

JIMMA UNIVERSITY

COLLEGE OF NATURAL SCIENCE

DEPARTMENT OF SPORT SCIENCE



**THE EFFECT OF SERVICE QUALITY ON CUSTOMER
SATISFACTION IN KAFFA ZONE YOUTH AND SPORT
OFFICE**

**BY
AKALU BELIHU TAYE**

**JUNE 2018
JIMMA ETHIOPIA**

**THE EFFECT OF SERVICE QUALITY ON CUSTOMER SATISFACTION
IN KAFKA ZONE,**

YOUTH AND SPORT OFFICE

BY

AKALU BELIHU TAYE

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OF MASTER IN SPORT MANAGEMENT**

ADVISOR: DR. WONDIMAGEGN DEMISSIE

CO-ADVISOR: MR. MEKOYA MENGESHA

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JIMMA ETHIOPIA

DECLARATION

I, the undersigned, declare that this paper is my original work, has not been presented for MSc in this or any other university and that all sources of materials used for the proposal have been fully acknowledged.

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Submitted by

Name of students	Signature	Date
<u>Akalu Belihu</u>	_____	_____

Approved by

Name of main Advisor	Signature	Date
<u>Dr. Wondimagegn Demissie</u>	_____	_____

Name of Co-Advisor	Signature	Date
<u>Mr. Mekoya Mengesha</u>	_____	_____

Name of chairman DPGC	Signature	Date
_____	_____	_____

Name of coordinator PGC	Signature	Date
<u>Mr. Samson Wondirad</u>	_____	_____

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ABSTRACT

The purpose of this study was to examine the effect of service quality on customer satisfaction in Kaffa Zone Youth and Sport Office. To accomplish the purpose of this study used cross-sectional research design and multi-stage sampling technique gives as from a total of 25,671 sport customers reduce to 315 respondents. Respondents were surveyed by means of the revised questionnaires from the prior studies service quality was measured by using 5 items SERVQUAL model and customers' satisfaction measured by using 12 parameters' of overall customers' satisfaction (OCS). The statistical method of data analysis included descriptive and inferential statistics. The major findings obtained from this study were as follows: First, except assurance dimension, in Office were poor in four dimensions of service quality. Second, customers were dissatisfied by the various services offered by the office. Third, the five service quality dimensions such as tangibility, reliability, responsiveness, assurance, and empathy had strong relationship with customer satisfaction. Finally, the five service quality dimensions are significant predictors of customer satisfaction in Kaffa Zone Youth and Sport Office. Therefore, the researcher recommended that the management, internal stakeholders (customer) as well as external stakeholders (employers - the labor market) of Kaffa Zone Youth and Sport Office should direct its attention and effort towards improving four service quality dimensions such as tangibility, reliability, responsiveness, and empathy on which this study found poor service quality and contributing for customer dissatisfaction.

Keywords: Assurance, Empathy, Reliability, Responsiveness, Customer Satisfaction, Service Quality, Tangibility, Perceptions and Expectation

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ACRONYMS

ANOVA:	Analysis of Variance
KZFEDO:	Kaffa Zone Finance and Economic Development Office
KZYSO:	Kaffa Zone Youth and Sport Office
OCS:	Overall Customer Satisfaction
SERVQUAL:	Service Quality Model
SNNPRS:	South Nation Nationalities and Peoples Region State
SEM:	Structural Equation Modeling
SPSS	Statically package of social science

CHAPTER ONE

1. Introduction

1.1. Background of the Study

Now day's service quality is one of the most important topics in the field of management and sport industry. Managers of sport organizations are aware that higher quality would be go in front to better performance and have benefits similar to customer satisfactions, responding to their needs, market share growth and productivity and quality service delivery for organizations. Service quality and customer satisfaction have been a subject of great interest to sport organizations and researchers alike. However, the vast majority of scholars agree to the importance and the effects of service quality, mentioned that delivery of quality services is a precondition for success. Also Parasuraman et al. (1988) defined as "an attitude or general judgment of customers in relation to supremacy of a service. It is the most important factor that affects the performance of organization, Nejadjavad (2016)

Therefore, Ethiopian current government tried to restructure the civil service in three phases. The 1st phase (1991-95) was a Structural Adjustment Program to skip from the Socialist Ideology to Federal System, the 2nd phase (1996-2002) was instituted to build a Capable Civil Service and the 3rd phase (2003 to date) was launched and great emphasis was placed on improving quality service delivery. The agenda for quality service delivery in Ethiopia was designed intentionally to strengthen the public institutions by establishing a de-politicized civil service, improve managerial effectiveness, and empower private, civic society organizations and higher education (Tilaye, 2007).

According to this Ethiopian sport policy sport for all issued on 2007, is aware of the many benefits and growing role of sport and calls for concerted action to by relevant governmental and non governmental bodies to realize the participation of peoples through establishing necessary structures in areas of residence, schools and work places, in order to improve managerial effectiveness and quality sport service for all. Therefore, sport organisation is a social entity involved in the sport industry that is focused on attaining goals, and has a consciously structured activity system with identifiable boundaries (Slack & Parent, 2006). So Kaffa Zone Youth and Sport Office is responsible and accountable to citizens and communities as well as to its customers satisfaction and Service quality requirements of internal stakeholders

(customer) as well as external stakeholders (employers - the labor market) require from the Kaffa Zone Youth and Sport Office to take action to provide professional sports service tailored to the current market situation. Customers are the direct input and output of process carried out at the Kaffa Zone Youth and Sport Office and in fact they assess their efficiency and effectiveness.

The focus on customers/consumers has increased more as the consumption era also shifts to post-consumption; where organizations are obliged to render more services in addition to what they provide as offers to their customers. (David Armano, 2009). What are the qualities of these services provided to customers? Are the customers satisfied with these services? Thus, this research originated from the fact that customer/ consumer is the key to sport organizations. In fact, the satisfaction of human need is an important objective organizations strive to achieve. Moreover, the importance of customer satisfaction and service quality has been proven relevant to help improve the overall performance of organizations. (Magi & Julander, 1996)

In the face of heightening competition and customer superiority, scholars and practitioners are laying more emphasis on quality service delivery as an important driving force to organizational excellence; it is obvious that customers play central roles in the organizational process (Lee & Ritzman, 2005). Before the placement of strategies and organizational structure, the customers are the first aspect painstaking by managements. The questions asked in the strategic planning ranges from who will need to consume these offers, where are they and for how much can they need to how to reach the customers and will it yield them upper limit satisfaction? After these questions, the organization will then designs the services, segment the markets and create awareness. This does not only show the importance of customers in the sport organization environment but also the importance of satisfying them. Customers are always aiming to get maximum satisfaction from the products or services that they need sport services. Winning in today's marketplace entails the need to build customer relationship and not just building the services; building customer relationship means delivering superior value over competitors to the target customers (Kotler et al., 2002). Whether an organization provides quality services or not will depend on the customers' feedback on the satisfaction they get from consuming the products, since higher levels of quality lead to higher levels of customer satisfaction (Kotler & Keller.2009).

Most sport organizations are adopting quality management programs which aim at improving the quality of their services and marketing processes, because it has been proven that “quality has a direct impact on services performance, and thus on customer satisfaction” (Kotler et al., 2002). The reason for this is to satisfy the customers. But, are the customers satisfied because of the service quality? Those are sport organizations providing the actual qualities perceived by the customers?

The significance of service quality and customer satisfactions in the sport management process has made it vital to conduct research about service quality and customers. There has always been the need for customer research before, during and after service, because of changes that may occur in the sport management process. It has been proven by an author that “an organization that consistently satisfies its customers, enjoy higher retention levels and greater profitability due to increase customer satisfactions” (Wicks & Roethlein, 2009). For this reason every organization works hard daily to win the hearts of customers by satisfying them in order that they become satisfies customers to their organization in order to increase service and profit. When customers have good perceptions about sport organization, they will always choose to go for the brand, because consumers form their preferences relative to perceptions and attitudes about the sport organization competing in their minds. (Larreche 1998) To get these satisfies customers, organization must create relationships with the customers. To create relationship with customers, organization need to conduct research to answer questions on how the customers make their prefer service decision and whether they are pleased with what the organization provides to them as offer in terms of service quality.

Thus customers will always prefer service that gives them maximum satisfaction. But how will the organization know whether the consumers’ consumption habits have changed, or if they are well served? How will the organization know if competitors’ brands are doing better than theirs, which can trap their customers? With the increasing number of businesses and growing competitions today, each organization wants to be the customers’ first choice. To achieve this, organizations need to answer the questions above via continuous research in this area so as to lead the organizations to their twin objective of satisfying their customers and making profits. Because customer satisfaction is the main concern of sport sectors of today, their researchers are always conducting research about the customers especially on what relates to their satisfaction. Moreover, because this problem of satisfaction concerns the most unpredictable stakeholder in

the sport environment (the customers), who remains the main character that keeps the sport in operation; and because satisfaction varies and changes among individuals, there is a need for continuous research in this area. Although there are other factors such as price, product quality etc other than service quality that decide customer satisfaction (Wilson et al. 2008) my interest on service quality alone for this study is because service quality has been proven to be the best determinant of customer satisfaction when it come to service sectors. Also, providing quality services is one of the main targets when it comes to management with respect of customer satisfaction in the sport service environment of today, meaning it is a very vital topic.

1.2. Statement of the Problem

Service quality and customer satisfactions have been studied in different directions, from measurement to its relationships with other business aspects. Some researchers have provided possible means of measuring customer satisfaction (Levy, 2009; NBRI, 2009). Meanwhile other authors like Sangeetha and Mahalingam (2011), the dimensionality of SERVQUAL and the importance of each dimension vary with the cultural and national context even within the organisations. Authors like Wilson et al. (2008) demonstrated some determinants of customer satisfaction to be product and service quality, price, personal and situational factors. Some researchers have looked into the relationship between total quality management and customer satisfaction. (Wen- Yi, et. al, 2009). Because customer satisfaction is also based upon the level of service quality provided by the service provider (Lee et. al, 2000) and service quality acts as a determinant of customer satisfaction (Wilson et al., 2008, page 79-80). The terms, service quality and customer satisfaction are used interchangeably in practice. (Bolton & Drew 1991)

In the sports context, Oliva et al. (1992) found that sports customers reach some level of satisfaction that is experienced from the follow-up of an athletic act, through the frame “expectation disconfirmation”. Given a premise that only customers judge quality, service quality can also be defined as “a judgment about a service’s overall excellence or superiority” (Schneider & White, 2004,). On the other hand, satisfaction can be defined as “a judgment that a product or service feature, or the product or service itself, provided a pleasure level of consumption-related fulfillment, including levels of under- or over-fulfillment” (Oliver, 1997).

In trying to relate the result of these past researchers on non profit organisations, Bennett & Barkensjo (2005) studied of relationship quality, relationship marketing, and client perceptions of the levels of service quality of charitable organisations of service quality and customer

satisfaction and got a result which was suggesting that “the SERVQUAL approach is indeed applicable within the non-profit domain” (Bennett & Barkensjo). However, Parasuraman et al. (1988) the vast majority of scholars agree to the importance and the effects of service quality mentioned that delivery of quality services is a precondition for success "service quality is a form of attitude towards satisfaction but not exactly the same as satisfaction and is obtained by comparing customers' expectations from services and services performance". Among the articles search for past studies on the relationship between customer satisfaction and service quality, Ethiopian aims to become the middle income countries within two to three decades. To this end developing human capitals and reducing poor service quality and customer satisfaction in different government and non- government is very crucial.

In Ethiopia context a few studies have been conducted on service quality then relating it with customer satisfaction and other marketing, or business aspects. Very few or none of the studies have been conducted on the relationship between customer satisfaction and service quality within the non-profit organisations. But no studies have been conducted within sport organisations by testing the service quality dimensions on both service quality and customer satisfaction. Even among those that used service quality dimensions to evaluate service quality and relate either direct or indirectly to customer satisfaction, they neither used all of the variables of SERVQUAL nor did use SERVQUAL at all. (Kuo 2003) When I was Search on Web of science, field in business, economics and management. The statistics also shows that; little research has been conducted on relationship between customer satisfaction and service quality alone, and very little research on the relationship between customer satisfaction and service quality with service quality dimensions. Thus this indicates that there is a need for more research in this area.

Therefore, the researcher of this study, have experience that Kaffa Zone Youth and Sport Office as service provider discrepancy related to service quality, which may result in lower level of customer’s satisfaction and appearance of physical facilities, equipment, personnel, communication materials and why sport organisation perform the promised service dependably and accurately. Moreover, Customers’ satisfaction is critical in the sports industry, where the sport organizations focus on the needs and wishes of their customers, in order to achieve their objectives. Hence, such elements are vital for the success of the sport organizations. , in order to

this the study was needed to fill this gap by examining the effect of service quality dimensions on customer satisfaction in Kaffa Zone Youth and Sport Office.

1.3 Research questions

This study addressed the following basic research questions:

- ✚ To what extent service quality dimensions are being practice effectively in Kaffa Zone Youth and Sport Office?
- ✚ What is the level of customer satisfaction in Kaffa Zone Youth and Sport Office?
- ✚ Is there significant relationship between service quality dimensions and customer satisfaction in Kaffa Zone Youth and Sport Office?
- ✚ To what extent service quality dimensions (i.e., tangible, reliable, responsive, assuring, and empathic) affect customer satisfaction in Kaffa Zone Youth and Sport Office?

1.4 Objectives of the study

1.4.1 General objective

The main objective of this study was to examine the effect of service quality on customer satisfaction in Kaffa Zone Youth and Sport Office.

1.4.2 Specific objectives

This study achieved the following specific objectives:

- To determine the extent of service quality dimensions practice in Kaffa Zone Youth and Sport Office.
- To determine the level of customer satisfaction in Kaffa Zone Youth and Sport Office.
- To explore the relationship between (i.e., tangible, reliable, responsive, assuring, and empathic) service with customer satisfaction in Kaffa Zone Youth and Sport Office.
- To identify the major affect of service quality dimensions (i.e., tangible, reliable, responsive, assuring, and empathic) on customer satisfaction in Kaffa Zone Youth and Sport Office.

1.5 Significance of the Study

As customer of public organization, it gives great pleasure to the researcher to find out customers related problems and recommending some scientific solutions to the problems. Additionally, undertaking this study will give more knowledge and experience for the student researcher about construct of quality service and customer's satisfaction. On the other hand, after successful completion, this study will help Kaffa Zone, in particular Youth and Sport Office, employees and concerned stakeholders to acquire basic knowledge about quality service and its extent virtually help them to solve the problems of quality service and its extent to which affect the satisfaction of their customers and the adversely affect the efficiency and effectiveness of the Youth and Sport Office. It also helps to the other youth and sport office in the Kaffa Zone to learn lessons how to retain their customers' satisfaction through providing quality service. Finally, the study will serve as source information for other researchers who needs to investigate more on problems concerning sport service quality and related problems.

1.6 Delimitation of the study

The study was delimited in area, population and variables. In terms of area conducted at Kaffa Zone, Youth and Sport Office. It consist ten Woredas' and one city administration, namely Adiyu, Bitu Chena, Gesha, Gewata Gimbo, Decha, Tello, Cheta, and Sayilem Woredas' and Bonga City Administration Youth and Sport Office. Regarding population the study was delimited in 2016/7 Kaffa Zone, Youth and Sport Office sport customers. Concerning variables, the study was delimited in five dimensions of service quality (tangibles of Kaffa Zone, Youth and Sport Office, reliability of the service, responsiveness, assurance, and empathy of the service providers) as independent variables and customer's satisfaction as dependent variable.

1.7 Operational definitions

- **Customers:** -are the service consumers Kaffa Zone Youth and Sport Office.(Parasuraman et al., 1988)
- **Satisfaction:** -Is the pleasure derived by customers from the consumption of services offered by the Kaffa Zone Youth and Sport Office. (Parasuraman et al., 1988)

- **Customer satisfaction** Those who buy the goods or services provided by companies are customers. In other word, a customer is a stakeholder of an organization who provides payment in exchange for the offer provided to him by the organization with the aim of fulfilling a need and to maximize satisfaction.(jenet manyi agbor 2011)
- **Service quality:** - Is the extent to which clients perceive that the service provided by the Hospital meet and/or exceed their expectations. It is the aggregate sum of tangibility, reliability, Responsiveness, assurance, and empathy. (Parasuraman et al., 1988)
- **Tangibility:-** Physical facilities, equipment, and appearance of personnel Sargolzaee, (2011);
- **Reliability:-** ability to perform the promised service dependably and accurately; Sargolzaee, (2011)
- **Responsiveness:-** willingness to help customers and provide prompt service; Sargolzaee, (2011)
- **Assurance:-** knowledge and courtesy of employees and their ability to inspire trust as well as confidence, Sargolzaee, (2011)
- **Empathy:-**caring individualized attention the firm provides to its customers. Sargolzaee, (2011)
- **Customer Expectation:-** described as the desires or wants of the consumer
- **Customer Perception:-** described as the end result of a number of observations by the customer.

1.8 Organization of the Study

This study is divided in to five major chapters. The first chapter deals with the background of the study. The review of related literature is presented in chapter two while chapter three comprises the methodology of the study. The fourth chapter in its turn focuses on the presentation and analysis of data. The final chapter addresses summery of the major findings, conclusion and recommendation.

CHAPTER TWO

2. Literature Review

2.1. Theoretical Concepts

The aim of this section is to present literatures relevant to this research. It begins with a review of definitions and some measurements of service quality and customers' satisfaction and then follows by the relationship between customers' satisfaction and service quality.

2.1.1 Concept of Service

Concepts of service are of great importance, this is because of the impact it has in businesses across the world. Service is largely intangible and is normally experienced simultaneously with the occurrence of production and consumption. It is the interaction between the seller and the buyer that renders the service to customers (Gronroos, 1988). Service could also be viewed as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Kotler, et al., (2006) defined services as a form of product that consists of activities, benefits, or satisfactions offered for sale that are essentially intangible and do not result in the ownership of anything. In the opinion of Lovelock and Wright, (2002) and cited by Nimako and Azumah, (2009) services refers to economic activities offered by one party to another, most commonly employing time-based performances to bring about desired results in recipients themselves or in objects or other assets for which purchasers have responsibilities. Some scholars however contend that service and services have different connotations (Solomon et al., 1985; cited in Nimako & Azumah, 2009). Whilst "service" involves the whole organizations performance in providing the customer with a good experience, "services" implies something that can be offered to the customer. Needless to say, "services" by definition are outcome-related or directed at the value created since it is something of value delivered to a performance to meet customers' needs. Services are also distinguished from goods because they possess some unique characteristics. Fisk et al., 1993, (as cited in Hinson, 2006) suggest four service characteristics and these are intangibility, inseparability, heterogeneity and perish ability.

2.1.2. Service Quality

In the modern era the continuously increasing competition in the service sector led managers to re-define their strategy to acquire advantages over their competitors and to focus their attention on service quality. The first theoretical approach for quality of services was based on the “disconfirmation paradigm” .According to this theory the quality of services is resulted from a process of comparison of expected performance with the perception for the real performance as it was initially prescribed by Gronroos. It is has also been suggested that quality can be considered as a personal perception regarding superiority and perfection of a given product or a service.

The measurement of service quality has always been a controversial issue. The first instrument for measuring service quality was developed by Parasuraman et al. (1988) and Gronroos (1984). Parasuraman et al. (1988) proposed the five-dimensional SERVQUAL model, while Gronroos (1984) proposed a three-dimensional model.

