 | 5 | 1.6 | 88 | 27.5 | 25 | 7.8 | 3.37 | 1.265 |
| | Employees of the municipal office perform service delivery right at the first time | 55 | 17.2 | 162 | 50.6 | 4 | 1.3 | 75 | 23.4 | 24 | 7.5 | 3.47 | 1.231 |
| | The employees of the municipal office provide the required service at the promised time | 48 | 15 | 163 | 50.9 | 7 | 2.2 | 77 | 24.1 | 25 | 7.8 | 3.41 | 1.224 |
| 3 | Responsiveness | | | | | | | | | | | | |

| | | | | | | | | | | | | | |
|---|--|-----|------|-----|------|----|-----|----|------|----|------|------|-------|
| | The municipal office's employees are always wishing to help you | 65 | 20.3 | 135 | 42.2 | 4 | 1.3 | 80 | 25 | 36 | 11.3 | 3.35 | 1.347 |
| | The employees of the offices are ready to respond to your request as required | 57 | 17.8 | 147 | 45.9 | 3 | 0.9 | 86 | 26.9 | 27 | 8.4 | 3.38 | 1.281 |
| | The employees of the office provide prompt services | 80 | 25 | 136 | 42.5 | 3 | 0.9 | 76 | 23.8 | 25 | 7.8 | 3.53 | 1.303 |
| | The office's experts are never busy to reply to you as their customer | 56 | 17.5 | 163 | 50.7 | 4 | 1.3 | 73 | 22.8 | 24 | 7.5 | 3.48 | 1.229 |
| | Assurance | | | | | | | | | | | | |
| | The employees of the office greet you positively just as you enter the office | 73 | 22.8 | 143 | 44.7 | 6 | 1.9 | 59 | 18.4 | 39 | 12.2 | 3.48 | 1.346 |
| | The employees of the office are flexible in solving your problem | 108 | 33.8 | 141 | 44.1 | 8 | 2.5 | 38 | 11.9 | 25 | 7.8 | 3.84 | 1.233 |
| 4 | The employees treats you equal to others for your request | 109 | 34.1 | 118 | 36.9 | 13 | 4.1 | 40 | 12.5 | 40 | 12.5 | 3.68 | 1.381 |
| | The organization is good at keeping your privacy secret as needed | 136 | 42.5 | 119 | 37.2 | 3 | 0.9 | 45 | 14.1 | 17 | 5.3 | 3.97 | 1.216 |
| | The employees ability is convincing in problems solving | 59 | 18.4 | 200 | 62.5 | 3 | 0.9 | 42 | 13.4 | 15 | 4.7 | 3.77 | 1.05 |
| | Empathy | | | | | | | | | | | | |
| | The employees of the municipal office well understand you and your | 108 | 33.8 | 141 | 44.1 | 8 | 2.5 | 38 | 11.9 | 25 | 7.8 | 3.84 | 1.233 |
| 5 | The offices' employees acknowledge your need or frustration when solving problems. | 109 | 34.1 | 118 | 36.9 | 13 | 4.1 | 40 | 12.5 | 40 | 12.5 | 3.68 | 1.381 |
| | The employees are caring for your emotion while service encounter | 138 | 42.5 | 119 | 37.2 | 3 | 0.9 | 45 | 14.1 | 17 | 5.3 | 3.97 | 1.216 |
| | The employees of the office are empathic to issues you bring to them. | 59 | 18.4 | 200 | 62.5 | 3 | 0.9 | 43 | 13.4 | 15 | 4.7 | 3.77 | 1.05 |

Source from field data, 2023

Note =

- **0-2.5 low mean**
- **2.6-3.5 medium mean**
- **3.6-5.00 – high mean** (George, et al(2003))

From the above table regarding to the service quality part; Tangibility's item, showing the highest frequency towards agreement in the municipality's visually appealing material associated with the service delivery is 104(32.5%) and 102(31.6%) for strongly agree and agree respectively and 80(25%) and 25(7.8%) for disagree and strongly disagree the rest 10(3.1%) of them were neutral with the overall mean score of the item is 3.51 which is high with a standard deviation of 1.368. The municipality has modern equipment's in the office that facilitate service delivery is 109 (34.1%) and 118(36.9%) for strongly agree and agree respectively and 80(25%) were expressed their disagreement and the rest 13(4.1%) of them were neither agree nor disagree with the overall mean score of the item is 3.68 which is high with a standard deviation of 1.381. Employees have a neat and professional appearances is 136(42.5%) and 119(37.2%) for strongly agree and agree respectively and also 17(5.3%) and 45(14.1%) for strongly agree and agree respectively the rest 3 (0.9%) stands for those of neutral with the overall mean score of the item 3.97 with a standard deviation of 1.216. After all whether the office's service is usually reliable or not, the customers respond that 25(7.8%) of them were disagreed strongly and 32(9.7%) of them are disagreed on the reliable of the municipals service the rests are 111(34.7%) and 146(45.6%) and 7(2.2%) are agreed strongly, agreed and neutral respectively with the overall mean score of 3.90. Accordingly this study shows that tangibility is in a higher level with a standard deviation of 1.206 in Emdiber town municipality office.

In terms of Reliability, the employees of the municipal office provide service as promised shows the highest frequency on agree which constitute 138(43.1%) followed by the respondents who's response was strongly agree 81(25.3%) and the lowest frequency is those who respond as neutral 16(5%) and the rests were 60(18.8%) and 25(7.8%) which is disagree and strongly disagree respectively with the overall mean score of the item 3.59 by the with a standard deviation of 1.263. Regarding on the employees of the municipal office are dependable in handling customers service problem the study show that 55(17.2%) of them replied their agreement strongly and 147(45.9%) of them are agreed but the rests are 113(35.3%) disagreed on the dependency of the municipals employee on handling of their problems the rests are neutral which constitute 5(1.6%) with the

lowest mean score of 3.37 with a standard deviation of 1.265. From the total of 320 respondents 55(7.5%) and 162(50.6%) of them were respond that they were strongly agree and agree on regarding the office^s performing service delivery right at the first time but the rests 75(23.4%) were disagreed and 24(5.3%) were strongly disagreed 4(1.3%) of them were neutral by the mean score of 3.47 with a standard deviation of 1.231. Finally on the employees of the municipal office provide the required service at the promised time majority of the respondents 211(65.9%) expressed their agreement ant some of the respondents agreement was 102(31.9%) and the rests are in neutral with the lowest mean score 3.41 with 1.224 standard deviation. From the above table result we can understand that the municipality has a low level of service regarding the reliability dimensions.

During FGD the respondents respond that not all of the municipals experts are enough capable in delivering quality service which means out of the employers of the municipal some of them are incapability of service quality delivering for those customers.

As Table 0-7 shows from items listed under the responsiveness dimension regarding on the municipal office's employees are always wishing to help the customers 65(20%) and 135 (42.2%) of them expressed their strongly agreement and agreement respectively and the other 80 (25%) and 36(11.3%) of them were agreed and strongly agreed respectively the rests 4(1.3%) were as neutral which means they were neither agreed nor disagreed with the medium mean score of the item is 3.35 with 1.347 standard deviation. The employees of the offices are ready to respond to your request as required 204(63.7%) and 113(35.3%) were expressed their agreement and disagreement respectively the rests respond that they were neither agree nor disagree by the mean score of the item 3.38 which is medium with a with standard deviation of 1.281. The employees of the office provide prompt services 80 (25%) and 136(42.5%) respectively were expressed their agreement strongly and agreement but 76(23.8%) and 25(7.8%) were disagreed and strongly disagreed the rests respond that they were neither agree nor disagree by the mean score of the item 3.53 with 1.303 standard deviation. regarding on the office's experts are never busy to reply to their customer majority of the respondents respond that 219(68.44%) and 97(30.31%) were expressed their agreement and disagreement respectively the rests respond that they were neither

agree nor disagree by the mean score of the item 3.48 which is medium with 1.229 standard deviation.

As far as Assurance concerned the employees of the office greet you positively just as you enter the office, it shows 216(67.5%) of them expressed their agreement whereas 98(30.6) of them were shows their disagreement the rest 6(1.9%) were neutral with the mean score of the item is 3.48 with 1.346 standard deviation. The employees of the office are flexible in solving your problem 249(77.9%) and 63(19.7%) were agreed and disagreed whereas 3(0.94%) were neutral mean score of the item is 3.84 with the standard deviation of 1.233. Among 320 respondents 80(25%) of them are disagreed on the employees treats them equal to others for their request but 227(70.7%) of them agreed with the high mean score of 3.68. The organization is good at keeping your privacy secret as needed 255(79.7%) of the respondents were agree and 62(19.4%) of them expressed their disagreement the rests were 3(0.9%) were neutral with high mean score of 3.97. lastly 259(80.9) of the respondent were agreed on the employees ability in convincing of problem solving whereas 57(18.1%) of them were disagreed on the of the employees having the ability for problem solving with the medium high score of 3.77. So the service quality delivered by the Emdiber town municipality office in terms of assurance is at a high level.

Regarding the empathy the employees of the municipal office well understand you and your problem the majority 141 (44.1%) of them are agree whereas 38 (11.9%) were disagreed 108(33.8%) and 25(7.8%) strongly agreed and strongly disagreed with the mean score of 3.84 with a 1.233 standard deviation. From 320 respondents 118(36.9%) of them were expressed their agreement and 109(34.1%) were expressed their agreement strongly whereas 80(25%) expressed their disagreement the rest 13(4.1%) of them are neither agreed nor disagreed on the employees acknowledgement on their need with the mean score of 3.68 with a 1.381 standard deviation. Among 320 customers of the municipal 136(42.5%) and 119 (37.2%) were agreed strongly and agree whereas 45(14.1%) and 17(5.3%) were disagree and strongly disagree on the employees caring for their emotion but the rest 3(0.9%) of them were neither agreed nor disagreed with the high mean score of 3.97. the office are empathic to issues you bring to them majority of them 259(80.9%) of the respondents were expressed their agreement and the rest 58(18.1%) of them were show their disagreement with the mean score of the item 3.77 with a 1.05 standard deviation. Therefore, from

the result we can conclude that the overall service quality dimensions level fall between strongly agree and agree about the service provided by the Emdiber town municipality office.

Some customers are not satisfied up to reliability and the ability of responsiveness to attract customers' visions. There is a great problem of system failure, shortage of employee, ignorant problem and lack of orientation on how to use the work hour for its customers.

Objective 2 assessing the current level of customer satisfaction in Emdiber town municipality

Table 0-8 Analysis of Customer Satisfaction Items

| Items | Very high(5) | | High(4) | | Moderate(3) | | Low(2) | | Very Low(1) | | Mean | SD |
|---|--------------|------|---------|------|-------------|-----|--------|------|-------------|------|------|-------|
| | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % | | |
| Speedy Service | | | | | | | | | | | | |
| Your level of satisfaction on having the modern equipment and provide speedy service for you and other customers. | 136 | 42.5 | 119 | 37.2 | 3 | 0.9 | 45 | 14.1 | 17 | 5.3 | 3.97 | 1.216 |
| Giving attention | | | | | | | | | | | | |
| Your level of satisfaction on giving individual attention to you and customers of the office staffs. | 108 | 33.8 | 141 | 44.1 | 8 | 2.5 | 38 | 11.9 | 25 | 7.8 | 3.84 | 1.233 |
| Communication | | | | | | | | | | | | |
| Your level of satisfaction on the communicative ability of the employees of the office. | 109 | 34.1 | 118 | 36.9 | 13 | 4.1 | 40 | 12.5 | 40 | 12.5 | 3.68 | 1.381 |
| Performance | | | | | | | | | | | | |
| Your level of satisfaction on the performance of the office staffs. | 119 | 37.2 | 136 | 42.5 | 3 | 0.9 | 17 | 5.3 | 45 | 14.1 | 3.97 | 1.216 |

| Complain handling | | | | | | | | | | | | |
|--|----|------|-----|------|---|-----|----|------|----|-----|------|------|
| Your level of satisfaction on handling compliant questions of effectiveness of the services of the office. | 59 | 18.4 | 200 | 62.5 | 3 | 0.9 | 43 | 13.4 | 15 | 4.7 | 3.77 | 1.05 |

As Table 0-9 shows the items listed under customer satisfaction, the level of satisfaction on modern equipment and providing speedy service, which shows the majority of respondents 136 (42.5%) their level of satisfaction is very high and those 119(37.2%) were highly satisfied the rests 62(19.2%) were expressed their satisfaction as low and very low but 3(0.9%) of the respondents were moderate with the mean score 3.97. This means the office of the Emdiber town municipality customers have a high level of satisfaction with modern equipment and receive speedy service.

Also, regarding the level of satisfaction with giving individual attention to them and other customers almost all customers expressed their satisfaction as very high 108(33.8%) and high which constitute 141(44.1%), and the rest 63(19.7%) were dissatisfied with the offices giving of attention with a lowest mean score of 3.84. From this, we can understand that the office is working by accepting the critical area in the process of service provision.

Additionally, the level of satisfaction with the communicative ability of the employees of the office shows 227(71%) of them responded they were satisfied and the rest 80(25%) of the respondents were dissatisfied with the communicative ability of the employees and the rests 13(4.1%) were satisfied moderately with the mean score of 3.68.

As far as the performance of the office staff is concerned the level of satisfaction shows that 255(76.7%) of them responded that their level of satisfaction is high whereas 62(19.4%) of them were dissatisfied with a mean score of 3.97. This means the level of satisfaction with the performance of the office staff under customer satisfaction is high level.

Finally, the level of satisfaction with the effectiveness of the office in handling compliant questions shows that 259(80.9%) of them expressed their satisfaction whereas 58(18.1%) of them were dissatisfied and the rests 3(0.9%) were at moderate level with the medium mean score 3.77. Therefore, from the result, we can conclude that the overall customer satisfaction level falls

between very high and high regarding the service provided by the Emdiber town municipality office.

Regarding the customer during the interview, the majority of respondents replied that the municipality employees were completely ignorant during the customer applied for a complaint of services. Even the office does not have complaint-receiving systems to handle those questions offered by the customers. According to one of a respondent' interview about complaint handling

"I bought a small house from my neighbor. I went to the municipal to rebuild the house. As soon as I went to the municipal to get work permission. On the first day, one of the guards stated that there was a meeting. The next day I came again and asked one of the employees, and he stated that the engineer was not there due to she had gone out. One week later I came again to ask permission, but, they told me to come after a week. Even two months later again still the same. Among the employees of the office one employee secretly told me to give some money to those who give permission & your request was completed within an hour. I felt sorry."

The other respondent similarly stated that:

Emdiber municipality is the source of ignorance and corruption carryout. On week later I went to the municipality apart from our parent's land and house to my brother. Then, I asked them to see and allow me to depart. The engineer told me he was have come and see. But, he is not even remembering me. How could even I go ahead and perform my home? It is disgusting. I applied to the officer, he told me better wait for a response until I had offered the service.

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

Objective 4 identifying the major factors that affect quality service provision in Emdiber town municipality office

The employees of the office were asked to list down the main problems that exist on service provision, and they are listed as: Lack of budget and materials in the process of service provision, the service seekers don't provide complete information, lack of

professional staff in the office, the increased number of infrastructure questions , lack of organized data, Increment of illegality, lack of awareness of the rights and duties of customers, No clear manual or procedure, and Poor resource allocation is the main problem and absence enough resource to give quality service to customers effectively are the major factors that hamper the process of public quality service in the office which leads to the dissatisfaction of customers of the municipality office.

These facts are also confirmed by the officials during interviews that was conducted with them. During the time of interview the municipal officials asked that “Do you have a solution to overcome those challenges to satisfy your customers”?

The municipal officials respond that As far as possible, we are offering quality service to service seekers. But, we are not delivering quality service fully and we don't say there is no problem, sometimes this kind of service inaccuracy happens there different meetings and continuous discussions when they are needed as far as the solutions or reforms concerned both at the office level and the concerned work process employee level however the municipal didn't satisfy its customers.

During the interview and FGD together some perspectives of the staff of Emdiber Town Municipality on the concepts of service quality and its effect on customer satisfaction were thought to be necessary. Because, the researcher has the view that a good understanding of the two concepts by the staff, who are the internal customers of Emdiber Town municipality puts them in a better stand in enhancing service delivery. The staff interviewed had some understanding of service quality and customer satisfaction most of them could not clearly explain what constitutes these two concepts.

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

On the relationship between staff and customer, all staff interviewed viewed that service quality's effect on customer satisfaction regarding the office's service provision process is poor. That is to

achieve customer satisfaction; service quality has to be improved upon. This in general agrees with the understanding of clients about these concepts and their relationships.

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

Objective 3 investigating the effects of quality service on the level of customer satisfaction in the Emdiber town municipality office

4.2.2. Inferential Analysis of Service Quality Dimension and Customer Satisfaction.

Correlation analysis

Table 0-9 Correlation analysis

| Service quality dimensions | | Customer satisfaction |
|----------------------------|---------------------|-----------------------|
| Tangibility | Pearson Correlation | .470 |
| | Sig. (2-tailed) | .000 |
| | N | 320 |
| Reliability | Pearson Correlation | .180 |
| | Sig. (2-tailed) | .000 |
| | N | 320 |
| Responsiveness | Pearson Correlation | .129 |
| | Sig. (2-tailed) | .000 |
| | N | 320 |
| Assurance | Pearson Correlation | .686 |
| | Sig. (2-tailed) | .000 |
| | N | 320 |
| Empathy | Pearson Correlation | .782 |
| | Sig. (2-tailed) | .000 |
| | N | 320 |
| Customer satisfaction | Pearson Correlation | 1 |
| | Sig. (2-tailed) | |
| | N | 320 |

According to the Table 0-10, there is a significant positive relationship between the five dimensions of service quality and customer satisfaction among those dimensions empathy and assurance have the highest correlation with customer satisfaction (0.782) and (0.686) followed by, tangibility (0.470) and the remaining dimension which is reliability and responsiveness which have 0.180 and 0.129 respectively have the weakest correlation with customer satisfaction. In general, if the correlation is positive between two or more variables it means when service quality dimensions and customer satisfaction are positively related; delivering better service quality ensures higher customer satisfaction. Accordingly, the most important service quality dimension that affects customer satisfaction is empathy and assurance which proves that assurance and empathy are perceived as a dominant service quality followed by tangibility; This indicates that the employees of offices improve in understanding the customers and their problems and offices“ employees acknowledge their customers need or frustration when solving problems have a significant effect on customer satisfaction levels with the same analogy improving the employee's performance in treating the customers equal to others for their request and The employees of the office greeting those customers positively just as they enter the office over of delivering service also have significant effect. Even if, tangibility, reliability, and assurance have weakly correlated when improving these dimensions they have also an effect on customer satisfaction.