Many other models were developed in the following years along the range of the marketing industry. However, despite the fact that it has been criticized in terms of its applicability across different industries, the SERVQUAL model is the most popular one in the literature (1). Based on SERVQUAL, Theodorakis and Alexandris (2008) developed the five-dimensional SPORTSERV scale for measuring service quality in the sport spectator context. The five dimensions of SPORTSERV scale are Responsiveness, Access, Security, Reliability, and Tangibles. The conceptualization and measurement of service quality remain controversial topics in the services marketing literature. However, the vast majority of scholars agree to the importance and the effects of service quality. Zeithaml (1988) mentioned that delivery of quality services is a precondition for success. The original study by Parasuraman et al., (1988) presented ten dimensions of service quality: namely Tangibles, Reliability, Responsiveness, Competence, Courtesy, Credibility, Security, Access, communication, and Understanding the customer. After refinement, these ten dimensions above were later reduced to five dimensions as below:

Tangibility, Reliability, Responsiveness: Assurance and Empathy:

2.1.3 Measure service quality

One of the most useful measurements of service quality is the dimensions stated in the from the SERVQUAL model developed by Parasuraman, Berry & Zeithaml, (1988).

- **Tangibles: representing the service physically**

Tangibles are defined as the appearance of physical facilities, equipment, personnel and communication materials. Tangibles provide physical representations or images if the service that customer, particular new customers will use to evaluate quality.

- **Reliability: delivering on promises**

Reliability is defined as the ability to perform the promised service dependably and accurate. In the broadest sense, reliability means that the company delivers on its promises- promises about delivery, service provision, problem resolution, and pricing. Customers want to do businesses with companies that keep their promises, particularly their promises about the service out come and core service attributes.

- **Responsiveness -being willing to help**

Responsiveness is the willingness to help customers and provide prompt services. This dimension emphasizes attentiveness and promptness in dealing with customer requests, questions, complaints and problems, responsiveness is communicated to customers by the length of time they have to wait for assistance, answer to questions or attention to problems, responsiveness also captures the notion of flexibility and ability to customize the service to customer needs.

- **Assurance- inspiring trust and confidence**

An assurance is defined as employees' knowledge and courtesy and the ability of the firm and its employees to inspire trust and confidence. This diminution is likely to be particularly important for services that customers perceive as high risk or for services of which they feel uncertain about their ability evaluate outcomes.

- **Empathy –treating customers as individuals**

Empathy is defined as the caring, individualized attention that the firm provide its customers. The essence of empathy is conveying, though personalized or customized service, customers are unique and special and that their needs are understood. Customers want to feel understood by and important to firms that provide service to them. Personal at small service firms often know customers by name and build relationships that reflect their personal knowledge of customer requirements and preferences. When such a small firm competes with larger firms, the ability to be empathic may give the small firm a clear advantage.

2.1.4 Service quality gap

In this research, perceived service quality model, which is the difference between customer's expectation and satisfaction, is used as a research strategy. Respondents should complete two different types of questions. One category asks questions based on their perception or expectation of a service delivered to them and another category asks them some questions bases on their satisfaction or experience. So SQ introduces service quality whereas P and E introduce perception and expectation respectively.

Service quality = perceived – experience SQ: Service Quality, P: Customers' Perception, E: Customers' Expectation so, $(P - E = SQ)$, is a scale to examine the expectation or perception of a customer about the quality of a specific product or service (SQ). Negative Q indicates that there is a gap in service quality. Positive Q indicates that the satisfaction level of consumers is higher than their expectation Parasuraman, Berry &Zeithaml, (1988).

2.1.5 Perception and Expectation

A. Perception

Service quality is a critical component of customers' perception because it is an antecedent customer satisfaction. Perceptions are defined in various ways, Strydom, et al, (2000) define customer perception as the process of receiving, organizing and assigning meaning to information or stimuli detected by the customers five senses and opine that it gives meaning to the world that surrounds the customer. Perceptions are also described as the end result of a number of observations by the customer. Customers perceive services in terms of quality of

services provided and the satisfaction level attained. Perceived service quality is a consumer's judgment (a form of attitude) that has an outcome based on comparisons consumers make between their expectations and their perceptions of the actual service performance Lewis (1989). It is also considered to be a dynamic phenomenon that changes with the receipt of various types of delivered service (Hamer et al, 2006).

Customer perception of service quality influences consumer behaviour Bitner (1990) and intention (Dutta & Dutta, 2009). Organizations can provide the best services to their utmost capabilities but if the customer does not perceive them to be of quality, all is in vain. Thus it is very essential for the service provider to understand how customers can perceive the service as quality service and carry a euphoric feeling (ebdi.). It is the responsibility of service providers to understand the factors affecting customer perception, elements of service quality and satisfaction to have a competitive edge and to be able to create a perceptual difference. If all these are considered, then the service provider can target the customer with a total service experience and the customer perceives the service as quality and spreads positive word of mouth about the product. Thus perception is one of the factors affecting customer satisfaction (Zeithaml & Bitner, (2003); Dutta & Dutta (2009). Customer perceptions are influenced by many external and internal factors such as culture, social, psychological and economic factors, making the way in which customer perceives products and services to be highly subjective Wryszak,(1994). Therefore measuring customer perception of service is important as the customer's evaluation of service and future behavior depends on the customer perception of service. In a situation where there is a gap between perception of service and expectation, where perception falls completely short of expectation after comparison or where service meets or exceeds customer expectation, it can result in either a dissatisfied or a satisfied customer after the service encounter.

B. Expectation

Customer expectations may be described as the desires or wants of the consumer. It is the expectations the customer expects from the organization and its range of products or services, i.e. what customers feel the organization should offer them. These expectations are, in most instances, different from what the customer gets in real-life situations from the organization. What is important here is to focus on the customer perceptions, rather than on the reality of the performance (Brink & Berndt, 2005). According to Williams (2000), customers are driven by

needs, and increasingly expect to receive excellent service. When service truly satisfies, it enhances the quality of life of consumers and consumers will want more of the service. Consumers demand faster and better service and are loyal to organizations that consistently provide the highest levels of service.

No business or organization can succeed without building customer satisfaction and loyalty. Likewise, no person can make a good living without meeting the needs of the customer. That is what people in organizations do: they serve others and they succeed through the service (Timm, 2008).

2.1.6 Customer Satisfaction

Satisfaction has been widely researched and analyzed in great depth in the last four decades. It's one of the most favored subjects in the services literature in previous decades as well as in recent times. As for satisfaction, there have been a lot of definitions which show that there are many different perceptions, opinions and arguments among the researchers who deal with the particular subject, regarding the nature and the elements of satisfaction. In the commercial enterprising terminology, satisfaction is reported as a dimension that measures how the products or the services that are offered by a provider satisfy or even exceed the expectations of customers. As suggested by Mahmodi, (2015) customer satisfaction can be measured (appearance, staff, facilities, promotion and products), customer loyalty (attitudinal and behavioral) and a standard questionnaire (Malekakhlagh, 2011) to promote the brand's strategic location (trust and loyalty, quality and quantity of services, social and communicative approach, reputation and advertising and price) were used.

In the sports context, Oliva et al. (1992) found that sports fans reach some level of satisfaction that is experienced from the follow-up of an athletic act, through the frame "expectation disconfirmation". The frame "expectation – disconfirmation", based on the significance that the satisfaction level is determined by the degree in which the initial customers' expectations is achieved or is not achieved by the evaluated service. Alexandris et al. (2004) noted that regardless of the disagreements and differences in conceptualizing satisfaction, it is acceptable that satisfaction is a post-choice evaluative judgment and refers to consumer fulfillment.

According to Jahanshahi et al. (2011), most definitions for satisfaction share some common elements: a) consumer satisfaction is a cognitive or emotional response, b) this response refers to a particular focus (expectations, product, consumption experience, etc.), c) the response occurs at a particular time (after consumption, after choice, based on accumulated experience, etc.). Customers' satisfaction is critical in the sports industry, where the sport organizations focus on the needs and wishes of their customers, in order to achieve their objectives. Therefore, such elements are vital for the success of the sport organizations.

2.1.7 Service Quality and Customer Satisfaction

Researchers have attempted to make distinctions between service quality and customer satisfaction, even if the terms, service quality and customer satisfaction are used interchangeably in practice. The most common explanation of the difference between the two is that perceived service quality is a form of attitude (the customer's relatively enduring affective orientation), a long-term overall evaluation, whereas satisfaction is an emotional reaction, a transaction-specific measure (Bitner, 1990; Bolton & Drew 1991; Cronin & Taylor, 1992) Rust & Oliver (1994) clarified in detail some distinctions between the meanings of quality and satisfaction. First, the dimensions underlying quality judgment are rather specific, whether they are cues or attributes; yet satisfaction judgment can result from any dimension, quality related or not. Secondly, quality perceptions do not require experience with the service or provider; satisfaction, in contrast, is purely experiential. Third, Rust & Oliver (1994) note that quality has fewer conceptual antecedents but satisfaction is influenced by a number of cognitive and affective processes including equity, attribution, and emotion. Given a premise that only customers judge quality, service quality can also be defined as "a judgment about a service's overall excellence or superiority" (Schneider & White, 2004,). On the other hand, satisfaction can be defined as "a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasure level of consumption-related fulfillment, including levels of under- or over-fulfillment" (Oliver, 1997). That is, satisfaction is more related to a judgment of how the service emotionally affects the customer and customer's experiences, while service quality is related to a judgment of the service product itself and is not necessarily tied to these experiential processes.

2.2. Empirical Review of Literature

For this study purpose adequate numbers of empirical studies are reviewed to provide the existence of relationship between study variables. The reviewed empirical literatures were conducted in the period between 2010 and 2017. The researchers identified empirical studies from online sources using internet. The objectives and findings of each empirical study followed by summary of all are presented as follows.

Pérez (2010) the aim of this paper was to analyze the dimensions of the service quality. Recently, the sports management service focuses on the client. Therefore, this not only includes the quality in the process, but also the consumer's perception of the product. It seems clear the variety of theories based on the paradigm from which measure the approach to service quality.

Gorji (2011) the present study aims at determining the quality of services based on SERVQUAL model and its relationship with customer satisfaction in insurance companies. The results indicate that there is a significant difference between service quality and customer satisfaction in the public and private sectors and the service quality and customer satisfaction in the public sector is better than those in the private sector.

Agbor (2011) it is obvious that customers are important stakeholders in organizations and their satisfaction is a priority to management. Customer satisfaction has been a subject of great interest to organizations and researchers alike. The main purpose of this study is to examine the relationship between customer satisfaction and service quality in service sectors with respect to the service quality dimensions. The study showed distinctive results for the relationship between service quality dimensions and service quality/customer satisfaction. ICA and Forex had significant relationship between service quality and customer satisfaction; but Umea University had no significant relationship between service quality and customer satisfaction. Meanwhile, the group result showed that: 'responsiveness', empathy' and 'reliability' were significantly related to service quality; 'reliability' and 'empathy', were significantly related to customer satisfaction but 'responsiveness' was not significantly related to customer satisfaction; meanwhile service quality was significantly related to customer satisfaction.

Thamnopoulos, et al., (2012) study was aimed to determine the degree to which service quality perceptions and customer satisfaction predict the intentions of repurchase and word-of-mouth

communication. This study supports previous research findings with a focus on the sport spectators' realm, regarding the general impact of service quality and satisfaction on fans future intentions, however there have been some differences in terms of how the service quality dimensions affect these factors. Moreover, sport managers should use this information as a means to understand the future behavior of sport spectators in order to design marketing strategies so as to retain their customers and attract new ones.

Eun and Lee (2013) study was aimed to find the impact of the service quality of public sports facilities on citizen's satisfaction, image, and word-of-mouth intention. The major findings obtained from this study were as follows: First, it was found that there was a significant difference in the perception of service quality of public sports facilities according to demographic characteristics, such as gender, marital status, educational level, age, occupation, and household income. Second, the operating service, event and program service and safety service had significant effects on citizen satisfaction. Third, the operating service, event and program service, safety service and use service had significant effects on their image. Finally, the results of this study also indicated that the operating service and safety service had significant effects on their word-of-mouth intention.

Kim (2014) study examined the effects of service quality, perceived value, and satisfaction on user behavioral intentions of word-of-mouth. The overall results of the SEM indicated that: effect of service quality on perceived value was significant; effect of service quality on satisfaction was significant; effect of perceived value on satisfaction was significant; effect of satisfaction on recommendation was significant. This study provides practitioners with meaningful managerial implications in boat racing.

Kumasey (2014) the satisfaction of human need is an important objective organizations strive to achieve. The present study sought to examine service quality and customer satisfaction in the Ghanaian public service. Using co relational research design and a purely quantitative research approach, the result showed that service quality significantly and positively related with customer satisfaction. In addition, customer perception and expectation significantly and positively related with customer satisfaction.

Motallabi and Najafzade (2015) conducted the study aimed to investigate the effects of services quality on the loyalty and satisfaction of sport customers based on SERVQUAL Model. The results indicated that services quality and each of its five components (reliability of services, responsibility of the staff, empathy, services guarantee, dimensions and appearance of services) have positive effects on loyalty and satisfaction of sport customers and all of them predict significantly the customers' loyalty.

Nejadjavad (2016) Service quality is one of the most important topics in the field of services management and marketing. Managers of service organizations are aware that superior quality would be lead to better performance and have benefits like customer loyalty, responding to their needs, market share growth and productivity for enterprises. Service quality is as one of the significant structures to explain and justify behavioral objectives related to future and the desired effects on the financial results and consequences of company. Also it is defined as "an attitude or general judgment of customers in relation to supremacy of a service. It is the most important factor that affects the performance of organization.

Safikhani (2017) this research was done with the aim of investigate the role of service quality strategies on satisfaction and customer loyalty and enhance their brand strategic position at Private Clubs: Present Model was done. Methods this descriptive correlation studies that were conducted through a survey. He results showed that the impact of service quality on customer satisfaction, but customer loyalty and enhance their strategic position has no effect. Customer satisfaction and brand loyalty are affected, but the upgrade does not affect strategic position. Strategic location also has an impact on improving customer loyalty.

Vryoni (2017)The purpose of the present study was to investigate the impact of service quality on customers' satisfaction in SPA centers in Greece Measurements included the use of the SERVQUAL instrument (Parasuraman et al., 1988) to measure perceptions of service quality. Factor Analysis was used to identify the predictive variables of customers' satisfaction. Results indicated from the five dimensions and twenty two items of SERVQUAL model, willingness to help the customer (responsiveness), management support in problem solving situations (assurance), food and beverages (tangibles), feel secure from danger (assurance), employees' commitment to the comfort of their customers (empathy) and honest and empathic treatment of customers (empathy) were the most predictive variables of Spa centers customers' satisfaction.

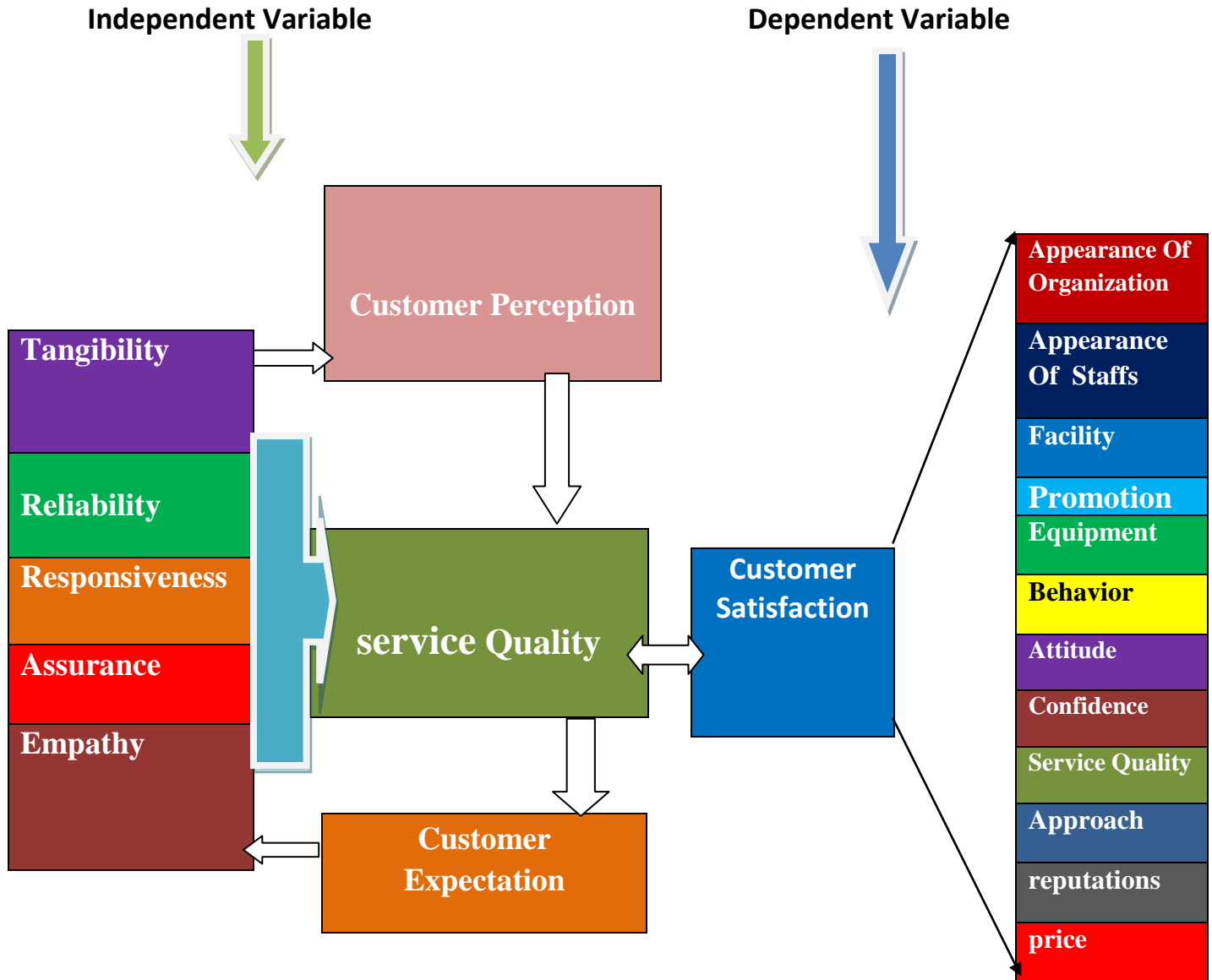
In conclusion, the information provided by this research can be used when designing marketing strategies to improve customers' satisfaction in Spa market and industry in Greece.

(Tilaye, 2007) The current government of Ethiopia tried to restructure the civil service as three phases. The 1st phase (1991-95) was a Structural Adjustment Program to skip from the Socialist Ideology to Federal System, the 2nd phase (1996-2002) was instituted to build a Capable Civil Service to promote democracy, federalism and good governance, provide citizens with friendly service delivery and support government's socio-economic development policies and the development of private sector and the 3rd phase (2003 to date) was launched and great emphasis was placed on improving Quality Service Delivery. The agenda for quality service delivery in Ethiopia was designed intentionally to strengthen the public institutions by establishing a de-politicized civil service, improve managerial effectiveness, and empower private, civic society organizations and higher education.

Unlike the first and second generation, this phase was initiated following the publication of World Development Report 1997 focused on service delivery. The new generation programs since then is focused on the responsive and effective service delivery system. Thus, for public servants, it attempts to take into consideration the opinions and demands of their clients and the public, to design their own performance development schemes that involve service delivery standards monitored by both responsible public managers and public servants (Ayee, 2008). The 3rd generation CSR program allowed civil servants to engage in self-appraisal exercises, in that they are supposed to meet and discuss on customer feelings regarding the quality of their service and crop-up with performance improvement plans, which would then form the foundation of performance agreement with the government (ibid).