During the FGD time majority of respondents stated that the above information from interviews is exists in the office's quality service provision process which is a very serious problem of delivering service to customers.

Both officials believe that during interviews there may be dissatisfied customers on quality service delivery and they informed that various reforms are being implemented for improvement of public quality service delivery and satisfaction level. Moreover, both officials raise the impact of affected budgetary and the shortage of manpower to meet the rapidly increasing demands of municipal-related service.

4.3. Multiple Regression Analysis

4.3.1. Assumptions of Multiple Linear Regressions

Assumptions of Multicollinearity

Multicollinearity, the linear relationship between the predictor variables severely limits the multiple correlation coefficient making it difficult to identify the effects of a given explanatory variable and causing an increase in the variance of the coefficient of the regression model therefore, checking for multicollinearity is important (Belsley et al., 1980). The widely used technique to check multicollinearity is examining the value of tolerance and variance inflation (VIF). Table 4.11 The VIF of the independent variable measures the inflation of the variance of the regression coefficient of the variables relative to a regression where all the explanatory variables are independent. Tolerance value and VIF are inversely related. VIFs below 1 and above 10 are considered the existence of multicollinearity.

Table 0-10 Predictor variables

| Predictor variables | Tolerance | VIF |
|---------------------|-----------|-------|
| Tangibility | .812 | 1.232 |
| Reliability | .938 | 1.066 |
| Responsiveness | .939 | 1.065 |
| Assurance | .499 | 2.003 |
| Empathy | .453 | 2.209 |

Source: Data output from SPSS, 2023

From the above Table 0-11 the tolerance values range from .453 to .939 and are well greater than 0.2. Therefore, no multicollinearity between the SQ dimensions and the explanatory variables and also the assumption of multicollinearity tested by looking at the VIFs between 1 and 10 from the table 4.18 the VIFs of the explanatory variables are below 10, so this indicates the absence of a multicollinearity relationship between the explanatory variables.

Assumptions of Normality

The plot of observed cumulative probability versus the expected cumulative probability of the data informs the dependence of the variation of customer satisfaction on the variation in the independent variables TAN, REL, RES, ASS, and EMP of the service quality dimensions. The almost linear plot of observed cumulative probability and expected cumulative probability of the model indicates that the change in customer satisfaction of the Office of the municipality had a linear relationship with the SQ dimensions parameters (Figure 4 1). Thus the plot indicates a linear relationship between the two commutative probabilities. This assumption was met to conduct an MLR model analysis. The P-P plot of the observed cumulative probability versus the predicted cumulative probability for testing the normality of the residuals and not predictors is linear for this MLR model. So the assumption of normality of the residuals of the customer satisfaction data was met to conduct MLR model analysis (Figure 4 2). Additionally the normality of the regression standardized residual plot is also indicated by the histogram plot of the regression standardized residual values (Figure 4 2.)

Assumption of Homoscedasticity

For linear regression assumption to meet the variance of the residuals is homogenous across all levels of the predicted response variable values. The homogeneity of the variance is known as homoscedasticity. In another expression, if the variance of the residual is non-constant through all levels of the predicted response variable values it is said to be heteroscedastic. The homoscedasticity assumption was checked by assessing the plot of the residuals versus the fitted, similar to examining the linearity assumption. This graph plots the standardized values our model would predict, against the standardized residuals obtained. As the predicted values increase (along the X-axis), the variation in the residuals should be roughly similar. If everything is ok, this should look like a random array of dots. If the graph looks like a funnel shape, then it is likely that this assumption has been violated.

The above graph plots the standardized values our model would predict, against the standardized residuals obtained. As the predicted values increase (along the X-axis), the variation in the residuals should be roughly similar. If everything is ok, this should look like a random array of dots. If the graph looks like a funnel shape, then it is likely that this assumption has been violated.

Assumption of the Independence of the residuals

The assumption is that the values of the regression residuals are uncorrelated or independent. In this case, the value of the Durbin Watson, DW, and statistic in the regression model summary table is used to assess the independence of the residuals of the MLR model of the service quality dimensions predicting the variations in the customer satisfaction of the municipal office (Appendix A table 7.3). The DW statistic can vary from 0 to 4. The assumption of independence of residuals meets the DW values should be above 1 and below 3. From the above model summary box table, the Durbin-Watson statistics value is 2.094. Therefore, the assumption is met.

4.3.2. Multiple Regression Analysis

Multiple regressions are the most common and widely used to analyze the relationship between a single continuous dependent variable and multiple continuous categorical independent variables (George et al, 2003). In this study, multiple regression analysis was employed to examine the effect of service quality dimensions on customer satisfaction. The following table presents the results of multiple regression analyses. (Appendix A table 7.4).

The results of multiple regressions, as presented in a table, above, revealed that the service quality dimensions (tangibility, reliability, responsiveness, assurance, and empathy) combined significantly influence the satisfaction of customers. The R² of .682 indicates that 68.2% of the variance in customer satisfaction can be predicted by the service quality offered by the municipality office. The remaining 0.318 or 31.8% are explained by other variables out of this model. Therefore, service quality has a positive and significant effect on customer satisfaction (Appendix A table 7.5).

Based on table 7.5 the coefficient, tells us the unique contribution of each factor to the model. A high beta value and a small p-value (<.005) indicate the predictor variable has made a significant statistical contribution to the model. On the other hand, a small beta value and a high p-value (p >.005) indicate the predictor variable has little or no significant contribution to the model. (George et al., (2003)

Table 0-14, also indicates that tangibility, reliability, responsiveness, assurance, and empathy dimensions of service quality have an appositve and significant influence on customers“ satisfaction at a 95% confidence level. Significant service quality factors have been included for the establishment of the function. The established regression function is:

$$Y = -0.341 + 0.172\text{tan} + 0.075\text{rel} + 0.063\text{res} + 0.263\text{ass} + 0.554\text{emp} + e$$

Regressing Customer Satisfaction on the Service Quality Dimensions

The result of this study indicates that all dimensions of service quality have a positive and significant effect on customer satisfaction. Moreover, from the findings of this study, the researcher found out that all of the service Quality dimensions have positive effects on customer satisfaction.

The regression equation above has established that taking all factors into account (tangibility, reliability, responsiveness, assurance, and empathy) constant at zero customer satisfaction was -0.341 which means there is no service quality the (tangibility, reliability, responsiveness, assurance and empathy) in ember town municipality office the customer satisfaction was decreased by .341. the findings presented also show that taking all other independent variables at zero, a unit increase in tangibility would lead to a 0.172 increase in customer satisfaction Further the finding shows that a unit increase in reliability the customers was satisfied by 0.075. when a unit increase in responsiveness taking all other independent variables at zero the customers was satisfied by 0.063. Additionally, the findings also show that a unit increase in assurance would lead to a 0.263 increase in customer satisfaction. The study also found that a unit increase in empathy would lead to a 0.554 increase in customer satisfaction. Finally from the overall service quality dimensions, empathy had the highest impact on customer satisfaction of the Emdiber town municipality office followed by assurance and tangibility lastly responsiveness.

During the interview and focus group discussion, the municipal experts and its customers were asked about which frequent complaints raised by their customers and the way they respond to them and they responded that boring their customers by giving frequent appointments, inequitable infrastructure, and low access of land-related issues, housing condition and the like. According to those participants, the office responds to those complaints by discussing with the directly concerned business process and experts however the office has a system of complaint receiving system to handle those complaints but it is not functional.

4.4. Discussion of results

To investigate the effects of public quality service on the level of customer Satisfaction, the five dimensions of service quality were used. This section discusses the findings of the statistical analysis in relation to the previous research and literature.

Among the service quality dimensions, tangibility items, visually appealing materials, modern equipment, and employee appearances which are net and professional and reliable service score high frequency and mean value. This indicates that most customers of the office were satisfied with these attributes and the study also indicates that tangibility has a positive and significant effect on customer satisfaction. This finding is also supported by (Al-Hawary, 2011) reported that tangibility has a positive and significant effect on customer satisfaction.

Reliability dimension items provision of the promised service, handling customer's service problem, delivering service at the right time, and providing the required service with the highest frequency and means score. This indicates that customers were less satisfied with most of the items under the reliability dimension. The finding of this study show that reliability has a positive and significant effect on customer satisfaction. This finding also supported by (Malik, 2011), found that reliability has a significant and positive effect on customer satisfaction.

Most of the responsiveness items score high mean and frequency values which reveals that some customers are satisfied with the Employees providing prompt service whereas customers were dissatisfied with usually wishing to help them, responding to their requests as required and never too busy to reply to them as service users. This does mean that customers are not satisfied with almost all items of responsiveness. The finding getting from study indicates that responsiveness has a positive and significant effect on customer satisfaction. This result is supported by (Mohammad and Alhamadani, 2011); found that responsiveness has a positive and insignificant effect on customer satisfaction.

Regarding assurance customers are satisfied with greeting them positively, being flexible in solving their problems, treating them equally to others for their request, keeping their privacy secret as needed, and having the ability to convince in problem-solving. Additionally, the result of this study also indicates that assurance has a positive and significant effect on customer satisfaction. The result of this study as far as assurance is concerned (Malik et al., 2011), supports this finding and he reported that assurance has a positive and significant effect on customer satisfaction.

Regarding empathy services items score the highest mean and frequency value which indicates that most customers were satisfied with this dimension and also the finding of this study further indicates that empathy has a positive and significant effect on customer satisfaction. This finding is further supported by (Alhamadani, 2011), he reported that empathy has a positive and significant effect on customer satisfaction and (Mohammad, 2011). Among Customer satisfaction items all items for the services got a high percentage and mean value. This specifies that clients were satisfied with these attributes.