2.3. Conceptual Framework

Based on the theoretical and empirical review of this study above, the researchers developed the conceptual framework as seen in the figure 2.1.



$$\text{Quality} = \text{Perception score} - \text{Expectation score}$$

Figure 2.1: Conceptual Framework

CHAPTER THREE

3. Research Methodology

3.1. Description of the Study Area

The study was conducted in one of zones found in South Nations Nationality Peoples Regional state of Kaffa Zone. Kaffa zone is located 454 km distance from Addis Ababa to the south West direction and 110 km from Jimma town to South direction. Kaffa zone is known for its wild, coffee, spices and fascinating natural forest. The capital city of Kaffa zone is Bonga. According to Kaffa Zone Administration (2018), there are ten (10) Woredas and one city administration, which include 289 Kebeles and 27municipal.

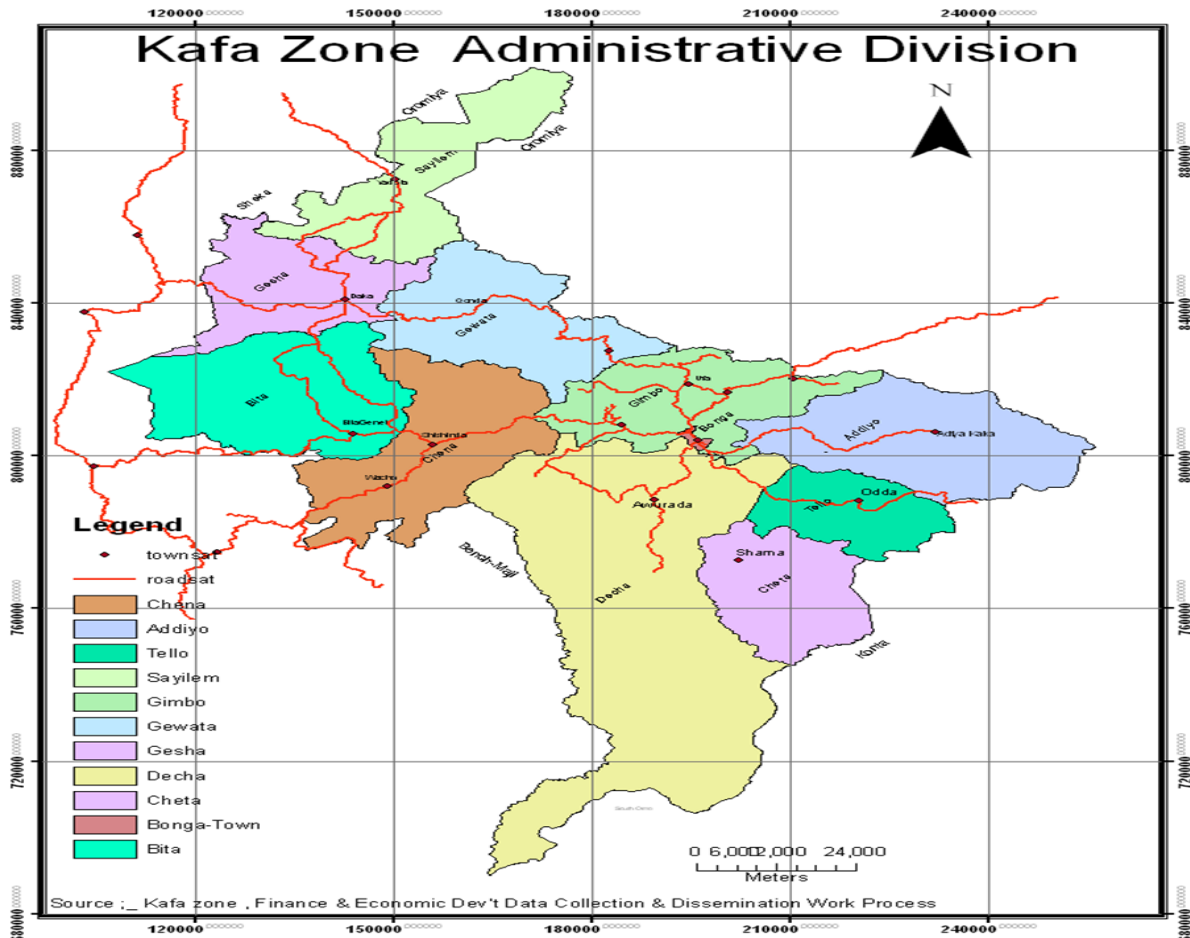


Fig.3.1 Keffa Zone Map

3.2 Design of the study

The main concern of this study was to examine the effect of service quality dimensions on customer satisfaction in Kaffa Zone Youth and Sport Office. According to Gratton and Jones (2004), cross-sectional design was employed because the researcher has intended to examine fixed study variables at a specific period time which was in 2017/18.

3.3 Population of the Study

According to sport sectors reports (2009), the total population of Kaffa Zone Youth and Sport Office sport customers in 2009 estimated to be (45,213); from this systematically selected five Woredas and one city administration. Currently, there are (25671) sport customers within five Woredas and one city administration of Youth and Sport Office.

3.4 Subjects of the study

The subjects of this study were Kaffa Zone Youth and Sport Office sport customers such as spectators, coaches, arbiters, athletes, project turners, and federation presidents, sport professionals in different school, private recreational center managers, club managers and administrators.

3.5 Sampling Techniques and Sampling Size Determination

Kaffa Zone has 10 Woredas and one city Administration. In each Woreda there is one Youth and Sport office. In addition, there are two Sport and Youth offices at city Administration and Zonal level. The total population who were included under this study is 45,213 sport customers

According to Kothari (2004), if the total area of interest happens to be a big one, a convenient way in which a sample can be taken is to divide the area into a number of smaller non-overlapping areas and then to randomly select a number of these bigger areas (usually called clusters). Therefore, the researcher implemented clusters sampling technique which can allow collecting data from five Woredas and one city administration in Kaffa Zone Youth and Sport Office population of the study.

Therefore, multi-stage sampling involves three stages of selecting units of sample population. In the first stage, the researcher included five Woredas and one city administration in Kafka Zone

Youth and Sport Office. In the second stage, the researchers selected a total of 25,671 sport customers were selected. This implies 56.77% of sport customers included in this five Woredas and one city administration. In the third stage, the researcher used the method developed by Carvalho (1984) to determine the sample size as shown in table 3.1 below.

Table 3.1: Carvalho sample size determination

Population size	Sample size		
	Low	Medium	Large
51 – 90	5	13	20
91 – 150	8	20	32
151 – 280	13	32	50
281 – 500	20	50	80
501 – 1200	32	80	125
1201 – 3200	50	125	200
3201 – 10000	80	200	315
10001 – 35000	125	315	500
35001 – 50000	200	500	800

According to table 3.1 above, there are 25,671 customers in selected five Woredas and one administration. This, the population lies between 10, 001 and 35, 000. Hence taking in to account the advantage and disadvantage of both small and large population sample size to get more representation of whole population, the researchers decided to select medium sample size. Therefore, from a total of 25,671 sport customers by using multi-stage sampling technique 315 respondents were selected. These numbers of respondents were distributed 45 to each Woredas and 90 to Bonga city administration.

3.6 Data source

In this study, the necessarily data were collected from primary and secondary sources. The primary data was collected from customers of the Kaffa Zone Youth and Sport Office. To do so questionnaires were used. The secondary sources of data were collected from bulletins, publications by other researchers, sectors reports, and sectors manuals (guidelines) and from internet sources.

3.7 Methods of data collection instrument

A. Questionnaire

To collect data concerning the effect of service quality dimensions on customer satisfaction, questionnaire was used to collect data. SERVQUAL instrument employed to collect opinions of respondents about the quality of service they receive from the Kaffa Zone Youth and Sport Office.

In order to collect data from respondents, standard SERVQUAL questionnaires (Parasuraman et. Al, (1988) was used. Quality of service was measured by five dimensions such as tangibility, reliability, responsiveness, assurance and empathy which consisted of 22 statements but the researcher added one more statement on the tangibility dimension (the convenience location to customers). This is due to the fact that convenience is one of major concern for service customers particularly in Ethiopian context.

According to Kumar et al., (2009), perception of service “convenience” may affect customers’ overall evaluation of the service, including satisfaction with the service and perceived service quality and fairness. Therefore, this study is based on the modified SERVQUAL model which is assumed to contain the five dimensions with 23 statements to assess the gap between customers’ expectations and perceptions. This instrument are presented in the form of twins 23 questions sets for measuring services quality ranked using Lickert scale. The first 23 options were used for evaluating customers’ perception of services and the next 23 options were designed for measuring the expectations level of received services. The respondents were asked to rate all 23 statements each on expectation and as well as perception and to rate the relative importance of each of the five dimensions constituting the SERVQUAL scale. Farther, the original SERVQUAL questions were prepared in English and for some respondents translated into the local language, Amharic for the convenience of data collection and its use for medium of communication with the participants.

According to Mahmodi (2015), customer satisfaction can be measured by items such as appearance, staff, facilities, promotion and products, customer loyalty (attitudinal and behavioral) and Malekakhlagh (2011) which included items such as promote trust and loyalty,

quality & quantity of services, social & communicative approach, reputation & advertising and price. Hence the degree of customers' satisfaction was measured by using OCS designed by Mahmodi (2015) and Malekakhlagh (2011).

The questionnaire included four sections. Section one was about demographic data of the respondents. Section two was about service quality dimensions to measure customers' perception. Section three was about service quality dimensions in connection to customers' expectation. The questionnaire for both section 2 and 3 has five-point Lickert scale (1= strongly disagree to 5= strongly agree). In section four, 12 statements were used to measure customer satisfaction with five-point Lickert scale (1= highly dissatisfied to 5= highly satisfied).

After developing the questionnaire, the researcher conducted pilot study aiming to check the reliability and validity of the questionnaire (see separate section below). Then, appropriate correction was made by the researcher for using the questionnaires in the final survey.

3.8. Validity and Reliability

A. Validity

Internal validity of the study achieved by demonstrating that the independent variables were directly responsible for the effect of the dependent variable (customer satisfaction). This cause and effect relationship between the independent and dependent variables were discussed in the model specification part of this chapter.

The quality of the study also depends on its external validity in some extent. Through the accurate representation of the population by the sample, external validity of the study was achieved. As the sampling design of the study pointed out the sample was selected using the well-known sampling technique. Additionally, qualities of the study realized using data collection instruments questionnaires. Extract of primary data was another method to attain the validity of the study. Using primary data in the study could improve the validity (external) of the research paper. First-hand information obtained from a sample that was representative of the target population yielded data that was valid for the entire target population.

Besides internal and external validity, construct validity played important role in the quality of the study by creating similarity between the concept of the study and its findings. This was attained through a clear operational definition of the independent variables of the study.

Independent variables of the study were briefly stated in the subsequent two sections of this chapter besides the discussions of the empirical review. Independent variables were also attempted to attain by collecting data which demonstrates that the empirical representation of the independent variables produces the expected outcome. This was also described in the literature review of the study in relation to empirical studies.

B. Reliability

The quality findings of the study were accomplished by the reliability of the study achieved corresponding to its validity. The reliability of this study was reached its highest level by determining whether the participants feel that they were accurate. This was realized through brief, clear and concise preparation of questions in the questionnaire. Additionally, questionnaires were translated to Amharic, which is an official language of Ethiopia, in order to make the respondents comfortable in understanding the essence of the questionnaire, in relation to the translation and evaluation, two scholars were communicated.

Reverse questions have been employed in the questionnaire so that the accuracy of the respondents be enhanced. Peer debriefing were another method which used to enhance the accuracy of the questionnaire as well as the results of this study.

Finally, Cronbach's Alpha test (Nunnally, 1998) were determined and the values which were greater than 0.7 as shown in table 3.2 below. Hence, the validity and reliability of this study were as curtained.

Table 3.2: Cronbach's Alpha

No	Variables	No of items	Alpha value	
			Perception	Expectation
1	Tangibility	6	.752	.844
2	Reliability	5	.757	.839
3	Responsiveness	4	.760	.763
4	Assurance	4	.774	.895
5	Empathy	4	.870	.874
6	Customer Satisfaction	12	.901	

Source: Survey Questionnaire, 2018

3.9. Method of data analysis

In order to analyze the collected data, the study used quantitative approach to analyze data collected through questionnaires. As quantitative approaches, this study used descriptive and inferential statistics. Descriptive method of data analysis was used to assess the existing level of customer satisfaction to assess service quality in Kafka Zone Youth and Sport Office. Hence, the study used mean as descriptive techniques by taking mean difference between perception and expectation. The study used inferential statistics to examine the relationship between service quality and customer satisfaction by so, the study applying Pearson correlation moment and also multiple regression analysis to examine the cause-effect relationship between independent variable (service quality) and dependent variables (customer satisfaction).

3.10 Ethical Issues

Efforts were made to make the research process professional and ethical. To this end, the researcher tried to clearly inform to the respondents about the purpose of the study which purely to examine the effect of service quality dimensions on customer satisfaction in Kaffa Zone Youth and Sport Office; as I introduced its purpose in the introduction parts of questionnaire guide. The respondents confirmed that subject's confidentiality was protected. In addition to this, they were informing that their participation in the study was based on their consent.

CHAPTER FOUR

4. Results and Discussion

4.1 Introduction

The main objective of this study was to examine the effect of service quality dimensions on customer satisfaction in Youth and Sport Office, Kaffa Zone. To achieve this objective, the study collected the necessary data using questionnaire and thus analysis of data as well as discussion of results is presented in this chapter.

This chapter was organized in terms of the four specific objectives the study sought so far which include extent of service quality, level of customer satisfaction, to examine the relationship between service quality and customer satisfaction and the effect of service quality dimensions on customer satisfaction in Youth and Sport Office, Kaffa Zone. To achieve the first two objectives, extent of service quality and level of customer satisfaction, the study used descriptive analysis using mean and standard deviation. To achieve the third and fourth objective, the effect of service quality dimensions on customer satisfaction, the study used Pearson correlation and multiple linear regression analysis. In addition, this chapter also presents response rate and demographic profile of respondents.

4.2 Response rate

The table below shows the response rate of questionnaire distributed to respondents of this study.

Table 4.1: Response rate

	Distributed	Returned	Response rate (%)
Questionnaire	315	266	84.4

Source: Own computation, 2018

As shown in the above table, a total of 315 of Questionnaires were distributed and 266 returned with complete response. This shows that 84.4 percent response rate. This analysis of the non response shows it does not materially bias the sample. Considering the difficulty of collecting data in poor developing countries such as Ethiopia, 84.4 percent rate was reasonably good.

4.3 Demographic profile of respondents

The questionnaire requested a number of information related to personal and professional characteristics of respondents. Accordingly, the following tables present the respondents demographic characteristics including gender, age, educational level and marital status.

4.3.1 Gender characteristic

The study collected the demographic characteristics of the study participants in the questionnaire about gender. The figure below presets the result.

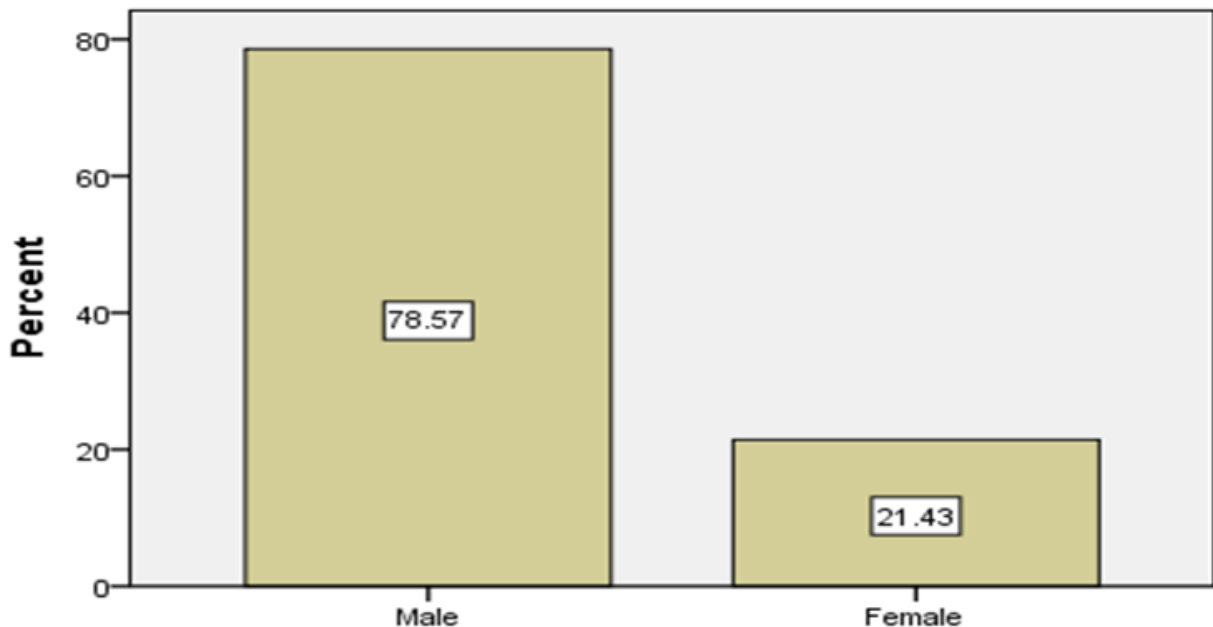


Figure 4.1: Summary of respondent profile by gender

As shown by the above figure, about 78.57 percent of the respondents were male and the remaining 21.4% of the respondents were Female. Sex wise the majority of the customers are males in Kaffa Zone Youth and Sport Office.

4.3.2 Age characteristic

The study collected the demographic characteristics of participants using questionnaire about age. The figure below presents the result.

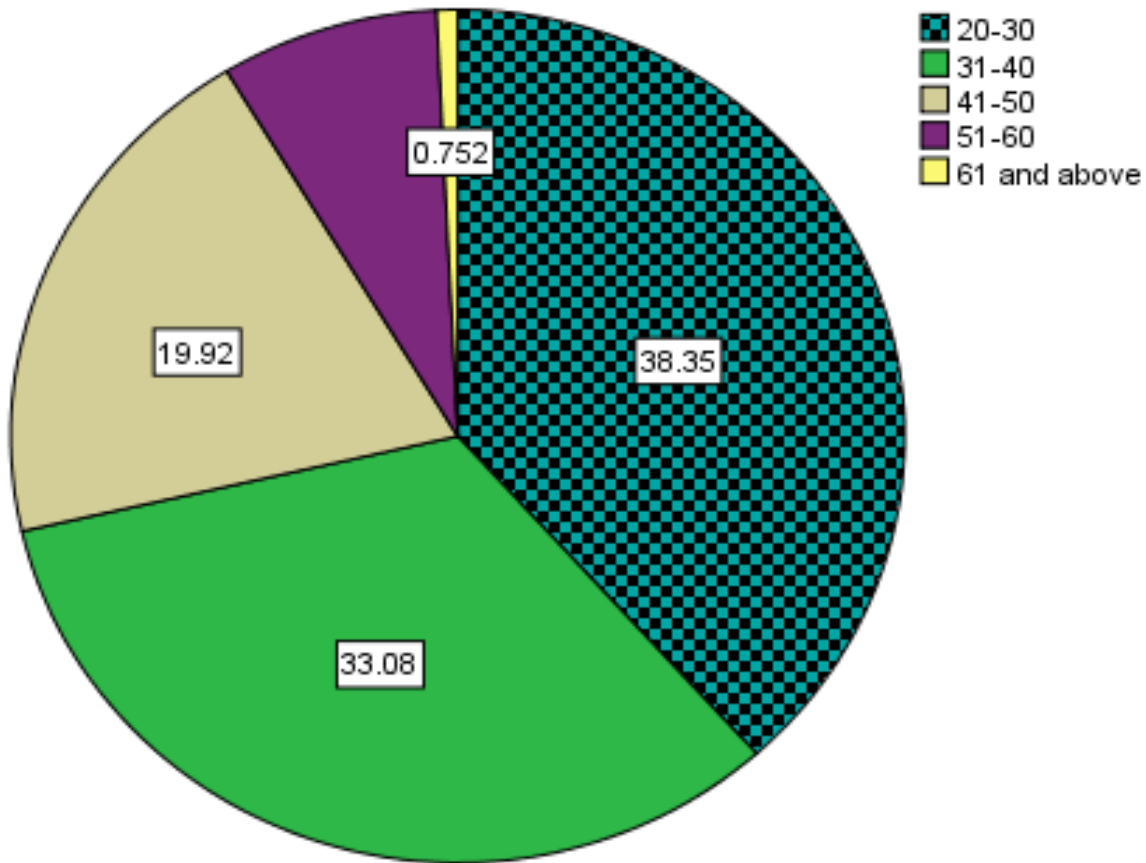


Figure 4.2: Participants' age

As data presented in the table above, the majority of the respondents 38.35% were in 20-30 years age category while 33.08% indicated their age were in the 31-40 age group. Whereas 19.92% indicate their age was in the 41-50 years age range and 7.52% indicated their age were in the 51-60 age range. On the other hand, only 8% respondents reported 61 and above age category. From this it is possible to infer that the majority respondents were young in Kaffa Zone Youth and Sport Office.

4.3.3 Educational profile of the respondents

The study collected the demographic characteristics of participants using questionnaire. The figure below presents the result.

Table 4.2: Educational profile of the respondents

Characteristics	Frequency	Percent
Certificate	29	10.9
Diploma	95	35.7
Degree	123	46.2
Masters	19	7.1
Total	266	100.0

Source: Survey Questionnaire, 2018

On the basis of educational qualification, the majority of the respondents were first degree holders 46.2% where as 35.7% and 10.9% of the respondents are college diploma holders and certificate holders, respectively. Only 7.1% are masters' degree holders. Therefore, it can be concluded that the majority of the customers are college diploma and degree holders in Kaffa Zone Youth and Sport Office.

4.3.4 Marital status of respondents

The study collected the demographic characteristics of participants using questionnaire about marital status. The figure below presents the result.

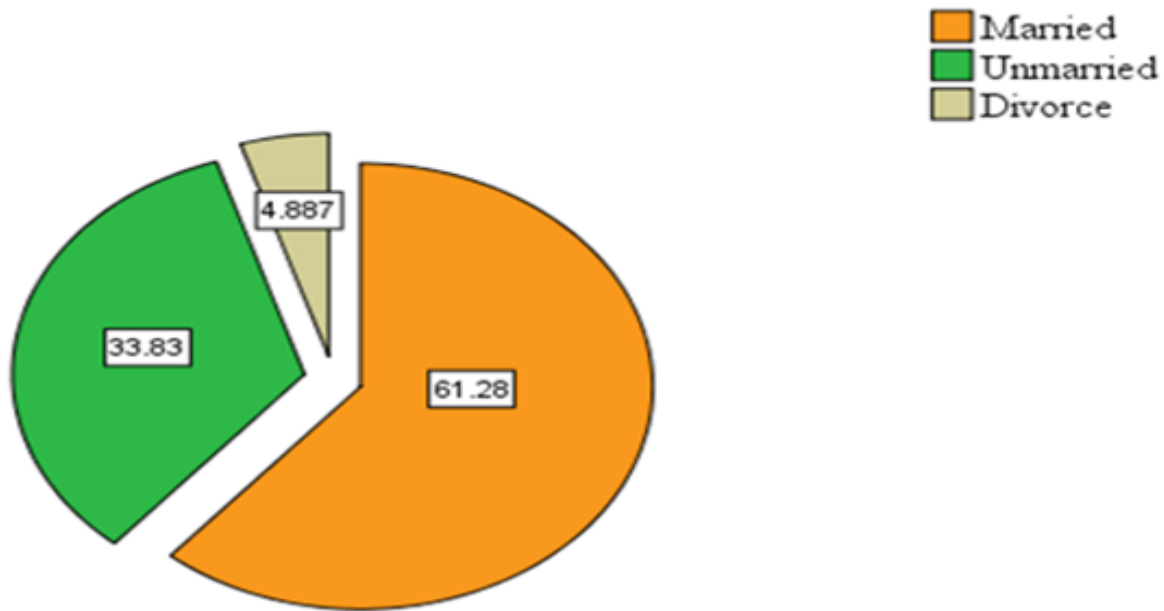


Figure 4.3: The Marital status of the respondents

As data presented in the table above, related to the marital status, out of the total respondents 61.28% respondents are married whereas 33.83% are unmarried while 4.88% are divorced. This indicates that majority of the customers are married in Kaffa Zone Youth and Sport Office.

4.4 Extent of service quality dimensions in Kaffa Zone Youth and Sport Office

The first objective of the study was to assess the extent of service quality in Kaffa Zone Youth and Sport Office. According to Parasuraman, Berry & Zeithaml, (1988), service quality is obtained by subtracting expectation score from the perception score for each item ($Q=P-E$). Therefore, if perception exceeds expectation ($P>E$), service quality is very satisfactory. If perception equals expectation ($P=E$), service quality is satisfactory. However, if expectation exceeds perception ($E>P$), service quality is poor. Tables below displays the gap scores for each service quality attribute of the customers at the Kaffa Zone Youth and Sport Office. The table contains the mean ratings that indicate the level of agreement among customers for each attribute. The gap scores for each attribute were calculated by subtracting the expectation means from the perception means. A negative service quality gap indicates that customer expectations are greater than their

perceptions, based on the service provided. Positive service quality gaps result when customer perceptions exceed customer expectations. The results on each service quality dimensions are presented as follows.

4.4.1 Tangibility dimension

Response of respondents according to perception and expectation on tangibility dimension

Table 4.3: Perception and expectation on tangibility dimension

parameters	Mean Customers gap scores		
	Perception(P)	Expectation(E)	Mean difference (P-E)
1. Build office rooms in a modern way	2.11	2.19	-0.08
2. Equipped sport facility and office materials in a modern way.	2.37	2.47	-0.1
3. Equipped new media (internet services)	1.84	1.87	-0.03
4. Sport materials and accommodations should be modern, attractive, and clean.	1.90	2.06	-0.16
5. The staff and professionals present themselves (clothes, cleanliness, etc.) in manner appropriate to their positions.	2.00	1.91	0.09
6. Materials like magazines, and publications should accessible and published without error	2.13	2.12	0.01
Average score	12.32	12.62	-0.30

Source: Survey questionnaire, 2018

As shown in the above table, among the six items in the tangibility dimension, customer response indicates that customers' perception exceeded customers' expectation in two items which is shown by positive mean difference. Items with positive mean difference are 'The staff and professionals present themselves (clothes, cleanliness, etc.) in manner appropriate to their positions.' (0.09) and 'Materials like magazines, and publications should convey the information in an understandable, accessible and published without error' (0.01). The positive mean value shows that $P > E$ indicating service quality is very satisfactory with respect to professionals present themselves (clothes, cleanliness, etc.) in manner appropriate to their positions and 'materials like magazines, and publications.

In addition, the customers' response indicates that four of the six items in tangibility dimension have negative service quality gap. It indicates that customers' perception is less than customers'

expectation revealing poor service quality. Moreover, the above table revealed that the highest negative service quality gap exists for item related to sport materials and accommodations should be modern, attractive, and clean mean scores is(-0.16). The next three tangibility dimensions perceived by the customers the office equip sport facility and office materials in a modern way, build multimedia office rooms in a modern way and the office should be equipped new media (internet/email/fax/phone services) since their mean scores are -0.1, -0.08 and -0.03, respectively.

Meanwhile, as shown in the last row of the above table, the overall service quality score gap is negative (-0.30) which shows that customer expectation was not met and the result shows poor service quality on tangibility. Thus, it can be inferred that there is poor service quality offered by the Office.

4.4.2 Reliability dimension

Table 4.4: Response of respondents according to perception and expectation on reliability dimension,

parameters	Mean Customers gap scores		
	Perception(P)	Expectation(E)	Mean difference (P-E)
1. Present the degree to which performance goals and objectives are being reached	0.26	0,21	0.05
2. Promises to do something at a certain time.	2.18	2.31	-0.13
3. Sport professionals have the knowledge.	2.48	2.35	0.13
4. Consistent sport training at high level.	1.85	2.25	-0.4
5. Consistent sport competitions, at high level.	2.28	2.54	-0.26
Average score	11.05	11.66	-0.61

Source: Survey questionnaire, 2018

The gap mean score analysis the above table shows that two of the items in reliability dimension have positive gap which indicates customers' perception is greater than expectation revealing that customers are very satisfied. The items were 'sport professionals have the knowledge, always available' and 'ready to explain the doubt, to their customers (0.13) and present the degree

to which performance goals and objectives are being reached' (0.05). In addition, the above table shows that three of the items have negative gap revealing mean score for customers' expectation is greater than their perception. Hence, it can be concluded that the organization failed to meet its customer expectation and thus the service quality is poor. Moreover, the above table shows that the highest gap exists for the item saying consistent sport training/instruction at high level with mean deference of -0.4. The next two reliability dimensions perceived by the customers are consistent sport competitions, at high level and promises to do something at a certain time keeps its promise since their mean scores are -0.4and -0.26, respectively. Therefore, it can be concluded that service quality is poor in three items on reliability.

Meanwhile, as shown in the last row of the above table, the overall service quality score gap is negative (-0.61) which shows that customer expectation was not met and there by showing poor service quality on reliability. Thus, it can be inferred that there is poor service quality offered by the office.

4.4.3 Responsiveness dimension

Table 4.5: Response of respondents according to perception and expectation on responsiveness dimension

parameters	Mean Customers gap scores		
	Perception(P)	Expectation(E)	Mean difference (P-E)
1. Professionals always inform about the date of service performance	2.66	2.51	0.15
2. Performs all administrative and sport services (event planning and management) efficiently	2.16	2.57	-0.41
3. The staff and sport professionals always show good will by helping customers	2.34	2.40	-0.06
4. Provide the level of appreciation when customers and staff do well.	2.40	2.31	0.09
Average score	9.56	9.79	-0.23

Source: Survey questionnaire, 2018

The average mean gap scores in the above table revealed that, among the four items in responsiveness dimension, two of items -namely 'professionals always inform about the date of

service performance’ and ‘the organization should provide the level of appreciation when customers and staff do well’ have positive gap. This indicates that for these two items customer’s perception is greater than their expectation revealing that service quality is very satisfactory.

In addition, the above table indicates that responsiveness dimension items such as ‘the organization performs all administrative and sport services (event planning and management) efficiently’ and ‘the staff as well as sport professionals always show good will by helping customers’ have negative service quality gap. This indicates that the organization short of meeting customers’ expectation in terms of the two items of responsiveness dimension. Thus, the service quality is poor in relation to the two items. Moreover, among the four items in responsiveness dimension, ‘the organization performs all administrative and sport services (event planning and management) efficiently’ has highest gap with greatest mean deference of -0.41. Therefore, it can be poor service quality in terms four items.

Meanwhile, as shown in the last row of the above table, the overall service quality score gap is negative (-0.23) which shows that customer expectation was not met and the result shows poor service quality on responsiveness dimension. Thus, it can be inferred that there is poor service quality offered by the Office.

4.4.4 Assurance dimension

Table 4.6: Response of respondents according to perception and expectation on assurance dimension

Parameters	Mean Customers gap scores		
	Perception(P)	Expectation(E)	Mean difference (P-E)
1. Inspire confidence to customers.	2.43	2.40	0.03
2. Courteous to the customers.	2.65	2.50	0.15
3. Loyalty to the customers.	2.60	2.45	0.15
4. Sincere interest and helps to solve it.	2.46	2.24	0.22
Average score	10.04	9.59	0.45

Source: Survey questionnaire, 2018

As shown in the above table, customers responses show that, for all of the four items in assurance dimension, customers’ perception is greater than their expectation as indicated by

positive gap. Thus, service quality is very satisfactory in terms of assurance in Kaffa Zone Youth and Sport Office. However, the average means score difference shows that ‘when a customer has a problem, the office show sincere interest and helps to solve it’ has the highest positive gap in assurance dimension.

4.4.5 Empathy dimension

Table 4.7: Response of respondents according to perception and expectation on empathy dimension

parameters	Mean Customers gap scores		
	Perception(P)	Expectation(E)	Mean difference (P-E)
1. The office has convenient office hours and enough numbers of workers for all customers.	2.17	2.32	-0.15
2. Treat each customer as an individual	2.47	2.29	0.18
3. The office focus on the best service for customers.	2.29	2.33	-0.04
4. Sincerely understand the specific needs of their customers.	2.08	2.18	-0.1
Average score	9.01	9.12	-0.11

Source: Survey questionnaire, 2018

The mean difference score analysis in the above table shows that one of the items in empathy dimension has positive gap which indicates customers’ perception is greater than their expectation. This indicates that despite other aspects of empathy dimension, the organization is meeting customer expectation in relation to ‘workers and sport professionals treat each customer as an individual’. Thus, there is very satisfactory service quality. However, the above table shows that three of the items has negative gap for customers’ perception is less than their expectation. Therefore, it can be labeled that Kaffa Zone Youth and Sport Office service quality is poor with regard to setting convent office hours and enough number of workers, attention on the best service for customers and sincerely understand the specific needs of their customers. Moreover, the above table shows that the highest negative gap exists for ‘the office has convenient office hours and enough numbers of workers for all customers’ with mean deference of -0.15.

Meanwhile, as shown in the last row of the above table, the overall service quality score gap is negative (-0.11) which shows that customer expectation was not met and the result shows poor service quality on empathy dimension. Thus, it can be inferred that there is poor service quality offered by the Office.

4.5 Overall service quality

The summary of customer' perception, expectations and service quality scores for all the service quality dimensions such as tangibles, reliability, assurance, responsiveness, and empathy is analyzed in table 4.8.

Table 4.8: Overall service quality on five dimensions

Dimensions	Mean Customers gap scores		
	Perception(P)	Expectation(E)	Mean difference (P-E)
Tangibility	12.32	12.62	-0.30
Reliability	11.05	11.66	-0.61
Responsiveness	9.56	9.79	-0.23
Assurance	10.04	9.59	0.45
Empathy	9.01	9.12	-0.11
Average score	51.98	52.78	-0.8

As shown in the above table 4.8, the average perception and expectation score obtained by the respondents for overall service quality was 51.98 and 52.78, respectively. The difference between expectation and perception score was -0.8, which indicates a negative service quality gap perceived by the respondents. Thus, it can be concluded that the overall service quality is poor. In addition, the above table 4.8 show that the highly perceived service quality dimension by respondents is tangibility since its mean score is 12.32. The second service quality dimension perceived by the customer's is reliability since their mean score is 11.05. The next three service quality dimensions perceived by the customers are assurance, responsiveness, and empathy since their mean scores are 10.04, 9.56 and 9.01, respectively.

However, the highest negative gap score was found in reliability (mean score of -0.61) followed by tangibility (mean score of -0.30). In addition, the third and fourth comes to responsiveness, and empathy dimensions gap difference with -0.23, and -0.11, respectively.

Table further reveals that the respondents have negative mean gap score for four service quality dimensions such as Tangibles, Reliability, Responsiveness, and Empathy. However, respondents have positive mean score gap for Assurance and indicates customer are satisfactory. Therefore, it can be inferred that customers are experiencing poor service quality in terms of tangibles, reliability, responsiveness, and empathy while they have satisfactory service quality for assurance.

4.6 Level of customer satisfaction in Youth and Sport Office

As discussed in the introduction section of this chapter, the study sought to assess the level of customer satisfaction in Kaffa Zone Youth and Sport Office. A total of twelve items were used to measure customer satisfaction and customers were asked to rate their satisfaction on each items ranging from 1 (highly dissatisfied) to 5 (highly satisfied). The customers' rate was analyzed first using frequency and percentage, and then by using mean and standard deviation. The study presented the results using table and figures.

4.6.1 Level of Satisfaction and appearance of organization

The study used appearance of the organization as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.

Table 4.9: Level of Satisfaction and appearance of organization

Level of satisfaction	Frequency	Percent
Highly Dissatisfied	91	34.2
Dissatisfied	101	38.0
Fairly satisfied	41	15.4
Satisfied	29	10.9
Highly Satisfied	4	1.5
Total	266	100

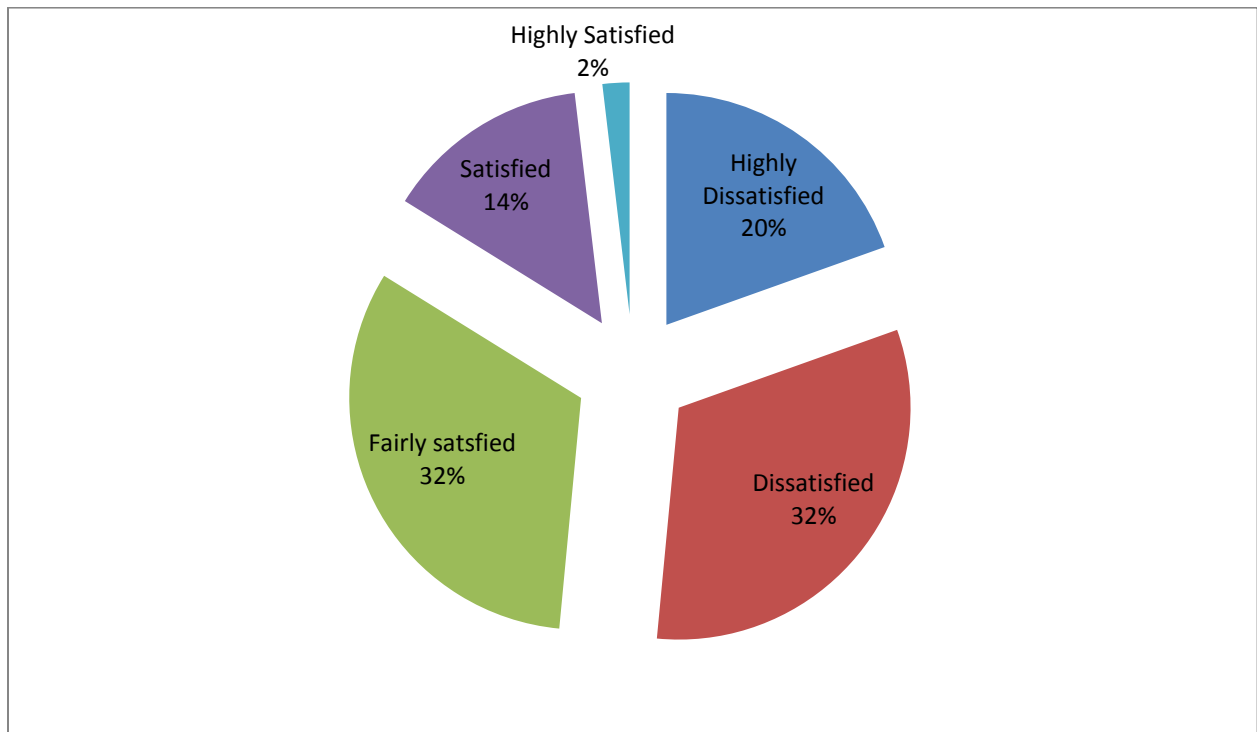
Source: Survey questionnaire, 2018

The above table presents the customers satisfaction with appearance of organization. From the table, it could be seen that 34.2% of the respondents said they were highly dissatisfied while 38% said dissatisfied with appearance of organization. In addition, 15.4% of the respondents said fairly satisfied and 10.9% of the respondents said satisfied whereas only 1.5% of the respondents were highly satisfied by the appearance of organization. Therefore, it can be concluded that

majority of customers were dissatisfied by the appearance of Kaffa Zone Youth and Sport Office.

4.6.2 Appearance of staff and level of customer satisfaction

The study used appearance of staff as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.