The correlation result shows that all dimensions of service quality (tangibility, reliability, responsiveness, assurance, and empathy) have a positive and significant effect on customer satisfaction.

In overall, the regression results revealed that all independent variables accounted for 68.2% of the variance in customer satisfaction ($R^2 = .682$). Thus, 68.2% of the variation in customer satisfaction can be explained by the five service quality dimensions questions the rest 0.318 Or 31.8 % explained by other variables out of this model.

At the time of interview the employees of the office were asked to list down the main problems that hamper the public quality service provision process and they listed as: lack of budget and materials in the process of service provision, the service seekers don't provide complete information, lack of professional staff in the office, the increased number of infrastructure questions , lack of organized data, Increment of illegality, lack of awareness of the rights and duties of customers, No clear manual or procedure, and Poor resource allocation is the main problem and absence enough resource to give quality service to customers effectively are the major factors that hamper the process of public quality service in the office which leads to the dissatisfaction of customers of the municipality office.

The positive significant coefficient for service quality and customer satisfaction relationship suggests higher service quality on registrar service and the higher the satisfaction of customers towards the registrar. Thus, satisfied customer is important in developing a loyal customer. Therefore, organizations should always strive to ensure that their customers are very satisfied. Customer satisfaction is potentially one of the most powerful weapons that institutions of can employ in their fight to gain a strategic advantage and survive in today's ever-increasing competitive environment.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary

The main objective of the study was to assess or investigate the effects of service quality on the level of customer satisfaction in the Emdiber town municipality office, Gurage zone, Central Ethiopia Regional State. The research was conducted using a questionnaire consisting of 336 sample respondents selected from the office. The results of the descriptive statistical analysis indicated that customers were most satisfied with empathy and tangibility dimensions of service quality followed by assurance, reliability, and responsiveness. However, customers were less satisfied with the responsiveness dimensions of service quality.

The correlation result shows that there is a positive and significant relationship between tangibility, reliability, responsiveness, assurance, empathy, and customer satisfaction. The finding also indicates that reliability and empathy have the highest relationship with customer satisfaction while the lowest relationship was found between tangibility and customer satisfaction.

The multiple regression results showed that all service quality dimensions (tangibility, reliability, responsiveness, assurance, and empathy) have a positive and significant effect on customer satisfaction.

5.2. Conclusions

The objective of this study is to assess the effects of quality service on the level of customer satisfaction in the Emdiber town municipality office. Based on the analysis given in the previous chapter, the following conclusion is drawn.

This study investigates the effect of service quality on the level of customer satisfaction provided by the Offices of Emdiber town municipality. In this study, the five service quality dimensions, tangibility, reliability, responsiveness, assurance, and empathy are the predictor variables whereas service quality is the response variable. Multiple linear regression models were employed to measure the effects of the predictor variables on the quality of the services of the Office of the Emdiber town municipality. Thus, based on the major findings of the study the following conclusions are drawn.

Having the ability of wishing to help customers and the readiness to respond to service users' questions as required has a positive effect on customer satisfaction. However, the office is not wishing to help the customers and the office's employees are not showing their readiness to respond to the customer's request to do so as expected by customers.

Reliability of the office services was relatively good, the employees of the municipal office provided service as promised and performed service delivery right at the first time. The findings of the study indicate that the employees of the municipal office are dependable in handling customer service problems and the office providing the required service at the promised time has a positive effect on customer satisfaction. However, employees in the office have a problem in handling the service user's service problem and the office ignores providing the required service at the promised time.

In general, the following specific empirical findings emerged from the investigation: The five service quality dimensions (tangibility, reliability, responsiveness, assurance, and empathy) Service has a positive and significant effect on customer satisfaction. Some of the office customers are not satisfied with the current service delivery system of the Emdiber municipality office regarding mainly reliability and responsiveness of quality service dimensions.

5.3.Recommendations

To improve quality service based on the findings and conclusion of the study the researcher forward the following recommendations.

- The study found that tangibility, reliability, responsiveness, assurance, and empathy account for variation in service quality. The municipality office's customer satisfaction was impacted by the following service quality dimensions in decreasing order of importance: empathy, assurance, tangibility, reliability and responsiveness. As a result, it is advised that the office should give each element of these service quality dimensions the attention it deserves in terms of priority.
- The office of the municipal needs to give more emphasis on improving their customer satisfaction level more on responsiveness because currently this dimension or variable has relatively low mean and effect values. The office needs to concentrate on responsiveness as it has the lowest mean score and less on reliability next to

responsiveness. Continuous monitoring and follow-ups might enhance future customer satisfaction levels concerning these variables. To do this the office in particular can conduct further customer opinion services regarding the status of customer views regardless of responsiveness and reliability nature of the office.

- The status of service quality in the Emdiber town municipality office was relatively good, the staffs were good in net and professional appearances, the employees cared for customers' emotions during service encounters, the office is good at keeping customers' privacy secret as needed and Employees of the municipal office perform service delivery right at the first time. However, this should not mean it lasts forever. So officials and employees should evaluate their status constantly and work for continuous improvements.
- The office's officials and employees should put themselves in the customer's shoes. When the office does this the office leads with empathy and understanding of the customers and their individual needs which is a good method to ensure the level of its customer's satisfaction.
- The office's should organize on-the-job training for those employees with resources that support service provision process and have a standard evaluation system built in order to distinguish between employees who perform better in accordance with public quality service delivery principles and also efficient compliant handling mechanisms should also be prioritized.

REFERENCES

- Aman,A.,(2008). Effect of Serves Delivery Process and Serves Quality on Customer Satisfaction: Acase of EEPCo., North West Region,Bahir Dar Town Customer Serves Centers. MBA Thesis.AAU.
- Anderson, E.W. and Sullivan, M., (1993), "The Antecedents and Consequences of Customer Satisfaction for Firms," *Marketing Science*, Vol. 12, No. 2, pp.125-143.
- Alemnesh,Wagaye Addis,2015,Assessment of Public Service Delivery and Customer Satisfaction; a Case of Water Supply District Debre Tabor Town Adminstration,North West Ethiopia, ECCU, Addis Ababa
- Alemseged & Hailay, 2019, Service Delivery and Customer Satisfaction in the Public Service Sector:An Ethiopian Experience ,2018
- Al-Hawary, S.I.S, Alhamali, M.R. and Alghanim, A.S. (2011), Banking service quality provided by commercial banks and customer satisfaction, *American Journal of Scientific Research*,27(2011): 68-83.
- Arnould, E., Price, L., and Zinkhan, G., *Consumers*, 2nd ed., chap.18, "Customer satisfaction" (New York: McGraw-Hill, 2004) pp.754-96.
- Ashenafi.G, 2018, Assessment of Service Delivery and Customer Satisfaction: Experience from Jinka Town Municipality, Addis Ababa University
- Belsley, D.A., Kuh, E., and Welsh, R.E., (1980), *Regression Diagnostics: Identifying Influential Data and Sources of Collinearity*, John Wiley, New York.
- Buell, R.W., Campbell, D. &Frei, F.X. (2010). Are Self-Service Customers Satisfied or Stuck?. *Production and Operations Management*, 12 (6), 679–697.
- Cheng, J., Proverbs, D. G., and Oduoza, C. F. (2006). —The satisfaction levels of UKCommonwealth Secretariat (2002).Current Good Practices and New Developments in public Sector Service Management. London, United Kingdom: Marl Borough House, Pall Mall. Construction Clients based on the performance of consultants. *Engineering Construct Architect Manage*, 13(6), 567–583.
- Creswell, J.W., 2003. *Research design: Qualitative, quantitative, and mixed method approaches*, 2nd edition Sage Publication
- ECA. (2005). *Public Sector Management Reforms in Africa: Development Policy Management Division*. Addis Ababa, Ethiopia <http://www.uneca.org> accessed on 28 November 2022.
- Emdiber town municipal office, 2020, annual report, unpublished

- Emdiber town municipal office, 2021, annual report, unpublished
- Emnet&Habtamu,(2011) Business Process Reengineering Value Handovers In Public Sectors Of Ethiopia: In Proceedings Of The 4th National Conference On Effectiveness And Efficiency Of The Public Services. Ethiopian Civil Service University.
- Eshghi, A., Haughton, D., and Topi, H., (2007), “Determinants of customer loyalty in the wireless telecommunications industry”,Telecommunications policy, Vol. 31, No. 2, pp. 93-106.
- Etefa, M. (2006). Challenges and Prospects of Civil Service Reform with Respect to Service Delivery: A Comparative study of ministry of trade and industry and finance and economic Development, A.A.U.
- Ethiopian Management Institute (2003), (2011), Customer Service Delivery. A.A administration Woreda leaders, Ethiopia.
- FDRE. (1995). the Constitution of the Federal Democratic Republic of Ethiopia, Addis Ababa
- Federal Democratic Republic of Ethiopia (2000). Directives for handling Service user’s complaints in Civil service Institutions (DHSUCICSI): mimeos, A.
- Federal Democratic Republic of Ethiopia (2001).Service delivery policy in the civil service. Mimeos A.A.
- Federal Democratic Republic of Ethiopia, Ministry of Capacity Building in collaboration with PSCAP Donors, (2010) Woreda and City Administrations Benchmarking Survey III. Survey of Service Delivery, Satisfaction Status Report. Addis Ababa
- Fogli, L., (2006) Customer Serves Delivery: Research and Best Practices, Publication for I/O-Psychology. Second Edition
- George,D.I and mallery,p.(2003) spss for windows stepby step.A simple guide and Reference 11.0 4th ed).Boston:Allyn and Bocon.
- Gerpott, T.J., Rams, W. and Schindler, A. (2001). “Customer retention, loyalty, and satisfaction in the German mobile cellular telecommunications market”, Telecommunications Policy, Vol. 25, No.4, pp. 249-269.
- Griffin, J. (1995). Customer loyalty: How to earn it, how to keep it. New York: Lexington Books.
- Girma Leta, (2018),An Assessment of Local Government Service Delivery: The case of Drinking Water Supply and Sanitation in Burayu City, College of Development Studies Center for Regional and Local Development Studies Addis Ababa University