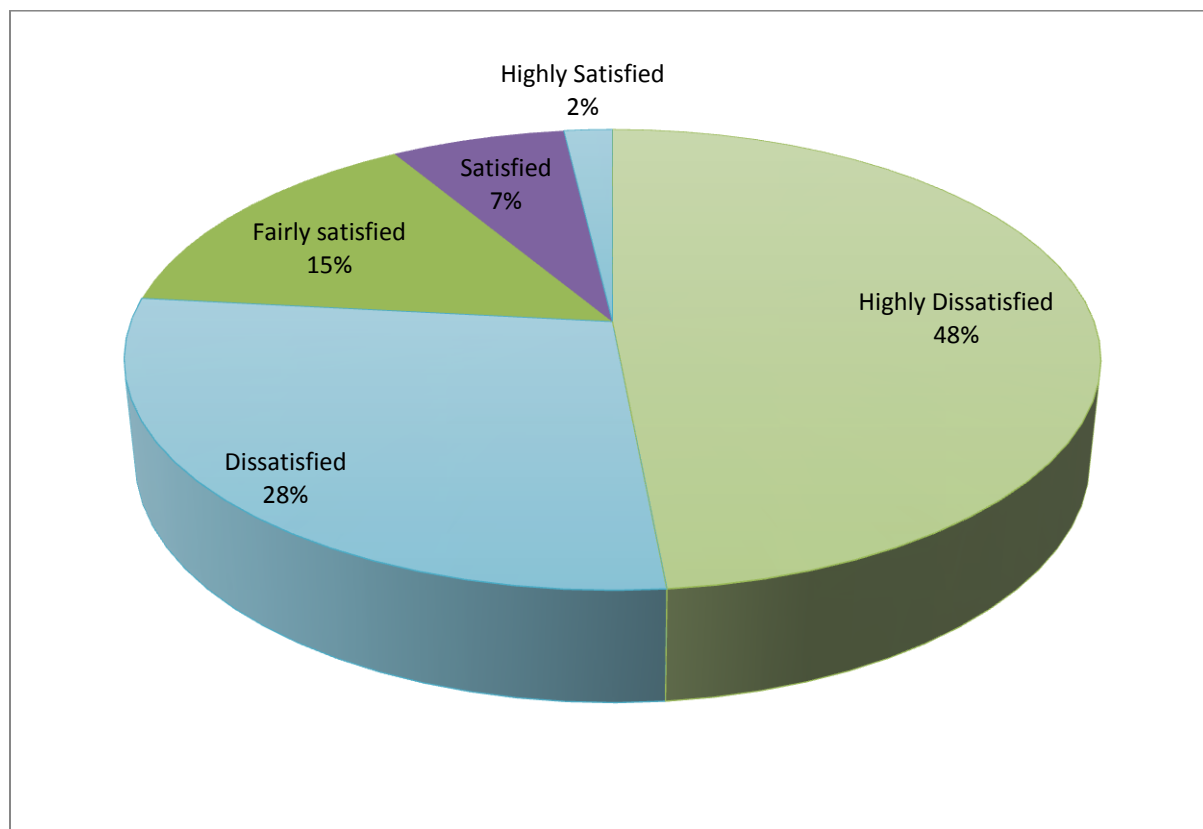
Source: Survey questionnaire, 2018

Figure 4.4: Appearance of staff and level of customer satisfaction

The above table shows the customers satisfaction with appearance of staffs. From the table, it could be seen that 19.5% of the respondents said they are highly dissatisfied with the appearance of staffs while 32% said dissatisfied. In addition, 32.3% of the respondents said that they are fairly satisfied with the appearance of staffs and 14.3% of the respondents said that they are satisfied while only 1.9% is highly satisfied with the appearance of staffs.

4.6.3 Customer satisfaction with sport facility availability

The study used availability of sport facility as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.



Source: Survey questionnaire, 2018

Figure 4.5: Facility availability and level of customer satisfaction

This table shows the customers satisfaction with sport facility availability. From the table, it could be seen that 48.5% of the respondents said that they were highly dissatisfied with the availability of sport facilities in the organization while 28.2% of the respondents said they are dissatisfied. In addition, 14.7% of the respondents were fairly satisfied and 6.8% of the customers said they are satisfied while only 1.9% of the respondents said they were highly satisfied with sport facility availability in the organization. Therefore, it can be concluded that majority of customer were dissatisfied with the availability of sport facilities in the organization.

4.6.4 Promotion/products and customer satisfaction

The study used promotion/products as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.

Table 4.10: Promotion/products and customer satisfaction

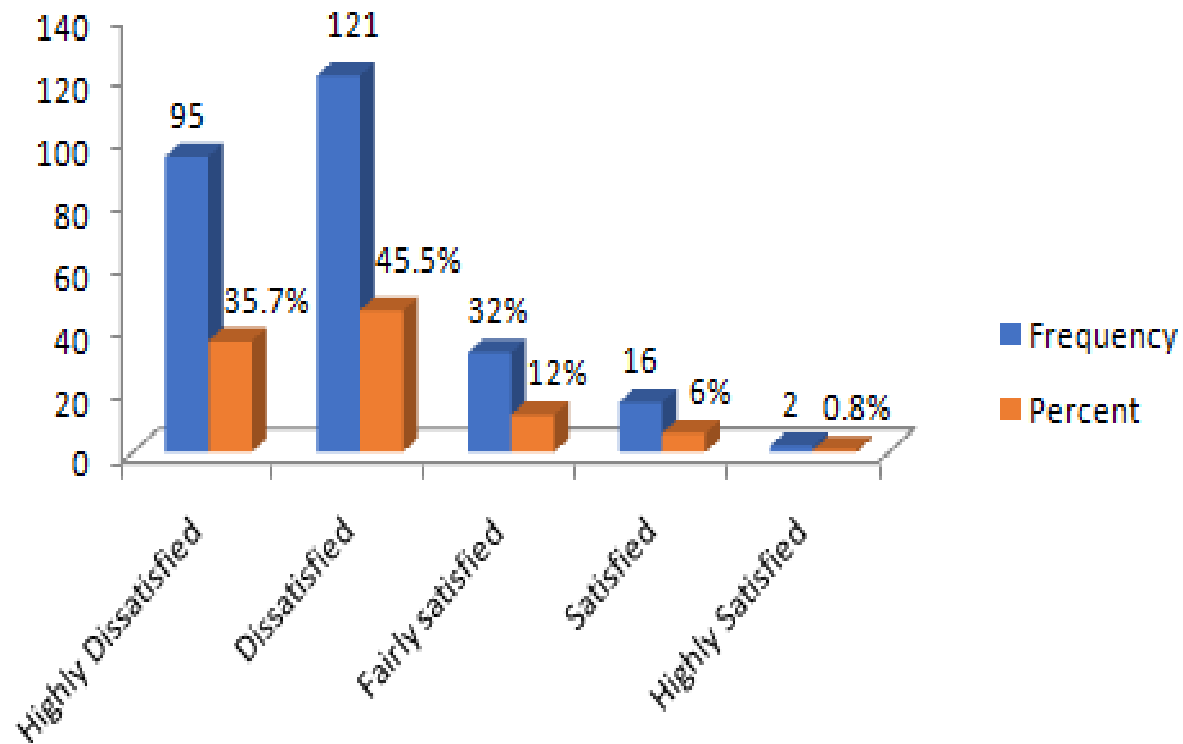
Level of satisfaction	Frequency	Percent
Highly Dissatisfied	126	47.4
Dissatisfied	87	32.7
Fairly satisfied	43	16.2
Satisfied	7	2.6
Highly Satisfied	3	1.1
Total	266	100

Source: Survey questionnaire, 2018

The above table presents the customers satisfaction with promotion and products of organization. From the table, it could be seen that 47.4% of the respondents said they are highly dissatisfied with Promotion and products provided by the organization while 32.7% of them said dissatisfied. In addition, 16.2% of the respondents said they are fairly satisfied and 2.6% of the customers said satisfied while only 1.1% of the respondents said that they are highly satisfied with Promotion and products provided by the organization. Therefore, it can be concluded that majority of customer were dissatisfied with promotion and products provided by the organization.

4.6.5 Sport equipment availability and customer satisfaction

The study used availability of sport facility as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.



Source: Survey questionnaire, 2018

Figure 4.6: Sport equipment and level of customer satisfaction

The above table shows the customers satisfaction with sport equipment availability. From the table, it could be seen that 35.7% of the respondents said that they are highly dissatisfied with sport equipment availability in the organization while 45.5% said they are dissatisfied. In addition, 12% of the respondents said that they are said fairly satisfied and 6% of the customers said they are satisfied with sport equipment availability in the organization while only 8% of the respondents are highly satisfied. Therefore, it can be concluded that majority of customer were dissatisfied with sport equipment availability in the organization.

4.6.6 The staffs' behavior and customer satisfaction

The study used the staffs' behavior as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.

Table 4.11: The staffs' behavior and customer satisfaction

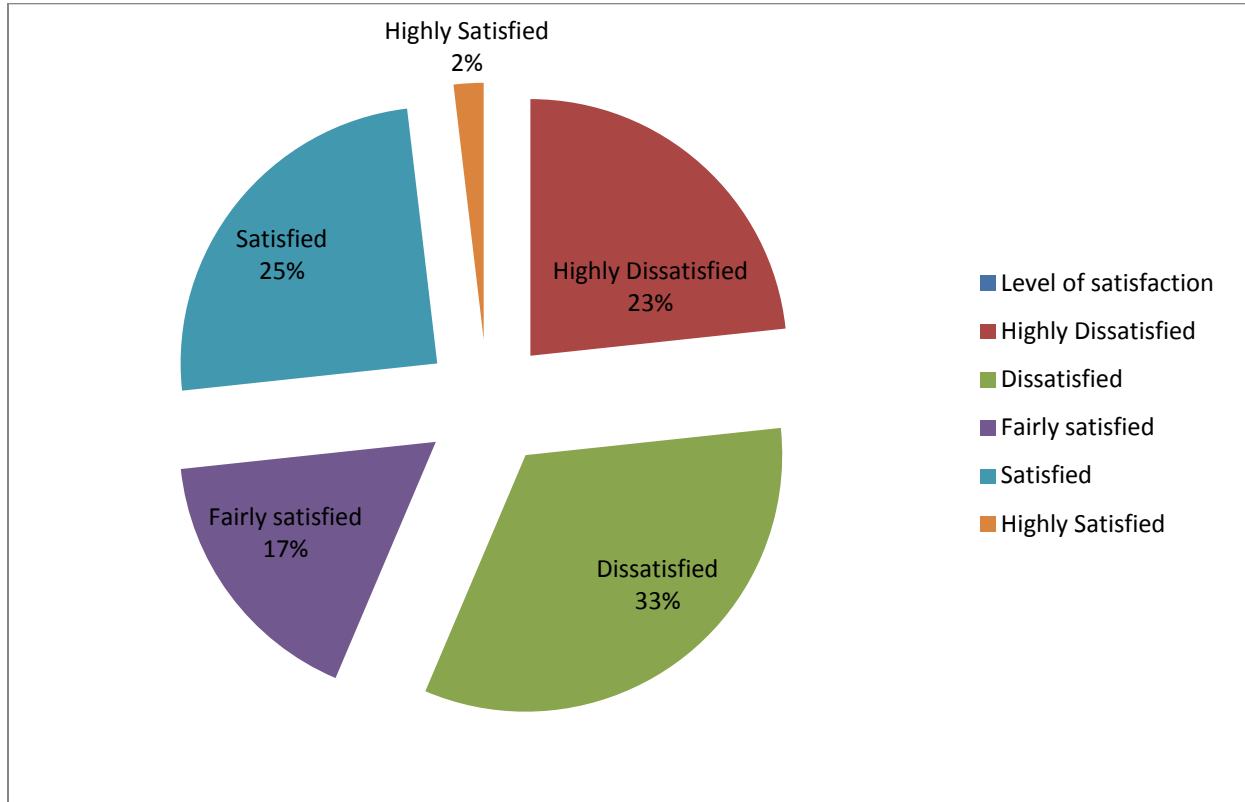
Level of satisfaction	Frequency	Percent
Highly Dissatisfied	69	25.9
Dissatisfied	83	31.2
Fairly satisfied	54	20.3
Satisfied	58	21.8
Highly Satisfied	2	.8
Total	266	100

Source: Survey questionnaire, 2018

This table shows the customers satisfaction with the staffs' behavior to serve customers. From the table, it could be seen that the 25.9% of the respondents said they are highly dissatisfied with the staffs' behavior to serve customers while 31.2% said that they are dissatisfied. In addition, 20.3% of the respondents said that they are fairly satisfied and 21.8% of the respondents said they are satisfied while only 8% of the respondents said that they are highly satisfied with the staffs' behavior to serve customers.

4.6.7 Staff attitude and customer satisfaction

The study used the Staff attitude as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.



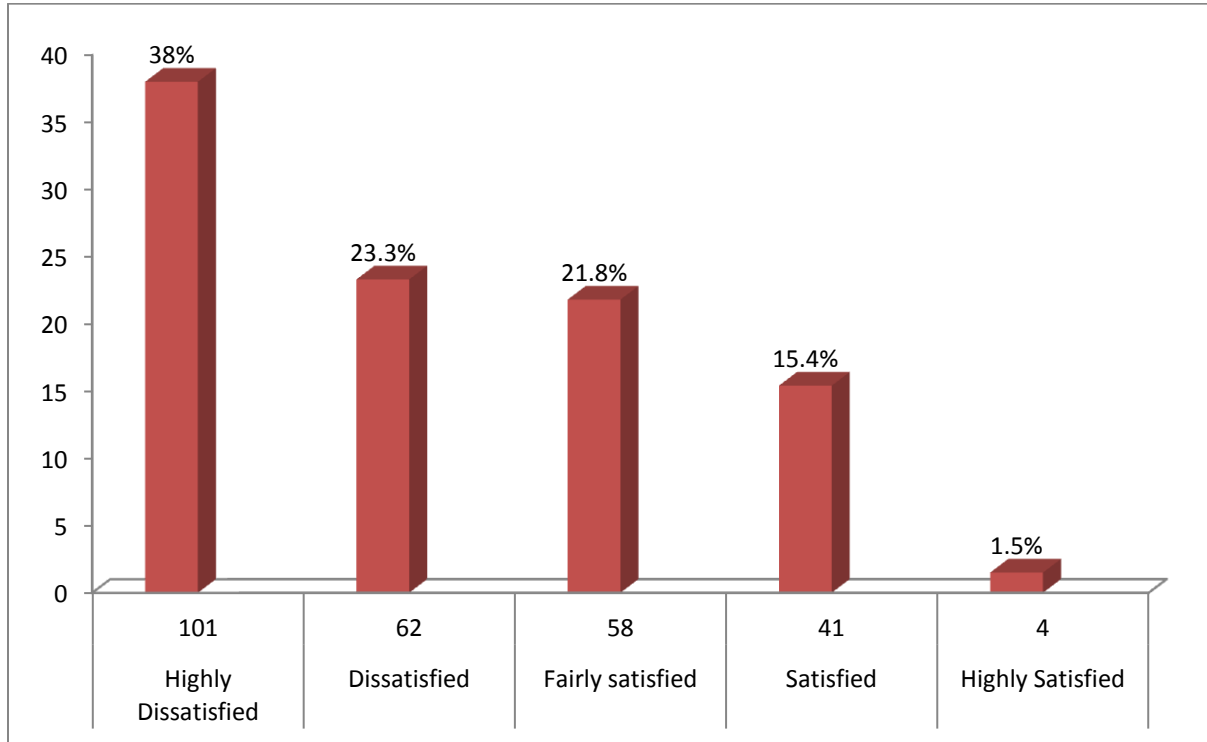
Source: Survey questionnaire, 2018

Figure 4.7: Staff attitude and customer satisfaction

This table shows the customers satisfaction with the staffs' behavior to serve customers. From the table, it could be seen that the 23.3% of the respondents said they are highly dissatisfied with the staffs' attitude to serve customers while 33.1% said that they are dissatisfied. In addition, 16.9% of the respondents said that they are fairly satisfied and 24.8% of the respondents said they are satisfied while only 1.9% of the respondents said that they are highly satisfied with the staffs' attitude to serve customers

4.6.8 Confidence on staff and customer satisfaction

The study used the Staff attitude as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.



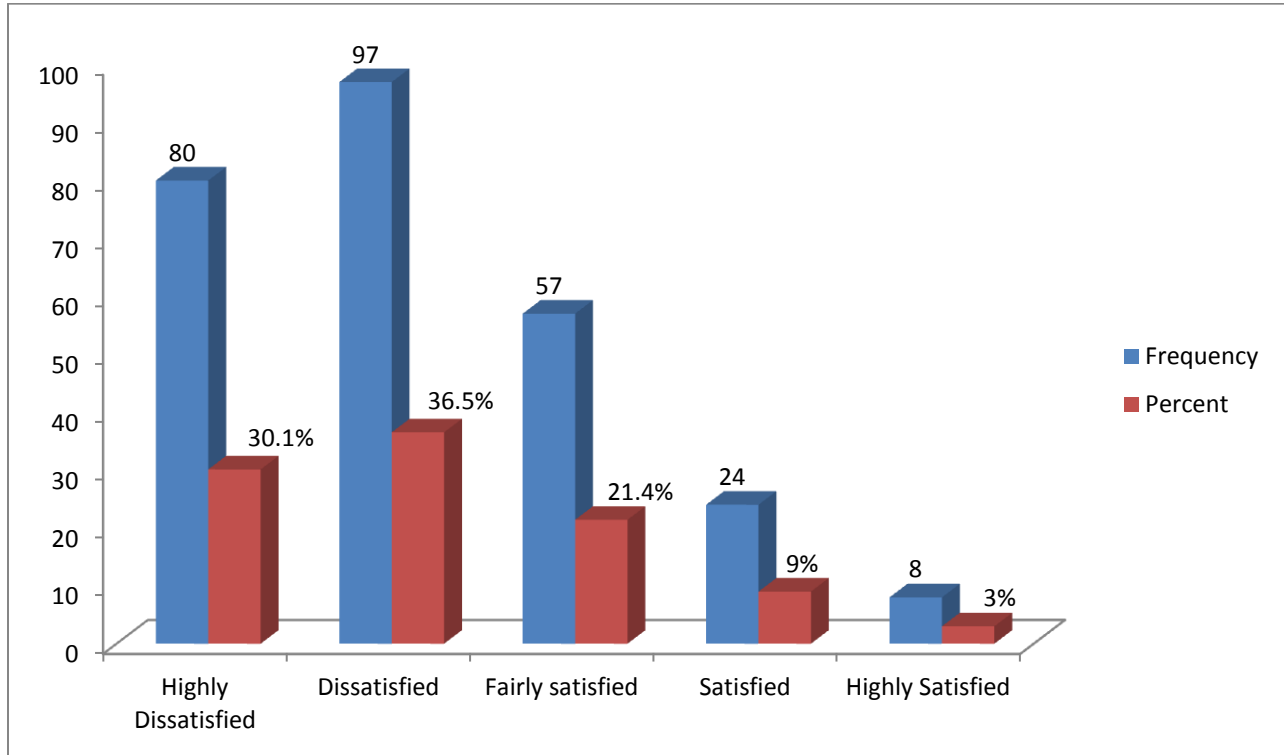
Source: Survey questionnaire, 2018

Figure 4.8: Confidence of staff and customer satisfaction

This table shows the customers satisfaction with confidence of staff in providing service. From the table, it could be seen that the 38% of the respondents said they are highly dissatisfied with the confidence of staff in providing service while 23.3% said that they are dissatisfied. In addition, 21.8% of the respondents said that they are fairly satisfied and 15.4% of the respondents said they are satisfied while only 1.5% of the respondents said that they are highly satisfied with the confidence of staff in providing service.

4.6.9 General quality and quantity of services and customer satisfaction

The study used the quality & quantity of services as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.



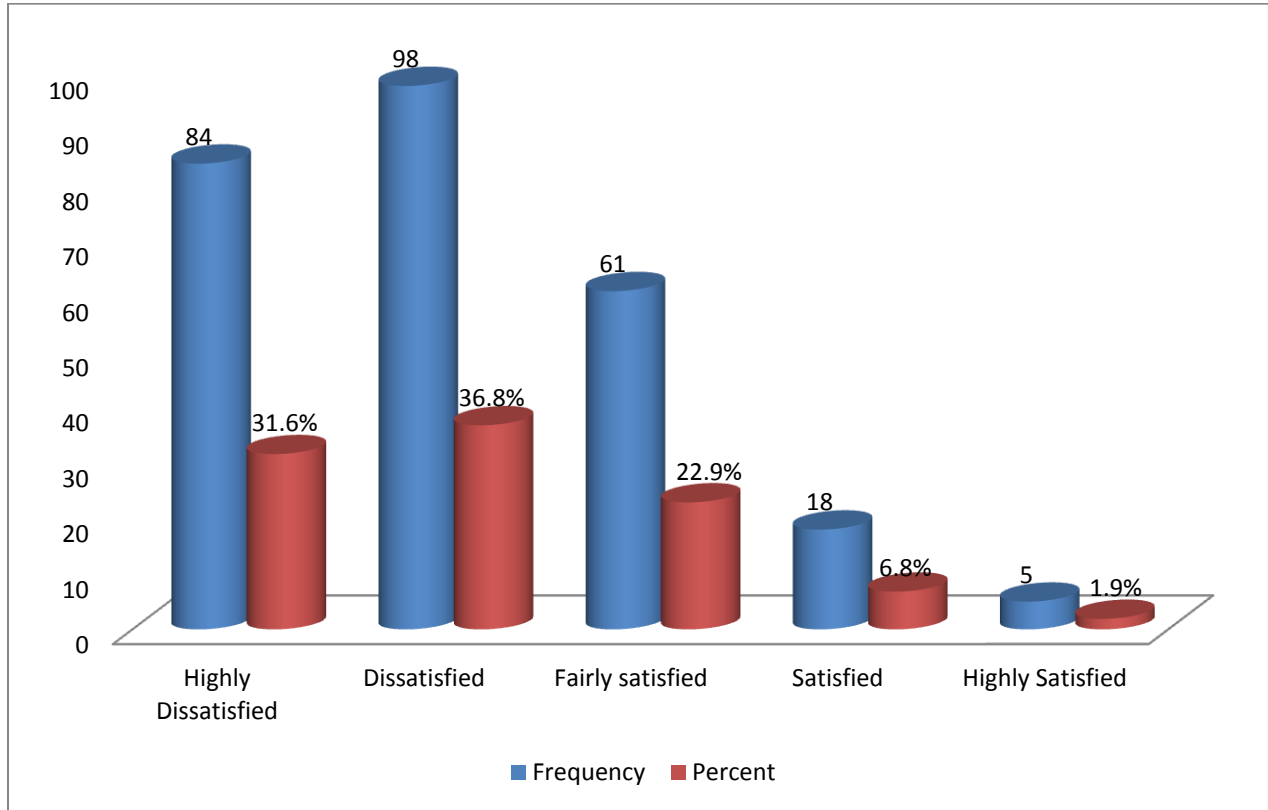
Source: Survey questionnaire, 2018

Figure 4.9: Quality & quantity of services and customer satisfaction

This table shows the customers satisfaction with general quality and quantity of services provided by the organization. From the table, it could be seen that the 30.1% of the respondents said they are highly dissatisfied with general quality and quantity of services provided by the organization while 36.5% said that they are dissatisfied. In addition, 21.4% of the respondents said that they are fairly satisfied and 9% of the respondents said they are satisfied while only 3% of the respondents said that they are highly satisfied with general quality and quantity of services provided by the organization.

4.6.10 Social communication approach and customer satisfaction

The study used the Social communication approach as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.



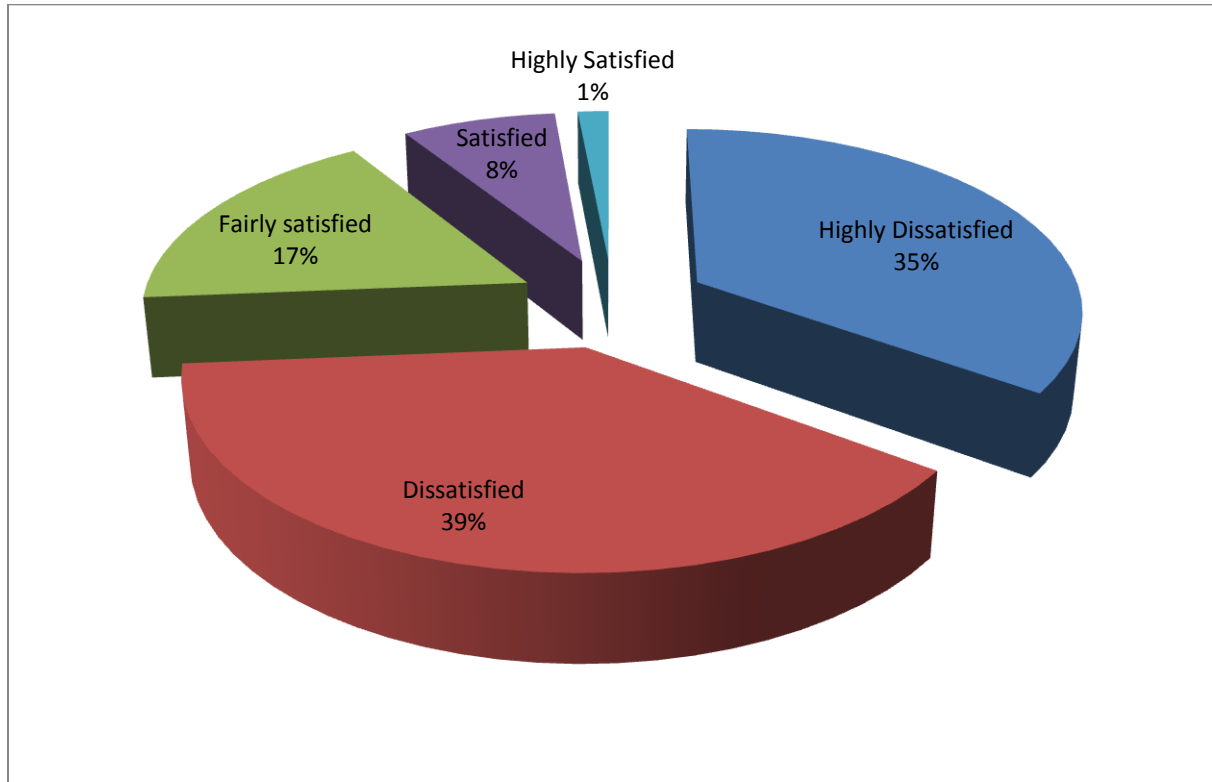
Source: Survey questionnaire, 2018

Figure 4.10: Social communication approach and customer satisfaction

This table shows the customers satisfaction with the social and communicative approach in which the service is delivered. From the table, it could be seen that the 31.6% of the respondents said they are highly dissatisfied with general quality and quantity of services provided by the organization while 36.8% said that they are dissatisfied. In addition, 22.9% of the respondents said that they are fairly satisfied and 6.8% of the respondents said they are satisfied while only 1.9% of the respondents said that they are highly satisfied with general quality and quantity of services provided by the organization.

4.6.11 Reputation & advertising and customer satisfaction

The study used the reputation and advertising as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.



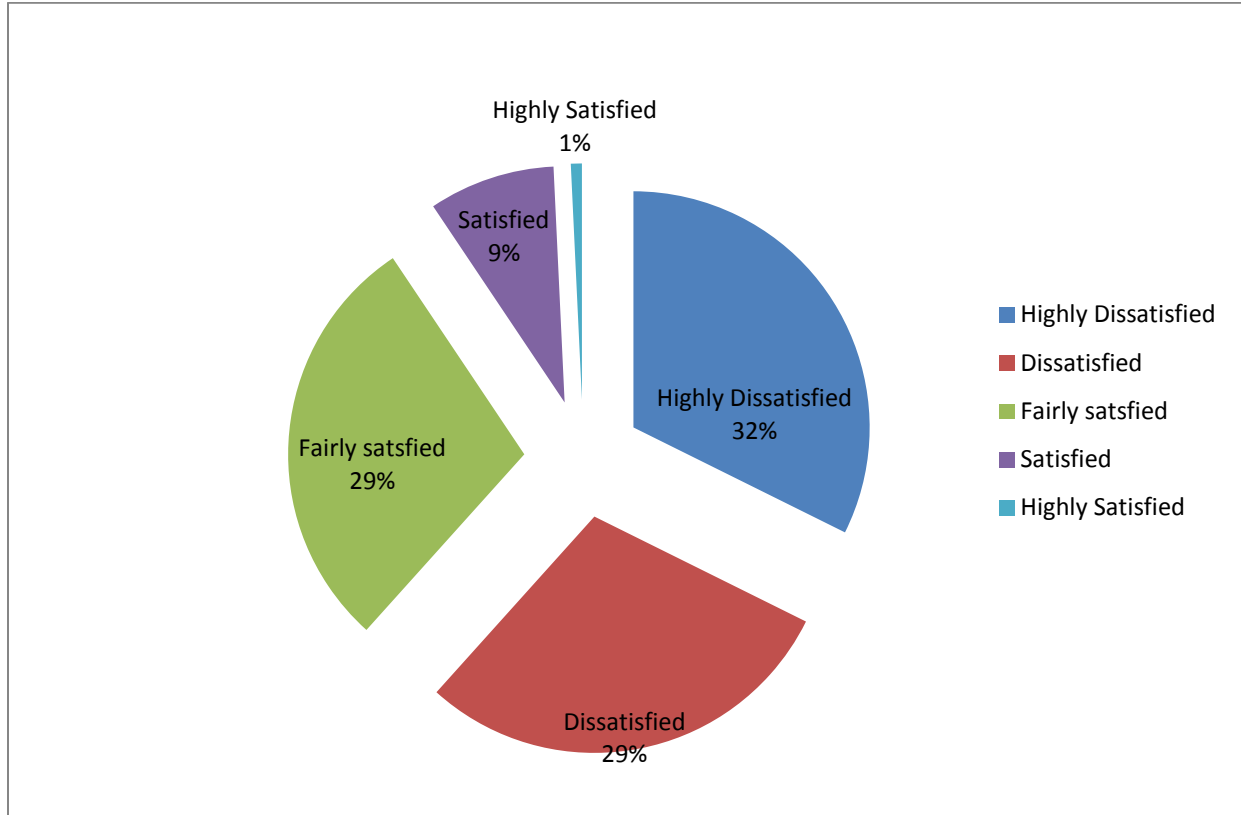
Source: Survey questionnaire, 2018

Figure 4.11: Reputation & advertising and customer satisfaction

This table shows the customers satisfaction with the reputation and advertising provided by the organization. From the table, it could be seen that the 35% of the respondents said they are highly dissatisfied with reputation and advertising provided by the organization while 38.7% said that they are dissatisfied. In addition, 17.3% of the respondents said that they are fairly satisfied and 7.5% of the respondents said they are satisfied while only 1.5% of the respondents said that they are highly satisfied with reputation and advertising provided by the organization.

4.6.12 Price of services and customer satisfaction

The study used the Price of services as one of the items to assess the level of customer satisfaction in Kaffa zone Youth and Sport Office. The analysis is presented as follows.



Source: Survey questionnaire, 2018

Figure 4.12: Price of services and customer satisfaction

This table shows the customers satisfaction with the price of services provided by the organization. From the table, it could be seen that the 32.3% of the respondents said they are highly dissatisfied with price of services provided by the organization while 29.3% said that they are dissatisfied. In addition, 28.9% of the respondents said that they are fairly satisfied and 8.6% of the respondents said they are satisfied while only 8% of the respondents said that they are highly satisfied with price of services provided by the organization.

4.7 Summary of current status of customer satisfaction

This study also sought to assess the current level of customer satisfaction in Sport and Youth Office, Kaffa Zone. To achieve this objective, the study used frequency, percentage, mean and standard deviation as descriptive method of data analysis. The researcher adopted the criteria suggested by Scott (2003) if the distribution of sample is normal or approximately normal. He suggested that for lickert type scale ranging from 1(highly dissatisfied) to 5(Highly Satisfied) interpretation should be like following: Mean 1 up to 2.8 = dissatisfied; Mean form 2.9 to 3.2 = moderate satisfaction; and Mean above 3.2 = Satisfied.

Table 4.12: Current customer satisfaction

Customer satisfaction items	Mean	Std. Deviation
Appearance of organization	2.08	1.03
Appearance of staffs	2.47	1.02
Sport Facility availability	1.85	1.03
Promotion and products	1.77	.89
Sport equipment availability	1.91	.88
Staffs behavior	2.40	1.12
The staff attitude to serve customers	2.49	1.15
Confident staff in providing service	2.19	1.15
General quality & quantity of services	2.18	1.06
Social and communicative approach	2.10	.99
Reputation and advertising	2.02	.98
Price of services provided	2.16	1.00

Source: Survey questionnaire, 2018

The above table shows the mean and standard deviation score of twelve items used to measure the current level of customer satisfaction in Sport and Youth Office, Kaffa Zone. The descriptive result of the above table revealed that customer rated all of twelve items of satisfaction as dissatisfied. This is indicated by mean score for all twelve items below 2.8 (Scott, 2003).

4.8 Pearson correlation results to show the association between service quality dimensions and customer satisfaction

This study sought to examine the association between service quality dimensions and customer satisfaction in Sport and Youth Office, Kaffa Zone. To do so, Pearson correlation was used to examine if there is significant association between service quality dimensions and customer satisfaction. The analysis and interpretation is presented as follows.

Table 4.13: Association b/n service quality dimensions & customer satisfaction

No	Variables	1	2	3	4	5	6
1	Tangibility	1					
2	Reliability	.705**	1				
3	Responsiveness	.713**	.716**	1			
4	Assurance	.700**	.720**	.769**	1		
5	Empathy	.672**	.712**	.681**	.714**	1	
6	Customer Satisfaction	.762**	.786**	.800**	.793**	.751**	1

** Correlation is significant at $p < 0.05$ or 0.01 (2-tailed) $N = 266$

As shown in the above table 23, five dimensions of service quality have positive and significant association with customer satisfaction in Sport and Youth Office, Kaffa Zone. The correlation result shows that tangibility dimension of the office was found to have strong association with customer satisfaction with $r = 0.762$, $p < 0.05$ (i.e., $p = 0.000$).

Therefore, the correlation result also shows that service quality dimensions like reliability ($r = 0.786$, $p < 0.05$), responsiveness ($r = 0.800$, $p < 0.05$), assurance ($r = 0.793$, $p < 0.05$), and empathy ($r = 0.751$, $p < 0.05$) were also found to have strong and positive association with customer satisfaction in Kaffa Zone Sport and Youth Office. Moreover, it can be concluded that customer level of satisfaction in Kaffa Zone Sport and Youth Office is strong association with five dimensions such as tangibility, reliability, responsiveness, assurance, and empathy.

4.9 Multiple linear regression analysis to show the effect of service quality dimension on customer satisfaction

The study also sought to examine the effect of service quality dimensions on customer satisfaction in Youth and Sport office, Kaffa Zone. Hence, multiple linear regression analysis was conducted.

Table 4.14

Multiple Linear Regressions for Predicting the Effect of Service Quality Dimension on Customer Satisfaction

	<i>B</i>	<i>R</i>	<i>R</i> ²	<i>Adj. R</i> ²	<i>F</i>	<i>P</i>
		.889	.791	.787	196.440 ^{**}	
Tangibility	.163					.000
Reliability	.200					.000
Responsiveness	.232					.000
Assurance	.143					.000
Empathy	.122					.001
<i>Constant</i>	.162					.015

**Correlation is significant at P<0.01

N=266

The above table 4.14 indicates that R value of .889 which revealed all the five service quality dimensions were strongly correlated with customer satisfaction. The table also shows adjusted R square value which shows that the coefficient of determinant or the percentage variation in the dependent variable being explained by the change in the independent variable. The adjusted R² =0.787 indicates that 78.7% of the total variation in customer satisfaction is explained by service quality dimensions such as tangibility, reliability, responsiveness, assurance, and empathy.

In addition, table indicates that service quality dimensions, jointly, have significant effect on customer satisfaction in Youth and Sport Office, Kaffa Zone with F (5, 260) = 196.440, p< 0.05). In better terms, smaller p-value (less than 0.05) justifies that the independents variables i.e., tangibility, reliability, responsiveness, assurance, and empathy are significant in explaining the variation in dependent variable i.e. customer satisfaction.

The model for study was:

$$Y = \beta_0 + \beta_1T + \beta_2R + \beta_3RS + \beta_4A + \beta_5E$$

Therefore, $\beta_0 = 0.162$, $\beta_1 = 0.163$, $\beta_2 = 0.200$, $\beta_3 = 0.232$, $\beta_4 = 0.143$, $\beta_5 = 0.122$

This multiple regression equation tells us following results.

$$Y = 0.162 + 0.163T + 0.200R + 0.232RS + 0.143A + 0.122E$$

The regression model shows that if the office of Youth and Sport in Kaffa Zone does not provide quality service, customer satisfaction would decrease by 0.162. The above model also shows that the $\beta_1 = 0.163$ which indicate that one unit change in the value of tangibility dimension causes 0.163 increase in the level customer satisfaction while the beta two $\beta_2 = 0.200$ value indicate that one unit change in the value of reliability dimension causes 0.200 increase in the level of customer satisfaction.

In addition, the $\beta_3 = 0.232$ which indicate that one unit change in the value of responsiveness causes 0.232 increase in the level customer satisfaction while the $\beta_4 = 0.143$ value indicate that one unit change in the value of assurance dimension causes 0.143 increase in the level of customer satisfaction. Finally, the $\beta_5 = 0.122$ indicate that one unit change in the value of empathy causes 0.122 increase in the level customer satisfaction.

Moreover, as indicated by the beta values, responsiveness has highest effect on customer satisfaction ($\beta_3 = 0.232$) followed by reliability ($\beta_2 = 0.200$), tangibility ($\beta_1 = 0.163$), assurance ($\beta_4 = 0.143$) and empathy ($\beta_5 = 0.122$), respectively.

4.10 Discussion of Results

Public service providing organizations like Youth and Sport Office are expected to increase their service delivery system with respect to quality and careful management. This is because they are responsible and accountable to citizens and communities as well as to its customers' satisfaction. Thus, the study sought to assess the extent of service quality in Kaffa Zone Youth and Sport Office. The findings of the descriptive analysis revealed that the extent of five service quality dimensions (tangibility, reliability, responsiveness, assurance and empathy) in the office.

The findings of the study revealed that in relation to tangibility dimension, the customers' response indicates that four of six parameters have negative service quality gap are "build office rooms in a modern way, equipped sport facility and office materials in a modern way, equipped new media (internet services) and sport materials and accommodations should be modern, attractive, and clean and the other two of six parameters with positive mean difference are 'The staff and professionals present themselves (clothes, cleanliness, etc.) in manner appropriate to their positions (0.09) and materials like magazines, and publications should convey the information in an understandable, accessible and published without error' (0.01), the parameters perceptions of the customers are close to their expectations. The results revealed that the highest negative service quality gap exist the office equipped sport facility and office materials in a modern way score is (-0.16). Moreover, the mean score of total expectations is (12.62) and the overall perception score is (12.32). The result shows a (-0.30) difference, it implies that the expectations are higher than the perceived service quality. Therefore, it can be inferred from the study that the customers are not at all satisfied with the service quality with regard to tangibility. These findings were consistent with the study conducted by Sivaraman (2013) which stated that a negative gap score for the parameters shows that the expectations are higher than the perceived service quality in tangibility dimension.