- Government of Nepal ministry finance and Asian Development Bank (2010), Economic Policy Network II (ADB TA 7042-NEP), Thematic Area: Decentralized Governance, A Study on the Service Delivery of the Local Bodies, Final Report.
- Hussein, W (2009), Assessment of practices and problems of service delivery, In EEPCO the Case of EAAR B.A thesis, Ethiopian Civil Service University.
- Kabtamu, 2019 an Assessment of Service Delivery Practices and Level of Customers Satisfaction
- Kebede kabiso (2015).Urban Water Supply in Hossana Town of Hadiya Zone, SNNPR, Ethiopia
- Kothari, C.R. (2004). Research Methodology, Methods and Techniques, Second Revised
- Johnson, R. et al., (1995). Measuring Service Quality: A Systems Approach. *Journal of Services Marketing*,
- LaBarbera, P.A.&Mazursky, D. (1983).Alongitudinal assessment of consumer satisfaction/dissatisfaction. *Journal of Marketing Research*, 20, 393-404.
- Ladhari, (2008), a study of quality dimensions, *International Journal of Quality & Reliability Management*,
- Malik et al., (2011) Marketing”, *Journal of Marketing*, 49, 33 - 46.
- Mansuri, Ghazala and Rao, Vijayendra (2013). Localizing Development: Does Participation Work? A World Bank Policy Research Report, World Bank, Washington, DC.
- Mohammad, S.A.A. and Alhamadani, M.Y.S. (2011), Service quality perspectives and customer satisfaction in commercial banks working in Jordan, *14 (2011): 61- 72*.
- Mesfine. B. 2009. Modern Customers Handling and Effecyive Customer Service Delivery Strategies (in Amharic). Addis Ababa: s.n.
- Mont, O., &Plepy, A. (2003). Customer satisfaction: Review of literature and application to the product-service systems. *The International Institute for Industrial Environmental Economics*, 27-48.
- Morgan, N. A.,and Rego. L.L. (2006), “The value of different customer satisfaction and loyalty metrics in predicting business performance”, *Marketing Sci*, Vol. 25, No.5, pp. 426–439.
- Naidoo, N. D. K. 2004. Improving Service Delivery at South African Police Service; Community Service Centers. Master’s thesis. South Africa: Faculty of Social Development Studies, Tshwane University of Technology. Available at: Http://libserv5.tut.ac.za:7780/pls/eres/wpg_docload.downloadfile?_filename=F605700446/naidoo.pdf accessed on November 20/2022.

- Naidoo, G. 2009. Leadership and good governance in Public Administration: A critical need for transformative African leadership and good governance for adoption by the South African public service. USA/UK: Verlag D. Müller (VDM).
- Ogunlana, S. O. (2009). —Construction professionals' perception of critical success factors for large scale construction projects. *Constr. Innov. Inform. Process Manage*, 9(2),
- Oliver, R. L. (1999). Whence customer loyalty? *Journal of Marketing*, 63(July), 33-44. 149– 167.
- Parsuraman A., Zeithaml, V. A., & Berry, L.L. (1988). A multiple item scale for measuring consumer perception of service quality. *Journal of Retailing*, 64(1), 12-40
- Peter, H and Ellen A (1998). Assessing Service quality satisfying the expectations of library customers: A.A: Chicago and London.
- RLGA, (2010). Factors affecting service Delivery in Local Governments: A study report. Available at: <http://www.ralgarwanda.org.5/11/2022> 11:17 pm.
- Samuel, L. (2010), the contribution of service delivery reform promoting good governance principles .Ethiopian journal public management and development, volume 1&2, Addis Ababa.
- Schiffman, G.L. and L.L. Kanuk, 2005. Customer Behavior. Prentice-Hall of India Private Limited, New Delhi, pp: 14-15.
- Singh, H., (2006) ,The Importance of Customer Satisfaction in Relation to Customer Loyalty and Retention, Asia Pacific University College of Technology and Innovation Technology Park Malaysia.
- Van Iwaarden, J., van der Wiele, T., Ball, L., & Millen, R. (2003). Applying SERVQUAL to web sites: An exploratory study. *International Journal of Quality & Reliability Management*, 20(8), 919-935.
- Verman, H., (2008). Service Marketing: Text and Cases. India: Dorling Kindersley pvt.ltd
- Vijayakanth Urs M.C., Harirao A.N., Santhosh Kumar A.N.(2014), “Customer Satisfaction Through Service Quality In Public Service ”, *Journal Of Emerging Research In Management & Technology* Issn: 2278-9359 (Volume-3, Issue-5)
- Vu nguyen khanh duy, (2021) Service Quality And Its Impact On Customer Satisfaction
- Wanju, K., Muri .W, Ayodo, E, (2012). Factors Affecting Provision of Quality Service in the Public Health Sector; A case of Kenyatta National Hospital. Jomo Kenyatta University of

Agriculture and Technology: Nairobi, Available at <http://www.sciedu.ca/journal1/index.php/jiba/article/download/105/49.5/11/2022> 11:18 pm.

World Bank (1998) World Bank Development Report 1997, Washington D.C.: The World Bank

World Bank (2004). FDRE—Public Sector Capacity Building Programme Support Project. Project Appraisal Document

Yemane, 1967, Statistics an Introductory Analysis, 2nd edition

Yosef Taye, (2011) a Study of the Civil Service Reform in Adama City Administration: Regional State of Oromia-Ethiopia, Addis Ababa University.

Zeithaml et al (1990).Service Marketing. New York: the McGraw-Hill companies, Inc.

Zeritu,F.,(2010). Serves Delivery and Customer Satisfaction: A case of EEPCo, EAAR. Master's Thesis. Addis Ababa University

APPENDICES

Appendix A

Table 0-1 Details of Purposive Sampling (interviewees)

| No | Offices from where the interviewee were selected | Sample selected for interview | Sampling techniques |
|----|--|-------------------------------|---------------------|
| 1 | Top officials (leaders) of the municipality; | 2 | Purposive Sampling |
| 2 | From the town administration Members | 1 | |
| 3 | Experienced and knowledgeable employees of the municipality; | 2 | |
| 4 | Knowledgeable customers of the municipality | 3 | |
| 5 | Representative from civic society | 1 | |
| 6 | Representative from the town Complaint Hearing Committee | 1 | |
| | Total | 10 | |

Source: Proposed by the Researcher

Table 0-2 Details of Purposive Sampling (FGD, Participants)

| Group | Section of the population | Site 01 | | | site 04 | | | site 05 | | | site 06 | | | site 07 | | | site 12 | | | |
|-------|---|---------|---|---|---------|---|---|---------|---|---|---------|---|---|---------|---|---|---------|---|---|---|
| | | M | F | T | M | F | T | M | F | T | M | F | T | M | F | T | M | F | T | |
| 1 | Influential, knowledgeable, and resourceful about the issue under study | 1 | | 1 | | 1 | 1 | 1 | 2 | | | 1 | 1 | 1 | | | 1 | 1 | 1 | |
| 2 | Influential, knowledgeable, and resourceful about the issue under study | | 1 | 1 | 1 | 1 | 2 | 1 | | 1 | | | 1 | 1 | 1 | | | 1 | 1 | 1 |

Table 0-3 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .826 ^a | .682 | .677 | .402 | 2.094 |

- a. Predictors: (Constant), Empathy, Responsiveness, Reliability, Tangibility, Assurance
- b. Dependent Variable: Customer Satisfaction

Table 0-4 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .826 ^a | .682 | .677 | .402 | 2.094 |

- a. Predictors: (Constant), Empathy, Responsiveness, Reliability, Tangibility, Assurance
- b. Dependent Variable: customer Satisfaction