The findings of the study revealed that with regard to reliability dimension, the mean score of total expectations is 11.66 and the overall perception score is (11.05) so the result shows a (-0.61) difference, it implies that the expectations are higher than the perceived so service quality is poor. Three of five parameters have negative gap revealing mean score are "promises to do something at a certain time, consistent sport training at high level and Consistent sport competitions, at high level." and the other two of five parameters with positive mean difference are 'Present the degree to which performance goals and objectives are being reached score is(0.05) and sport professionals have the knowledge score is(0.13), in this parameter perceptions of the customers are close to their expectations. The result shows that the highest gap exists for consistent sport training/instruction at high level with mean deference of (-0.4). Moreover, it can be inferred from the study that the customers are not at all satisfied with the service quality with regard to reliability. The findings of current study with regard to reliability were also supported by Sivaraman (2013) who discussed that the customers are not at all satisfied with the service quality.

Related to responsiveness dimension, the customers' response indicates that two of four of parameters are 'the organization performs all administrative and sport services (event planning and management) efficiently'(-0.41) and 'the staff as well as sport professionals always show good will by helping customers'(-0.06) have negative service quality gap, this indicates that the organization short of customers' expectation. Hence poor service quality and the other two of four parameters with positive mean difference are ' Professionals always inform about the date of service performance score is (0.15) and provide the level of appreciation when customers and staff do well score is(0.09), in this parameter perceptions of the customers are close to their expectations. The highest negative service quality gap exists in office all administrative and sport services (event planning and management) efficiently' (-0.41). Moreover, the mean score of total expectations is (9.79) and the overall perception score is (9.56). The result shows (-0.23) difference, it implies that the expectations are higher than the perceived service quality. Therefore, it can be inferred from the study that the customers are not at all satisfied with the service quality with regard to responsiveness dimension. The findings of current study with regard to responsiveness was also supported by Sivaraman (2013) who discussed that the customers are not at all satisfied with the service quality.

In relation to empathy, the finding shows that three of four parameters have negative gap revealing customers' expectation is greater than their perception which means service quality is poor and one of four parameters with positive mean difference is, 'treat each customer as an individual' (0.18). Therefore, the highest negative gap exists 'the office has convenient office hours and enough numbers of workers for all customers' with mean deference of (-0.15), enhance, three of four parameters with positive mean difference are "the office has convenient office hours and enough numbers of workers for all customers, the office focus on the best service for customers and sincerely understand the specific needs of their customers." In addition, Sivaraman (2013) also supported that that the customers have high expectation whereas their perceived low towards the quality of service provided by the study units. Both of the studies revealed that the service provided by the public sector is not up to the expectations of customers in the study areas.

Moreover, the mean score of total expectations is (9.12) and the overall perception score is (9.01). The result shows (-0.11) difference, it implies that the expectations are higher than the perceived service quality. These findings were also supported by Ramseook- Munhurrun et.al,

(2010) who stated that the service quality gaps indicated that the public service department was failing to meet the expectations of their customers.

The findings of the study revealed that Kaffa Zone Youth and Sport Office was meeting expectation with respect to assurance dimension. The findings revealed that for all of the four parameters in assurance dimension, customers' perception is greater than their expectation as indicated by positive gap. Hence, it suggests that customers were getting what they were expecting from service provision revealing that there is very satisfactory service quality. However, the highest negative gap score was found in reliability (mean score of -0.61) followed by tangibility (mean score of -0.30). In addition, the third and fourth comes to responsiveness, and empathy dimensions gap difference with -0.23, and -0.11, respectively. This finding is against the finding of previous studies. For instance, Sivaraman (2013) found that the customers do not think that their overall expectations are fulfilled within the service quality dimension of assurance.

In general, the findings of the study revealed that Kaffa Zone Youth and Sport Office was meeting average perception and expectation score obtained by the respondents for overall service quality was (51.98) and (52.78), respectively. The difference between expectation and perception score was (-0.8), which indicates a negative service quality gap perceived by the respondents. Thus, it can be concluded that the overall service quality is poor. In addition, highly perceived service quality dimension by respondents is tangibility since its mean score is 12.32. The second service quality dimension perceived by the customer's is reliability since their mean score is 11.05. The next three service quality dimensions perceived by the customers are assurance, responsiveness, and empathy since their mean scores are 10.04, 9.56 and 9.01, respectively.

Moreover, the findings of the study revealed that Kaffa Zone Youth and Sport Office was meeting average perception and expectation score obtained by the respondents have negative mean gap score for four service quality dimensions such as Tangibles, Reliability, Responsiveness, and Empathy. However, respondents have positive mean score gap for Assurance and indicates customer are satisfactory. Therefore, it can be inferred that customers are experiencing poor service quality in terms of tangibles, reliability, responsiveness, and empathy while they have satisfactory service quality for assurance.

The findings of the study revealed that to assess the current level of customer satisfaction in Kaffa Zone Youth and Sport Office, customer rated all of twelve items of satisfaction as dissatisfied. This is indicated by mean score for all twelve items below 2.8 (Scott, 2003). Customers were dissatisfied due to negative service quality gap between customers' perception and expectation which indicates poor service quality. As discussed above, the findings of the study indicated that Kaffa Zone Youth and Sport Office failed to meet customers' expectation in the service provided except for assurance dimension.

Meanwhile, the correlation analyses show that there is strong and significant association between five dimensions of service quality and customer satisfaction in Kaffa Zone Youth and Sport. This finding was supported by other studies (Parasuraman et al., 1985; Rust, Zahorik, & Keiningham, 1995; Shonk & Chelladurai, 2008; Yu et al., 2014; Ko & Pastore, 2001; Shonk, Carr, & De Michele, 2010; and Koo & Hardin, 2009) which showed a positive and strong association between service quality and customer satisfaction. They argued that when service organizations provide quality service that meets or exceeds customers' expectations, customer satisfaction is achieved; otherwise the opposite will be true. Thus, as the findings of the study show, customers' dissatisfaction was related to the failure of the office to meet its' customer expectation and thus poor service quality.

The study findings also show that the five service quality dimensions, jointly, have significant effect on customer satisfaction in Sport and Youth Office, Kaffa Zone with $F(5, 260) = 196.440$, $p < 0.05$). This finding is also supported by Mualla (2011) and Roy et al. (2011) who contends that service quality dimensions are significant predictors of level of customer satisfaction in service providing organizations. Moreover, the findings from regression analysis on the effect of individual five dimension of service quality on customer satisfaction revealed that all five service quality dimensions have significant effect on level of customer satisfaction in Kaffa Zone Youth and Sport Office. This supported by other previous studies (Timm, 2008; Williams, 2000; Kim, 2014; Samadi & Eskandari, 2010; and Navart & Elang, 2014) which also showed that there is a significant relationship between service quality dimensions and customers' satisfaction. More interestingly, responsiveness has highest effect on customer satisfaction ($\beta_3 = 0.232$) followed by reliability ($\beta_2 = 0.200$), tangibility ($\beta_2 = 0.163$), assurance ($\beta_2 = 0.143$) and empathy ($\beta_2 = 0.122$), respectively. This finding is partially supported by previous studies. For instance, Vryoni et al.

(2017) found that responsiveness was the most important determinant factor in explaining customer satisfaction followed by assurance, tangibility, and empathy, respectively. However, the findings by Selvakumar (2015) revealed that assurance has the most significant impact on customer satisfaction towards services provided in Coimbatore followed by tangibility, empathy, reliability and responsiveness, respectively.

CHAPTER FIVE

5 Conclusion and Recommendation

5.1 Conclusion

This study finding revealed that Kaffa Zone Youth and Sport Office failed to meet customer expectation in four dimensions of service quality namely tangibility, reliability, responsiveness, and empathy. More specifically, the Office failed to meet customer expectation in the tangibility dimension in terms of build modern multimedia office rooms, equip the office with new med (internet/email/fax/phone services), sport materials and accommodations should be modern, attractive, and clean and the office should be equipped sport facility and office materials in a modern way. In relation to reliability, the office is not meeting customer expectation in providing services such as Consistent sport training/instruction at high level, consistent sport competitions, at high level and promises to do something at a certain time keep its promise. With respect to responsiveness, Youth and Sport office is not meeting customer expectation in providing administrative and sport services (event planning and management) efficiently, and the staff & sport professionals show good will by helping customers. In addition, with regard to empathy, the office has convenient office hours and enough numbers of workers for all customers and the office focus on the best service for customers. However, Kaffa Zone Youth and Sport Office is meeting customer expectation in all aspect of assurance dimension of service quality. Moreover, the study findings also show that the Office is meeting customer expectation in some aspects of other service quality dimensions.

The findings of the study revealed that customers are dissatisfied by service provision of Kaffa Zone Youth and Sport Office. This is because Kaffa Zone Youth and Sport Office failed to meet customers' expectation in the tangibility, reliability, responsiveness, and empathy dimensions of service quality. Thus, it can be concluded that failing to meet customer expectation contributed to lower level of customer satisfaction in the service provision of the Office. This conclusion is based on the finding that there is strong and positive relationship between service quality dimensions and customer satisfaction in Kaffa Zone Youth and Sport Office. The positive association between service quality dimensions and customer satisfaction suggest that as the organization enhances improvement in service quality customers' level satisfaction will increase.

Moreover, the study findings revealed that five service quality dimensions have joint significant effect on customer satisfaction in Kaffa Zone Youth and Sport Office. Hence, it can be inferred that variation in the level of customer satisfaction is explained by five dimensions of service quality such as tangibility, reliability, responsiveness, assurance, and empathy. Even though Kaffa Zone Youth and Sport Office failed to meet customer expectation in service dimensions, and customers are dissatisfied in service provision, all of five dimensions of service quality have significant effect on customer satisfaction.

5.2 Recommendation

On the bases of the findings and conclusions reached in this study, the researcher recommends the following point for concerned bodies. Except for assurance dimension, the study findings show that Kaffa Zone Youth and Sport Office failed to meet customer expectation in tangibility, reliability, responsive and empathy dimensions. Therefore, the stakeholders of the Office would direct it attention towards these four dimensions to make improvement in providing service to customers.

- First, according to tangibility dimension the Office would build modern multimedia office rooms, equip the office with new med (internet/email/fax/phone services), equip the office with sport materials and accommodations in which modern, attractive, and clean and the office should be equipped sport facility and office materials in a modern way. This is very much important in terms of communicating policies, standards, procedures and rules that customers as well as employees use day-to-day basis as it helps to enhance service quality in terms of accessibility and accountability.
- Second, according to reliability dimension the organization would present consistent sport training/instruction at high level, consistent sport competitions at high level and promises to do something at a certain time keep its promise, which enhances service quality in terms of publicity, image building and credibility by customers.
- Third, according to responsiveness dimension the office would provide administrative and sport services (event planning and management) efficiently and the staff & sport professionals show good will by helping customers, that contributes service convenience, transparency and accessibility to customers.

- Finally, according to empathy dimension the stakeholders of office would provide convenient office hours and enough numbers of workers for all customers and the office focus on the best service for customers, in order to do something at a given time.

5.1 Limitation and recommendation for Future research

The researcher believes that this study has the following limitations and recommended for future research as follows.

First, this study was conducted to examine the effect of service quality on customer satisfaction in Kaffa Zone Youth and Sport Office. But some literatures show that service quality is not the only predictor of customer satisfaction. Therefore, the researcher recommends for future research that other variables such as technology, expected time of service delivery and value placed, some moderating and control variables can also be included in the study model in order to examine customer satisfaction to the fullest extent. This also justified by examining the adjusted R square value of 0.787 which indicates that 0.113 or 11.3% of variation in level of customer satisfaction is explained by other variables.

Another limitation of this study was conducted in Kaffa Zone Youth and Sport Office only which can affect its generalizing ability to public sport organization in the South Nation Nationalities and Peoples Region State as well as whole country.

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7. APPENDIX
JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE

APPENDIX A

Questionnaire for Kaffa Zone Youth and Sport Office Sport Customers

Dear respondents,

I would like to express my deepest appreciation for your generous time, honest and prompt responses.

Objective

This questionnaire is designed to gather data about the effect of service quality on customer satisfaction in Youth and Sport Office of Kaffa Zone. The information was used as primary data in my research. I am conducting as a partial fulfillment of Masters Degree in Sport Management at Jimma University. The data you provide are believed to have a great value for the success of this research. I confirm you that all data were used for academic purpose and analyzed anonymously through the authorization of the university.

General Instructions

- ❖ No need of writing your name
- ❖ In all cases where answer options are available please tick (√) in the box provided

Thank you in advance for your honest cooperation!!

Section 1: Personal Information

1. Gender Male [] Female []
2. Age 20 – 30 [] 31 – 40[] 41 – 50 [] 51 – 60 [] 61 and above []
3. Marital status Married [] Unmarried [] Divorced []
4. Educational level Certificate [] Diploma [] Degree [] Masters [] Ph. D []

Section 2: Customer Perception of Service Quality

		1 Strongly Disagree (SD)	2 Disagree (D)	3 Neutral (N)	4 Agree (S)	5 Strongly Agree (SA)
Using the scale above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to the customers Perception.						
No	Tangibility	1	2	3	4	5
1	Excellent youth and sport office should be build multimedia office rooms in a modern way.					
2	Excellent youth and sport office should be equipped sport facility and office materials in a modern way.					
3	Excellent youth and sport office should be equipped new media (internet/email/fax/phone services) in a modern way.					
4	Sport materials and accommodations in an excellent youth and sport office should be modern, attractive, and clean.					
5	The staff and professionals of an excellent youth and sport office must present themselves (clothes, cleanliness, etc.) in manner appropriate to their positions.					
6	Materials related to provided services in excellent youth and sport office the content of the sport services (magazines, publications, the information and data etc.) must be current, understandable accessible and published without error					
	Reliability					
7	Excellent youth and sport office must have present the degree to which performance goals and objectives are being reached.					

8	When the excellent youth and sport office promises to do something at a certain time keeps its promise.					
9	Sport professionals of excellent youth and sport office must have the knowledge, always available and ready to explain the doubt, which may have their customers.					
10	Excellent youth and sport office performs consistently sport training/instruction, at high level.					
11	Excellent youth and sport office performs consistently sport competition, at high level.					
	Responsiveness					
12	The staff and sport professionals of in an excellent youth and sport office always inform about the date of service performance (the deadline for submission of documents, recommendation note etc.)					
13	Excellent youth and sport office performs all administrative and sport services (event planning and management) efficiently.					
14	The staff and sport professionals of an excellent youth and sport office, always show good will by helping customers.					
15	Excellent youth and sport office, provide the level of appreciation service when customers and staff do well.					
	Assurance					
16	The behavior of sport professionals and of employees in an excellent youth and sport office should inspire confidence to customers.					
17	The staff and sport professionals of in an excellent youth and sport office should be courteous to the customers.					
18	The staff and sport professionals of in an excellent youth and sport office should be loyalty to the customers.					
19	When a customer has a problem, excellent youth and sport office shows sincere interest and helps to solve it.					
	Empathy					
20	Excellent youth and sport office has convenient office hours (Administrators offices, Administrator, consultation of workers) and enough numbers of workers for all customers.					
21	In excellent youth and sport office are employed workers and sport professionals who treat each customer as an individual					
22	Excellent youth and sport office focus on the best service for customers.					

23	The staff and sport professionals of an excellent youth and sport office should sincerely understand the specific needs of their customers.					
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Section 3: Customer Expectation

1 Strongly Disagree (SD)	2 Disagree (D)	3 Neutral (N)	4 Agree (A)	5 Strongly Agree(SA)
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Using the scale above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to the customer's expectation.

No	Tangibility	SD	D	N	A	SA
		1	2	3	4	5
1	Customers satisfied with youth and sport office, multimedia office rooms build in a modern way.					
2	Customers satisfied with youth and sport office equipped sport facility and office materials in a modern way.					
3	Customers satisfied with youth and sport office, provides in-services new media (internet/email/fax/phone services) equipped in a modern way.					
4	Customers satisfied with youth and sport office, Sport materials and accommodations attractive, clean neat to customers.					
5	Customers satisfied with staff and professionals of an excellent youth and sport office workers, in manner appropriate to their positions (clothes, cleanliness, etc.)					
6	Customers satisfied with youth and sport office, Materials related to provide the content of the sport services (magazines, publications, the information and data etc.) current, understandable and accessible.					
	Reliability					
7	Customers satisfied with youth and sport office, present the degree to which performance goals and objectives are being reached					
8	Customers satisfied with youth and sport office, when promises to do something at a certain time keeps its promise					
9	Customers satisfied with youth and sport office, sport professionals have the knowledge, always available and ready to explain the doubt, which may have their customers.					
10	Customers satisfied with youth and sport office, performs consistently sport training/instruction, at high level.					
11	Customers satisfied with youth and sport office, performs consistently sport competition, at high level.					
	Responsiveness					

12	Customers satisfied with youth and sport office for staff and sport professionals always inform about the date of service performance(the deadline for submission of documents, recommendation note etc.) .					
13	Customers satisfied with youth and sport office performs all administrative and sport services (event planning and management) efficiently.					
14	Customers satisfied with staff and professionals of an excellent youth and sport office, always show good will by helping customers.					
15	Customers satisfied with youth and sport office staff provides the level of appreciation service when customers and staff do well.					
	Assurance					
16	Customers satisfied with youth and sport office, behavior of sport professionals and of employees inspire confidence to customers.					
17	Customers satisfied with youth and sport office staff and sport professionals courteous to the customers.					
18	Customers satisfied with youth and sport office staff and sport professionals loyalty to the customers.					
19	Customers satisfied with staff and professionals of an excellent youth and sport office, shows sincere interest and helps to solve it, When a customer has a problem.					
	Empathy					
20	Customers satisfied with youth and sport office, convenient office hours (Administrators offices, Administrator, consultation of workers and enough numbers of workers) for all customers needs.					
21	Customers satisfied with youth and sport office, employed workers and sport professionals who treat each customer as an individual need.					
22	Customers satisfied with youth and sport office, focus on the best service for customers.					
23	Customers satisfied with youth and sport office, employed workers and sport professionals, sincerely understand the specific needs of their customers.					

Section 4: Customers Satisfaction

		1 Highly Dissatisfy (HD)	2 Dissatisfy (D)	3 Neutral (N)	4 Satisfy (S)	5 Highly satisfy(HS)
Using the scale above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to the customers satisfaction						
No	Customers satisfaction	HDS	D	N	S	HS
		1	2	3	4	5
1	How satisfied are you with appearance of organization?					
2	How satisfied are you with appearance of staffs?					
3	How satisfied are you with sport Facility availability?					
4	How satisfied are you with promotion and products of organization?					
5	How satisfied are you with sport equipment availability?					
6	The staffs are how behaving to serve customers in your office?					
7	The staffs are how attitude to serve customers in your office?					
8	How satisfied are you with confidence of staff in providing service?					
9	How satisfied are you with general quality and quantity of services provided by the organization?					
10	How satisfied are you with the, social and communicative approach in which the service is delivered?					
11	How satisfied are you with reputation and advertising provided by the organization?					
12	How satisfied are you with price of services provided by the organization?					

4.የትምህርት ደረጃ ሰርተፊኬት[]_ዲፕሎማ []_ዲግሪ[]
 ማስተርስ [] ዶክተሬትና ከዚያ በላይ[]

ክፍል ሁለት:- የደንበኞች የአገልግሎት ጥራት እይታ

1 በጣም አልስማማም	2 አልስማማም	3 ገለልተኛ	4 እስማማለዉ	5 በጣም እስማማለዉ		
ከላይ ከተራ ቁጥር 1-5 የተቀመጠውን ስኬል መሰረት ከታች ባሉ ጥያቄዎች ትይዩ (√) ምልክት በማስቀመጥ በድርጅቱ ውስጥ ስለአገልግሎት ጥራት እይታ የስምምነት ደረጃዎን ያስቀምጡ ::						
ተ.ቁ	ቁሰአካል	1	2	3	4	5
1	እጅግ በጣም ጥሩ የሆነ ወ/ስ/ጽ/ቤት ዘመናዊ፣ ምቹና በቂ የስራ ክፍሎች/ቢሮዎችን በመገንባት ለደንበኞቹ አገልግሎት እንድሰጥ አድርጎ ያዘጋጃ ነዉ::					
2	እጅግ በጣም ጥሩ የሆነ ወ/ስ/ጽ/ቤት ማዘውተሪያ ስፍራዎችን እንደ አካባቢዉ ሁኔታ እንደ ደንበኞቹ ፍላጎት በቂና ምቹ አድርጎ ያዘጋጃ ነዉ::					
3	እጅግ በጣም ጥሩ የሆነ ወ/ስ/ጽ/ቤት አገልግሎት የሚሰጡ መገናኛ ብዙሃን ቴክኖሎጂን (የእንተርቴይት፣ኢ.ሜል፣ፋክስና ስልክ)አገልግሎቶች በመጠቀም ምርትና አገልግሎቶችን የሚያስተዋዉቁ ነዉ::					
4	እጅግ በጣም ጥሩ የሆነ ወ/ስ/ጽ/ቤት የስፖርትና የቢሮ መገልገያ ቁሳቁሶችን ጽዱ፣ ሳቢና ዘመናዊ አድርጎ ለደንበኞቹ ያዘጋጃ ነዉ::					
5	የወ/ስ/ጽ/ቤት ሰራተኞችና ባለሙያዎች ሙያን በጠበቀና አግባብነት ባለዉ መልኩ ንፁህ ሆነዉ በመቅረባቸዉ እጅግ በጣም ጥሩ ናቸዉ::					
6	እጅግ በጣም ጥሩ የሆነ ወ/ስ/ጽ/ቤት አገልግሎት ለመስጠት የሚያስችሉ የስፖርት ይዘት ያላቸዉን መጽሔቶች፣ ጋዘጦች ፣በራሪ ጽሑፎች፣ መመሪያዎችና ደንቦችን ግልፅ፣ ወቅታዊና በቂ አድርጎ ለደንበኞቹ በየጊዜዉ ያዘጋጃ ነዉ::					
	አስተማማኝነት	1	2	3	4	5
7	እጅግ በጣም ጥሩ የሆነ ወ/ስ/ጽ/ቤት ዕቅድ ግልፅ ፣ወቅታዊ፣በቂና አስተማማኝ አድርጎ አዘጋጅቷል::					
8	እጅግ በጣም ጥሩ የሆነ ወ/ስ/ጽ/ቤት ያቀደዉን ዕቅድ በያዜዉ የጊዜ ገደብ እጅግ በጣም ጥሩ በሆነ መልኩ ያከናወናል::					
9	የወ/ስ/ጽ/ቤት ሠራተኞችና ባለሙያዎች በእዉቀትና በክህሎት በመታገዝ ችግር/ግርታ ሲፈጠር ለተገልጋይ ለማብራራትና ለመፍታት ያላቸዉ ዝግጁነት እጅግ በጣም ጥሩ ነዉ::					
10	በወ/ ስ /ጽ/ቤት የሚሰጡ የስፖርት አገልግሎት ስልጠናዎች በሙያ የታገዙ ፣ ወቅታዊና ቀጣይነት ያላቸዉ በመሆኑ እጅግ በጣም ጥሩ ነዉ::					
11	ጽ/ቤቱ የስፖርት ዉድድር አገልግሎት በሙያ የታገዙ ፣ወቅታዊ፣በቂና አስተማማኝ አድርጎ ለደንበኞቹ በየጊዜዉ ያዘጋጃ ነዉ::					
	ሃላፊነት መወጣት	1	2	3	4	5

12	ለሰራተኞችና ባለሙያዎች የስራ አፈጻጸም ደረጃ በመለየት ፅ/ቤቱ በየጊዜው የማሳወቅ ስልቱ እጅግ በጣም ጥሩ ፡፡						
13	በወ/ስ/ጽ/ቤት የሚከናወኑ የተለያዩ የአስተዳደርና ስፖርት አገልግሎቶች ደንብና መመሪያን ተከትሎ በተያዘለት የጊዜ ገደብ ፣በሰላምና በፍቅር የመጠናቀቁ ሁኔታ እጅግ በጣም ጥሩ ነው፡፡						
14	ሰራተኞችና ባለሙያዎች ለተገልጋይ የሚሰጡትን መልካም ስም ግንባታ እጅግ በጣም ጥሩ ነው፡፡						
15	ወ/ስ/ጽ/ቤት የሰራተኞችና የደንበኞችን ተሳትፎ ከፍ ለማድረግ የሚያደንቅበትና የሚያበረታታበት መንገድ እጅግ በጣም ጥሩ ነው፡፡						
ደህንነት		1	2	3	4	5	
16	ሰራተኞችና ባለሙያዎች ለደንበኞች በራስ የመተማመን፣ በነፃነት የመጤቀና መልስ የመስጠት መንፈስ የማጎናፀፍ ባህላቸው እጅግ በጣም ጥሩ ነው ፡፡						
17	የወ/ ስ/ጽ/ቤት ሠራተኞች ለደንበኞች የሚሰጡት ትሁት አገልግሎት እጅግ በጣም ጥሩ ነው፡፡						
18	የወ/ስ/ጽ/ቤት ሠራተኞች ለደንበኞች በታማኝነት የማገልገል ሁኔታ እጅግ በጣም ጥሩ ነው፡፡						
19	የወ/ስ/ጽ/ቤት ሠራተኞችና ባለሙያዎች የደንበኞችን ችግር ለመፍታት የሚያሳዩት ፍላጎትና ጥረት እጅግ በጣም ጥሩ ነው፡፡						
የአገልግሎት ምላሽ		1	2	3	4	5	
20	ወ/ስ/ጽ/ቤት ለደንበኞች የስራ ሠዓትና የሰው ሀይል አሟልቶ የሚሰጠው ፈጣን አገልግሎት እጅግ በጣም ጥሩ ነው፡፡						
21	የወ/ስ/ጽ/ቤት ሠራተኞች እያንዳንዱ ደንበኛ ባህር በመረዳት የሚገነዘቡበትና የሚይዙበት ሁኔታ እጅግ በጣም ጥሩ ነው፡፡						
22	እጅግ በጣም ጥሩ የሆነ ወ/ስ/ጽ/ቤት ትኩረት የሚሹ የአስተዳደርና የስፖርት አገልግሎቶችን በመለየት ለደንበኞች ፍላጎት ቅዳሚያ ሰጥቶ ይሰራል፡፡						
23	የወ/ስ/ጽ/ቤቱ ሠራተኞች እያንዳንዱ ደንበኛ ፍላጎትን ቀድሞ በመረዳት ፈጣን ምላሽ የመስጠታቸው ጥረት እጅግ በጣም ጥሩ ነው፡፡						

ክፍል ሦስት:- ደንበኞች ስለአገልግሎት ጥራት የጠበቁት

1 በጣም አልሰማማም	2 አልሰማማም	3 ገለልተኛ	4 እስማማለሁ	5 በጣም እስማማለሁ					
ከላይ ከተራ ቁጥር 1-5 የተቀመጠውን ስኬል መሰረት ከታች ባሉ ጥያቄዎች ትይዩ (✓) ምልክት በማስቀመጥ በድርጅቱ ውስጥ ደንበኞች ስለአገልግሎት ጥራት የጠበቁት የስምምነት ደረጃዎን ያስቀምጡ ፡፡									
ተ.ቁ	ቁሰአካል				1	2	3	4	5
1	ደንበኞች የጽ/ቤቱ የስራ ክፍሎች/ቢሮዎች ግንባታ ምቹ በቂና ዘመናዊ በመሆኑ ሬክተዋል፡፡								

2	ደንበኞች የስፖርት ማዘወተሪያ ስፍራዎች እንድያሰጡ ሁኔታ ምቹ በቂና ዘመናዊ ሆኖ በመዘጋጀቱ ፊትተዋል።					
3	ደንበኞች የመ ገናኛ ብዙሃን ቴክኖሎጂ(የእንተርቴይት፣ኢ.ሜል፣ፋክስ፣ ስልክ)አገልግሎቶች በመጠቀም ጽ/ቤቱ ምርትናአገልግሎቶችን በማስተዋወቁ ፊትተዋል።					
4	ደንበኞች የስፖርት መገልገያ መሳሪያዎችና የቢሮ መገልገያ ቁሳቁሶች ጽዳት፣ ሳቢና ዘመናዊ ሆኖ በመዘጋጀቱ ፊትተዋል።					
5	ደንበኞች የጽ/ቤቱ ሰራተኞችናባለሞያዎች ሙያን በጠበቀና አግባብነት ባለው መልኩ ንፁህ ሆነው በመቅረባቸው ፊትተዋል።					
6	ደንበኞች አገልግሎት ለመስጠት የሚያስችሉ የስፖርት ይዘት ያላቸውን መጽሔቶች፣ ጋዘጦች፣ ብራሪ ጽሑፎች፣ መመሪያዎችና ደንቦችን ግልፅ፣ ወቅታዊና በቂ አድርጎ ጽ/ቤቱ ለአንባቢያን በመዘጋጀቱ ፊትተዋል።					
	አስተማማኝነት	1	2	3	4	5
7	ደንበኞች ግልፅ ወቅታዊና በቂ ዕቅድ ጽ/ቤቱ በመዘጋጀቱ ፊትተዋል።					
8	ደንበኞች ጽ/ቤቱ ያቀደውን ዕቅድ በተያዘለት የጊዜ ገደብ በማከናወን ፊትተዋል።					
9	ደንበኞች የጽ/ቤቱ ሰራተኞችና ባለሙያዎች በእውቀትና በክህሎት በመታገዝ ችግር ሲፈጠር ለተገልጋይ ለማብራራትና ለመፍታት ባላቸው ዝግጁነት ፊትተዋል።					
10	ደንበኞች በሚሰጡ የስፖርት አገልግሎት ስልጠናዎች በሙያ የታገዙ ወቅታዊና ቀጣይነት ያላቸው በመሆኑ ፊትተዋል።					
11	ደንበኞች በሚሰጡ የስፖርት የወድድር አገልግሎት በሙያ የታገዙ ወቅታዊና ቀጣይነት ያላቸው በመሆኑ ፊትተዋል።					
	ሃላፊነት መወጣት	1	2	3	4	5
12	ደንበኞች ለሰራተኞችና ባለሙያዎች የስራአፈጻጸም ጽ/ቤቱ ደረጃ በመለየት በየጊዜው በማሳወቁ ፊትተዋል።					
13	ደንበኞች በሚከናወኑ የተለያዩ የአስተዳደርና ስፖርት አገልግሎቶች ደንብና መመሪያን ተከትሎ በተያዘለት የጊዜ ገደብ በሰላምና በፍቅር የመጠናቀቁ ሁኔታ ፊትተዋል።					
14	ደንበኞች የጽ/ቤቱ ሰራተኞችና ባለሞያዎች ለተገልጋይ የሚሰጡትን መልካም ስም ግንባታ ፊትተዋል።					
15	ደንበኞች ጽ/ቤቱ ተሳትፎን ከፍ ለማድረግ በሚጠቀሙት የማነቃቃያና የማበረታቻ ስልት ፊትተዋል።					
	ደህንነት	1	2	3	4	5
16	የጽ/ቤቱ ሰራተኞችና ባለሙያዎች ለደንበኞች በራስ የመተማመን መንፈስ የማሳናፀፍ ባህላቸው አርክቷቸዋል።					
17	ደንበኞች የጽ/ቤቱ ሰራተኞችና ባለሙያዎች በሚያሳዩት ትሁት አገልግሎት አርክቷቸዋል።					
18	ደንበኞችን የጽ/ቤቱ ሰራተኞችና ባለሙያዎች በታማኝነት የማገልገል ሁኔታ					

	አርክቷቸዋል።						
19	ደንበኞች የጽ/ቤቱ ስራተኞችና ባለሙያዎች ችግር ሲያጋጥም ለመፍታት በሚያሳዩት ፍላጎት፣ ጥራትና ፍጥነት ሬክተዋል።						
	የአገልግሎት ምላሽ	1	2	3	4	5	
20	ደንበኞች የስራ ሰዓትና የሰው ሀይል ተሟልቶ የጽ/ቤቱ ስራተኞችና ባለሙያዎች ፈጣን አገልግሎት በመስጠታቸው ሬክተዋል።						
21	የጽ/ቤቱ ስራተኞችና ባለሙያዎች ተገልጋይን የሚገነዘቡበትና የሚይዙበት ሁኔታ ደንበኞችን አርክቷቸዋል።						
22	ደንበኞች ጽ/ቤቱ ትኩረት የሚሰጣቸው ተግባራት ላይ ቅዳሜያ ሰጥቶ በመሰራቱ ሬክተዋል።						
23	ደንበኞች የጽ/ቤቱ ስራተኞችና ባለሙያዎች እያንዳንዱ ደንበኛ ፍላጎትን ቀድሞ በመረዳት ፈጣን ምላሽ በመስጠታቸው ሬክተዋል።						

ክፍል አራት፡- የደንበኞች እርካታ

1	2	3	4	5		
በጣምአልረካሁም	አልረካሁም	ገለልተኛ	ረክቻለሁ	በጣምረክቻለሁ		
ከላይ ከተራ ቁጥር 1-5 የተቀመጠውን ስኬል መሰረት ከታች ባሉ ጥያቄዎች ትይዩ (√) ምልክት በማስቀመጥ በድርጅቱ ውስጥ የደንበኞች እርካታ በተመለከተ የስምምነት ደረጃዎን ያስቀምጡ።						
ተ.ቁ	የደንበኞች እርካታ	1	2	3	4	5
1	የወ/ስ/ጽ/ቤት ግንባታ ና አካላዊ ቁመና ምቹና ሳቢነት ምን ያህል ሬክተዋል?					
2	የወ/ ስ/ጽ/ቤት ስራተኞችና ባለሙያዎች ሙያዊን በጠበቀና አግባብነት ባለው መልኩና ንፁህ ሆነው በመቅረባቸው ምን ያህል ሬክተዋል?					
3	የወ/ስ/ጽ/ቤት የስፖርት ማዘውተሪያ ስፍራዎችን እንደየአካባቢው ሁኔታ እንደ ደንበኞቹ ፍላጎት በቂና ምቹ አድርጎ በመዘጋጀቱ ምን ያህል ሬክተዋል?					
4	የወ/ስ/ጽ/ቤት ዘመናዊ ቴክኖሎጂ በመጠቀም ምርትና አገልግሎቶችን በማስተዋወቁ ምን ያህል ሬክተዋል?					
5	የወ/ስ/ጽ/ቤት የተለያዩ የቢሮና የስፖርት ቁሳቁሶች በቂና ምቹ					

	አድርጎ በመዘጋጀቱ ምን ያህል ሬክተዋል?					
6	የወ/ሰ/ጽ/ቤት ሠራተኞች ለደንበኞቹ በሚያሳዩት ባህር ምን ያህል ሬክተዋል?					
7	የወ/ሰ/ጽ/ቤት ሠራተኞች ለደንበኞቹ በሚያሳዩት ታላማነት ምን ያህል ሬክተዋል?					
8	የወ/ሰ/ጽ/ቤት ሰራተኞችና ባለሞያዎች የእውቀት ደረጃና በራስ የመተማመን መንፈስ ምን ያህል ሬክተዋል?					
9	የወ/ሰ/ጽ/ቤት አጠቃላይ በአገልግሎት ጥራት ምን ያህል ሬክተዋል?					
10	የወ/ሰ/ጽ/ቤት ፈጣንና ግልፅ የሆነ የመርጃ ፍሰት ምን ያህል ሬክተዋል?					
11	የወ/ሰ/ጽ/ቤት አስተማማኝ ፈጣንና ቀጣይነት ያለው አገልግሎት በመስጠቱ ምን ያህል ሬክተዋል?					
12	የወ/ሰ/ጽ/ቤት ከደንበኞች የተበረከተለት አስተዋፅኦ/ክፍያ ጋር የሚመጣጠን አገልግሎት በመዘጋጀቱ ምን ያህል ሬክተዋል?					

APPENDIX C

Extent of Service quality in Youth and Sport Office

R. NO	Statements of Service quality	Mean Customers gap scores		
		Perception(P)	Expectation(E)	Mean difference (P-E)
1	Build multimedia office rooms in a modern way	2.11	2.19	-0.08
2	Equipped sport facility and office materials in a modern way.	2.37	2.47	-0.1
3	Equipped new media (internet/email/fax/phone services)	1.84	1.87	-0.03
4	Sport materials and accommodations should be modern, attractive, and clean.	1.90	2.06	-0.16
5	The staff and professionals present themselves in manner appropriate to their positions.	2.00	1.91	0.09
6	Publications should convey the information in an understandable, accessible and published without error	2.13	2.12	0.01
7	Present the degree to which performance goals and objectives are being reached.	0.26	0.21	0.05
8	Promises to do something at a certain time keeps its promise	2.18	2.31	-0.13
9	Sport professionals have the knowledge, always available and ready to explain the doubt, to their customers.	2.48	2.35	0.13
10	Consistent sport training/instruction at high level.	1.85	2.25	-0.4
11	There are consistent sport competitions, at high level.	2.28	2.54	-0.26

12	Professionals always inform about the date of service performance	2.66	2.51	0.15
13	Performs all administrative and sport services (event planning and management) efficiently	2.16	2.57	-0.41
14	professionals always show good will by helping customers	2.34	2.40	-0.06
15	Provide the level of appreciation customers & staffs do well.	2.40	2.31	0.09
16	Professionals should inspire confidence to customers.	2.43	2.40	0.03
17	Professionals should be courteous to the customers.	2.65	2.50	0.15
18	Professionals should be loyalty to the customers.	2.60	2.45	0.15
19	When a customer has a problem, the office should show sincere interest and helps to solve it	2.46	2.24	0.22
20	The office has convenient office hours and enough numbers of workers for all customers.	2.17	2.32	-0.15
21	professionals treat each customer as an individual	2.47	2.29	0.18
22	The office focus on the best service for customers.	2.29	2.33	-0.04
23	Professionals should sincerely understand the specific needs of their customers.	2.08	2.18	-0.11
	total	51.98	52.78	-0.8

APPENDIX D

Sample distribution among five woreda and one city administration

S.NO	Respondents	Sample size customers and managers of Kaffa Zone Youth and Sport Office respondent					Sample size
		Adiyo,	Chena	Decha	Gesha	Gimbo	Bonga C/A

1	Administrator	3	3	3	3	3	6	21
2	Spectators	10	10	10	10	10	20	70
3	Athletes	20	20	20	20	20	25	125
4	Sport professional in different school	5	5	5	5	5	5	30
6	Arbiters	2	2	2	2	2	10	20
7	Coaches	3	3	3	3	3	6	21
8	Federation presidents	-	-	-	-	-	9	9
9	Privet recreational Center owners	2	2	2	2	2	4	14
10	Kaffa Buna Club members	-	-	-	-	-	5	5
	Total	45	45	45	45	45	90	315

APPENDIX E

Demographic profile of respondents

Variable	Characteristics	Frequency	Percentage
Gender	Male	209	78.6
	Female	57	21.4

	Total	266	100
Age	20-30	102	38.3
	31-40	88	33.1
	41-50	52	19.5
	51-60	20	7.5
	61 and above	2	8
	Total	266	100
Education	Certificate	29	10.9
	Diploma	95	35.7
	Degree	123	46.2
	Master and above	19	7.1
	Total	266	100
Marital status	Unmarried	90	33.8
	Married	163	61.3
	Divorced	13	4.9
	Total	266	100

Source: Survey Questionnaire, 2018