Table 0-5 Coefficients for Service Quality Dimension on Customer Satisfaction

Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|----------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| (Constant) | -.341 | .195 | | -1.748 | .081 | | |
| Tangibility | .172 | .036 | .170 | 4.800 | .000 | .812 | 1.232 |
| Reliability | .075 | .031 | .080 | 2.443 | .015 | .938 | 1.066 |
| Responsiveness | .063 | .029 | .072 | 2.198 | .029 | .939 | 1.065 |
| Assurance | .263 | .046 | .257 | 5.712 | .000 | .499 | 2.003 |
| Empathy | .554 | .051 | .515 | 10.883 | .000 | .453 | 2.209 |

independent variable: tangibility, reliability, responsiveness ,assurance, empathy

dependent variable: customer satisfaction

Source: SPSS Regression results output, 2023

Appendix B

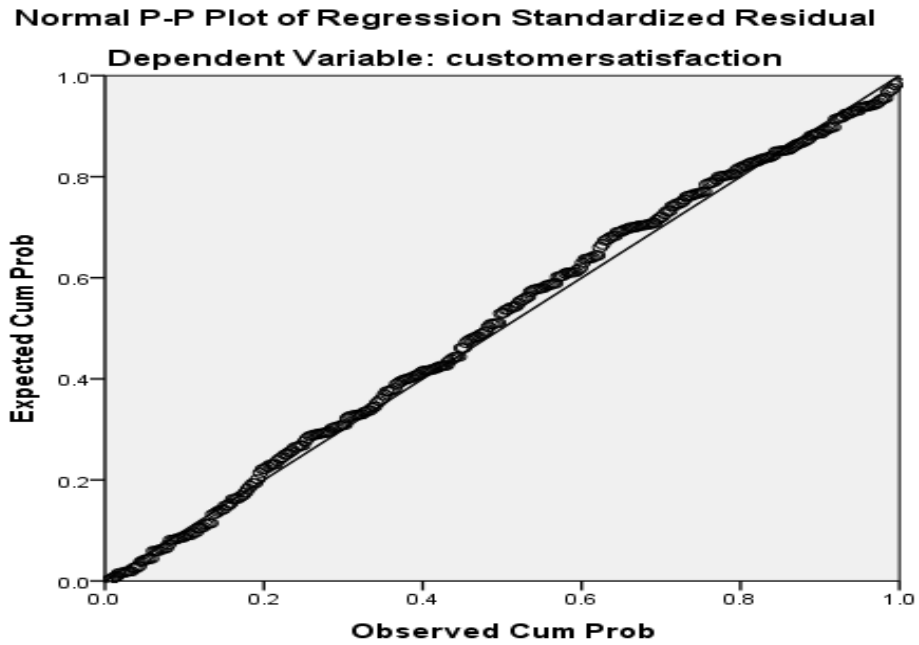


Figure 7-1plot regression

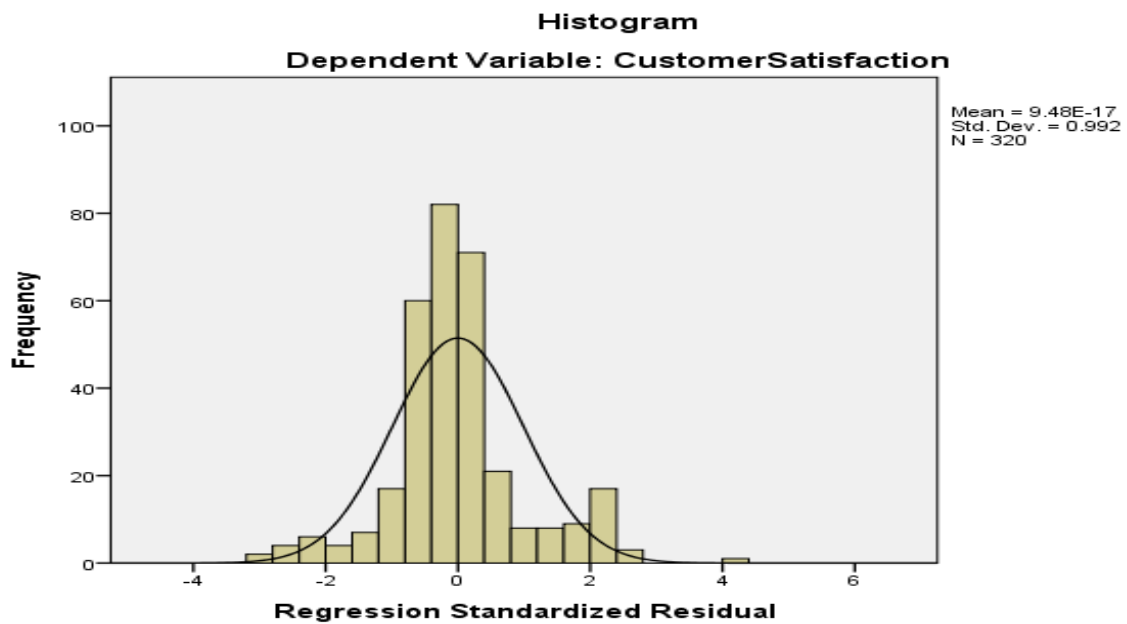


Figure 7-2 Histogram of standardized residuals.

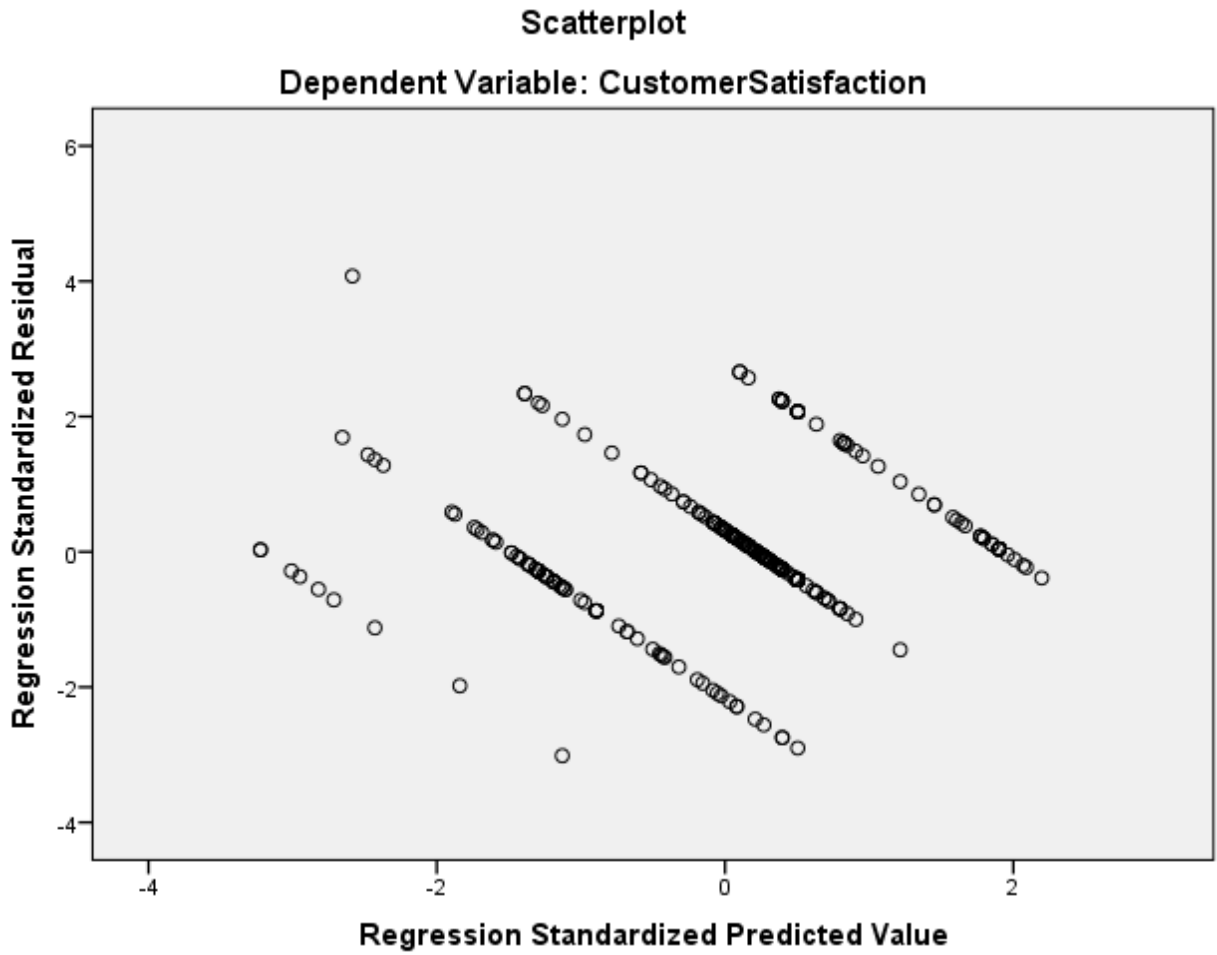


Figure 7-3 Scatter plot of standard and standardized residuals

Appendix C

Wolkite University

Collage of Social Science and Humanities

Department of Governance and Development Studies

Questionnaires to be filled by Customers

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

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

1. **Sex:** Male Female
2. **Age:** Below 20 20-30 31-40 41-50 above 50
3. **Educational Status:** Primary school Secondary school Certificate
Diploma BA/BSc MA/MSc
4. **Field of Work:** Civil servant Self Employed Retired Others
5. **Marital Status:** Married Single Separated Divorced Widowed
6. **Religion:** Orthodox Muslim Catholic Protestant

Part II: Quality service delivery

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

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

Table 7-6 Quality service delivery

| Dimension | Statements /questions | Scale / Value | | | | |
|----------------------------|--|---------------|---|---|---|---|
| | | 5 | 4 | 3 | 2 | 1 |
| Tangibility | 1.The municipality has visually appealing material associated with the service delivery | | | | | |
| | 2.The municipality has modern equipment’s in the office that facilitate service delivery | | | | | |
| | 3.Employees have a neat and professional appearances | | | | | |
| | 4.After all the office’s service is usually reliable | | | | | |
| Reliability | 5.The employees of the municipal office provide service as promised | | | | | |
| | 6.The employees of the municipal office are dependable in handling customers service problem | | | | | |
| | 7.Employees of the municipal office perform service delivery right at the first time | | | | | |
| | 8.The employees of the municipal office provide the required service at the promised time | | | | | |
| Responsive ness | 9.The municipal office’s employees are always wishing to help you | | | | | |
| | 10.The employees of the offices are ready to respond to your request as required | | | | | |
| | 11.The employees of the office provide prompt services | | | | | |
| | 12.The office’s experts are never busy to reply to you as their customer | | | | | |
| Assurance | The employees of the office greet you positively just as you enter the office | | | | | |
| | 14.The employees of the office are flexible in solving your problem | | | | | |
| | 15.The employees treats you equal to others for your request | | | | | |

| | | | | | | |
|----------------|--|--|--|--|--|--|
| | 16.The organization is good at keeping your privacy secret as needed | | | | | |
| | 17.The employees ability is convincing in problems solving | | | | | |
| Empathy | 18.The employees of the municipal office well understand you and your problem | | | | | |
| | 19.The offices" employees acknowledge your need or frustration when solving problems | | | | | |
| | 20.The employees are caring for your emotion while service encounter | | | | | |
| | 21. The employees of the office are empathic to issues you bring to them. | | | | | |

Part III: Status of customers' satisfaction on municipal quality service delivery

Questions filled out by the customers of the Emdiber town municipality office service users to determine the effects of service quality on customer satisfaction

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

Key:

5= Very high,

4= High,

3= Moderate,

2= Low,

1= Very Low

Table 7-7 Status of customers' satisfaction on municipal quality service delivery

| | Items | Statements | Score/ Values | | | | |
|----|-------------------|---|---------------|---|---|---|---|
| | | | 5 | 4 | 3 | 2 | 1 |
| 1. | Speedy service | Your level of satisfaction on having the modern equipment and provide speedy service for you and other customers. | | | | | |
| 2. | Giving attention | Your level of satisfaction on giving individual attention to you and customers of the office staffs. | | | | | |
| 3. | Communication | Your level of satisfaction on the communicative ability of the employees of the office. | | | | | |
| 4. | Performance | Your level of satisfaction on the performance of the office staffs. | | | | | |
| 5. | Complain handling | Your level of satisfaction on handling compliant questions of effectiveness of the services of the office. | | | | | |

Appendix D

Wolkite University

Collage of Social Science and Humanities

Department of Governance and Development Studies

Interview Questions for Employees of the Office

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

Part IV: The major factors that affect quality service

1. As an expert and responsible civil servant, how can you describe about your organization’s Practices of quality service?
.....
2. What are the major challenges you have faced when providing quality services for your customers?
.....
3. Do you have a solutions to overcome these challenges? Please let us know?
.....
4. What are frequent complaints raised by customers to your office? How does your office respond to it? Is there a system that receives and gives feedback on regular basis in the municipality? Give example please!
.....
5. When do you give a feedback to your customers grievances and how?
.....
6. What mechanism is usually used by your office to improve performance and delivery of quality service? And how do you think about its effectiveness? Any other issues you can raise regarding the quality of service and customer satisfaction of your office?
.....

7. Has your organization training plan for employees of your office? Is it relevant for employees and customers?

.....

8. If you have any additional comments or suggestions regarding the quality of the municipality's service?

.....

Appendix E

List of FGD Question for Customers

Part V: The effect of service quality on customer satisfaction

1. How can you describe the way the office provide quality service to you?

2. What can you say about the strategy used by the office in serving you and others?

3. Are the experts of the office capable enough in quality service delivery?

4. What do you think is the problem in the office?

5. Among those problems which one do you encounter frequently?

6. When you are dissatisfied with the office what are steps do you like to take?

7. How the office responds to your feelings?

8. What do you think the possible solution to these problems? How?

አባሪ I

- በወልቂጤ ዩኒቨርሲቲ በማህበራዊ ሳይንስና ስነ ሰብ ኮሌጅ
- የአስተዳደርና ልማት ጥናት ትምህርት ክፍል

በደንበኞች የሚሞላ መጠይቅ፤

ውድ ይህንን መጠይቅ ለመሙላት ፈቃዳችሁ የገላግችሁልኝ ሁሉ፡-

- እኔ አቶ ፀጋዬ ፈርሻ የምባል ስሆን የእናንተን ትብብር የምጠይቀው በወልቂጤ ዩኒቨርሲቲ በማህበራዊ ሳይንስና ስነ ሰብ ኮሌጅ የአስተዳደርና ልማት ጥናት ትምህርት ክፍል ይሰጥ የነበረው ትምህርት የማስተርስ /ሁለተኛ ዱግሪ/ ማሟያ ጥናት አስመልክቶ በደቡብ ብ/ብ/ሀ/ክ/መ በጉራጌ ዞን በእምድብር ከተማ ማዘጋጃ ቤት ዙሪያ ስላለው ጥራት ያለው አገልግሎት በደንበኞች እርካታ ደረጃ ላይ ያለው ተፅዕኖ ለማወቅ የሚረዳ መረጃ ለመሰብሰብ ነው። ከዚህ አኳያ የሚሰበሰበው መረጃ ለትምህርት ዓላማ ብቻ በመሆኑ የሚሞሉትን መረጃ ነፃ ሆነው ነገር ግን ተጨባጭ መረጃ በመሙላት እንዲተባበሩኝ በአክብሮት እጠይቃለሁ።

ክፍል I

ቀጥሎ ያሉት ጥያቄዎች መልስዎን የ (“X”) በሣጥኑ ውስጥ ያስቀምጡ፡፡

1. ጾታ ወንድ ሴት
2. ዕድሜ ከ20 ዓመት በታች ከ20-30 ከ31-40 ከ41-50 ከ50 በላይ
3. የትምህርት ደረጃ፡- 1ኛ ደረጃ የጨረሰ 2ኛ ደረጃ የጨረሰ ሰርተፍኬት
ዲፕሎማ ዲግሪ ማስተርስ ሌላ
4. የስራ መስክ፡- የመንግስት ሰራተኛ የግል ሰራተኛ ጡረታ ሌላ
5. የትዳር ሁኔታ፡- ያገባ ያላገባ የተፋታ የትዳር አጋር የሞተበት
6. ሃይማኖት ፡- ኦርቶዶክስ ሙስሊም ካቶሊክ ፕሮቴስታንት

ክፍል II

የማዘጋጃ ቤቱ የአገልግሎት አሰጣጥ ጥራት ሁኔታን በተመለከተ፡- ምላሽዎን በሠንጠረዥ ውስጥ የ “X” ምልክት በማስቀመጥ ይሙሉ፡፡ ማስታወሻ፡- በሠንጠረዥ ውስጥ ከ5-1 የተዘረዘሩትን ምንነት በተመለከተ፡-

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

Table 0-8 regarding the quality of service delivery of the municipality

| አመላካቾች | ተ. ቁ | ጥያቄዎች | መለኪያዎች /መመዘኛዎች/ | | | | |
|------------------|------|--|--------------------|---|---|---|---|
| | | | 5 | 4 | 3 | 2 | 1 |
| ከተጨማሪነት አኳያ | 1 | የማዘጋጃ ቤቱ ከአገልግሎት አሰጣጥ ጋር ቁርኝት ያላቸው ነገሮችን ከማሟላት አኳያ? | | | | | |
| | 2 | የማዘጋጃ ቤቱ የደንበኞች ቀልጣፋ አገልግሎት ለመስጠት የሚረዳው ዘመናዊ ቁሳቁሶችን አሟልቶ አገልግሎት እየሰጠ ይገኛል? | | | | | |
| | 3 | የማዘጋጃ ቤቱ ሠራተኞች ከሥራቸው አኳያ የተሟላ ሙያ የተላበሱ ናቸው? | | | | | |
| | 4 | አጠቃላይ የማዘጋጃ ቤቱ የቢሮ አገልግሎት በተቀመጠው አሠራር የሚታመን ወይም ሊጨበጥ የሚችል ነው? | | | | | |
| የሚታመን አሠራር ስለመኖሩ | 1 | የማዘጋጃ ቤቱ ሠራተኞች መ/ቤቱ እሰጣለሁ ብሎ የቆመበት ሥራዎች በገቡት ቃል መሠረት አገልግሎት እየሰጡ ነው? | | | | | |
| | 2 | ሠራተኞቹ ከደንበኞች አገልግሎት አሰጣጥ ጋር የተያያዙ ችግሮችን መፍታት ላይ የተመሠረቱ ናቸው? | | | | | |
| | 3 | የማዘጋጃ ቤቱ ሠራተኞች አገልግሎት አሰጣጡን አስቀድመው በትክክል ይፈጽማሉ? | | | | | |
| | 4 | የማዘጋጃ ቤቱ ሠራተኞች መ/ቤቱ አገልግሎት ለመስጠት ባስቀመጠው የአገልግሎት መስጫ ጊዜ ገደብ ውስጥ የፈጽማሉ? | | | | | |

| | | | | | | | |
|-------------------------|---|---|--|--|--|--|--|
| ምላሽ አሰጣጥ | 1 | የማዘጋጃ ቤቱ ሠራተኞች ሁሉጊዜ ደንበኛውን ለመርዳት ፍላጎት ያላቸው ናቸው? | | | | | |
| | 2 | የማዘጋጃ ቤቱ ሠራተኞች አገልግሎት ፈላጊው በሚጠይቃቸው ጉዳዮች ምላሽ በመስጠት ዝግጁ የሆኑ ናቸው? | | | | | |
| | 3 | የማዘጋጃ ቤቱ ሠራተኞች ፈጣን አገልግሎት የሚሰጡ ናቸው? | | | | | |
| | 4 | የማዘጋጃ ቤቱ የሙያ አዋቂዎች ወይም ኤክስፐርቶች አገልግሎት ፈላጊዎች ምላሽ ከሌሎች ሥራዎች በላይ አስቀድመው አገልግሎት የሚሰጡ ናቸው? | | | | | |
| የማረጋገጫ መለኪያ | 1 | የማዘጋጃ ቤቱ ሠራተኞች አገልግሎት ፈላጊው ቢሮአቸው ሲገባ መልካም የሆነ ሠላምታ በመሰተጠት ያስተናግድሉ? | | | | | |
| | 2 | ሠራተኞቹ የደንበኛውን ችግሮች በየትኛውም አማራጭ ለመፍታት የሚጠሩ ናቸው? | | | | | |
| | 3 | ሠራተኞች ሁሉንም ደንበኛ በእኩል ዓይን ያስተናግዳሉ? | | | | | |
| | 5 | የመ/ቤቱ ሠራተኞች ችግሮችን የመፍታት ብቃት ወይም ችሎታ ያላቸው ናቸው? | | | | | |
| የሰውን ችግር እንደራስ የማየት ሁኔታ | 1 | የማዘጋጃ ቤቱ ሠራተኞች እርሶንና የእርሶን ችግር እንደራሳቸው ይረዳሉ? | | | | | |
| | 2 | የማዘጋጃ ቤቱ ሠራተኞች የእርሶን ፍላጎት ወይም ችግር ቦታ በመስጠት ችግሮችን የሚፈቱ ናቸው:: | | | | | |
| | 3 | የማዘጋጃ ቤቱ ሠራተኞች በአገልግሎት አሰጣጡ መጓተት ወይም በአግባቡ አለማስተናገድ ጋር ተያይዞ በሚፈጠረው የእርስዎ ስሜት መጎዳት እርስዎን በማረጋገጥ አገልግሎት ይሰጣሉ? | | | | | |
| | 4 | ሠራተኞች እርስዎ የሚያቀርቡት ጉዳዮች አፅንኦት ይሰጡታል? | | | | | |

ክፍል III

ጥራት ያለው አገልግሎት በደንበኞች እርካታ ያለውን ተፅዕኖ ለማወቅ በተመለከተ በደንበኞች የሚሞላ መጠይቅ፤

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

በሠንጠረዥ ውስጥ ከ5-1 የተቀመጡትን ምንነት በተመለከተ፡-

- 1= በጣም ዝቅተኛ,
- 2= ዝቅተኛ,
- 3= መካከለኛ,
- 4= ከፍተኛ,
- 5= በጣም ከፍተኛ

Table 0-9 A questionnaire to be filled by customers regarding the impact of quality service on customer satisfaction

| ተ. ቁ. | አመላካቾች | ጥያቄዎች | መለኪያዎች/ መመዘኛዎች | | | | |
|-------|---------------|--|-------------------|---|---|---|---|
| | | | 5 | 4 | 3 | 2 | 1 |
| 1. | ፈጣን አገልግሎት | በቢሮው ውስጥ ባሉት ዘመናዊ መሳሪያዎችና ለእርሶና ለሌሎች ደንበኞች በተሰጠው ፈጣን አገልግሎት የእርካታዎ ደረጃ | | | | | |
| 2. | ትኩረት መስጠት | ማዘጋጃ ቤቱ ለእርሶና ለሌሎች ደንበኞች በሰጠው ትኩረት | | | | | |
| 3. | የመግባባት ችሎታ | በቢሮው ሰራተኞች የመግባባት ችሎታቸው የእርካታዎ ደረጃ. | | | | | |
| 4. | አፈፃፀም | በቢሮው ሰራተኞች በስራ አፈፃፀማቸው ላይ የእርካታዎ ደረጃ | | | | | |
| 5. | ጥያቄዎችን ማስተናገድ | በማዘጋጃ ቤቱ የአገልግሎት ውጤታማነት የሚያሟሉ ጥያቄዎችን በማስተናገድ በቢሮው የእርካታዎ ደረጃ | | | | | |

አባሪ II

- በወልቂጤ ዩኒቨርሲቲ በማህበራዊ ሳይንስና ስነ ሰብ ኮሌጅ
- የአስተዳደርና ልማት ጥናት ትምህርት ክፍል

ቃለ መጠይቅ ለሠራተኞችና ለሥራ ኃሊፊዎች

ክፍል IV ጥራት ያለው አገልግሎት ላይ ያሉ ዋናዎች ተግዳሮቶች

ውድ ይህንን መጠይቅ ለመሙላት ፈቃዳችሁ የገላግችሁልኝ ሁሉ፡-

እኔ አቶ ፀጋዬ ፈርሻ የምባል ስሆን የእናንተን ትብብር የምጠይቀው በወልቂጤ ዩኒቨርሲቲ በማህበራዊ ሳይንስና ስነ ሰብ ኮሌጅ የአስተዳደርና ልማት ጥናት ትምህርት ክፍል ይሰጥ የነበረው ትምህርት የማስተርስ /ሁለተኛ ዱግሪ/ ማሟያ ጥናት አስመልክቶ በደቡብ ብ/ብ/ሀ/ክ/መ በጉራጌ ዞን በእምድብር ከተማ ማዘጋጃ ቤት ዙሪያ ስላለው ጥራት ያለው አገልግሎት በደንበኞች የእርካታ ደረጃ ላይ ያለው ተፅዕኖ ለማወቅ የሚረዳ መረጃ ለመሰብሰብ ነው፡፡ ከዚህ አኳያ የሚሰበሰበው መረጃ ለትምህርት ዓላማ ብቻ በመሆኑ የሚሞሉትን መረጃ ነፃ ሆነው ነገር ግን ተጨባጭ መረጃ በመሙላት እንዲተባበሩኝ በአክብሮት እጠይቃለሁ፡፡

1. እንደ ባለሙያ እና ካለዎት ኃሊፊነት አንፃር ለደንበኞች የሚደረገውን የአገልግሎት አሰጣጥ ጥራት እንዴት ይመለከቱታል?

.....

2. በማዘጋጀው ቤት ጥራት ያለው አገልግሎት ላይ ያሉ ዋናዎች ተግዳሮቶች ምንድናቸው ብለው ያስባሉ?

.....

3. እነዚህ ተግዳሮቶች ለመቅረፍ የሚያስቀምጡት የመፍትሄ ሀሳብ ካለ?

.....

4. በማዘጋጀው ቤቱ ውስጥ በደንበኞች በኩል በተደጋጋሚ የሚነሱት ቅሬታዎች ምን ምን ናቸው? ቅሬታዎችን በማዘጋጀው ቤቱ በኩል እንዴትስ ይፈታሉ? በማዘጋጀው ቤቱ መደበኛ የሆነ የቅሬታ አቀባበልና አፈታት ዘዴ አለው? እስኪ በመረጃ አስደግፈው ምሳሌዎችን ይግለፁልን?.....

5. ለደንበኞቻቸው ቅሬታ ምላሽ የሚጠቀሙት በምን ያህል ጊዜ ነው? እንዴት?

.....

6. ማዘጋጃ ቤቱ በመ/ቤቱ ስለሚሰጡት የአገልግሎት አሰጣጥ ደረጃን ለማሻሻል የሚጠቀሙት ዘዴዎች ምን ምን ናቸው? ውጤታማነቱን እንዴት ይገልጹታል? ሌሎች የመ/ቤቱ አገልግሎት አሰጣጥ ጥራት በደንበኞች እርካታ ላይ ያለው ተፅዕኖ ጋር በተገናኘ የሚያነሱት ጉዳዮች ካለ መጨመር ይችላሉ።

.....

7. ማዘጋጃ ቤቱ ለሠራተኞች ሥልጠና የሚሰጥበት ዕቅድ አለውን? የሚሰጠው ሥልጠና ለተገቢ በሆነ ባለሙያ ነውን?

.....

8. እባክዎ ማዘጋጃ ቤቱ ጥራት ያለው አገልግሎት መስጠትን በተመለከተ ሌላ ተጨማሪ አስተያየት ወይም ጥቆማ ካለዎት?

.....

አባሪ III

የቡድን ውይይት ከደንበኞች ጋር

1. የማዘጋጃ ቤቱን የአገልግሎት አሰጣጥ እንዴት ይገልፁታል?

2. ማዘጋጃ ቤቱ እንደ እርሶ ላሉትና ለሌሎች ደንበኞች ስለሚሰጠው ጥራት ያለው አገልግሎት አሰጣጥ አሠራር /ስትራቴጂ/ ሁኔታ ምን ይላሉ?

3. የመ/ቤቱ ዋነኛ ሙያተኞች /ኤክስፐርቶች/ ከአገልግሎት አሰጣጥ አኳያ ብቁ ናቸውን?

4 በመ/ቤቱ ያለውን ችግሮች እንዴት ይመለከቱታል?

5 በመ/ቤቱ ከሚታዩት ችግሮች ውስጥ እርስዎን በተከታታይ የሚያጋጥሞት የትኛው ነው?

.....

6 መ/ቤቱ በሚያቀርበው አገልግሎት ካልረከ ቀጥሎ ምን ዓይነት ሂደቶችን ወይም ደረጃዎችን ይከተላሉ?

7 እንደ ደንበኛ ስለተሰማዎት ጉዳይ ማዘጋጃ ቤቱ በምን መልኩ ምላሽ ይሰጠዎታል?

8. ማዘጋጃ ቤቱ ከላይ ለተገለፁት ችግሮች ምን ዓይነት መፍትሔ ቢፈልግ ይሻላል ይላሉ? እንዴት?
