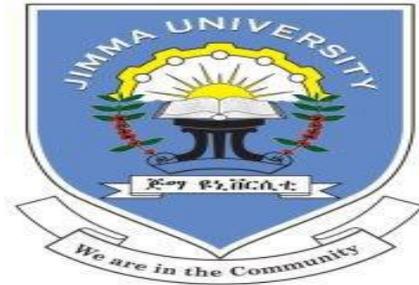


JIMMA UNIVERSITY
COLLEGE OF SOCIAL SCIENCES AND HUMANITIES
DEPARTMENT OF ENGLISH LANGUAGE AND LITERATURE



**AN ASSESSMENT OF PASSENGER-CONDUCTOR
INTERACTION VIS -A-VIS SERVICE QUALITY OF
THE PUBLIC TRANSPORT SECTOR IN JIMMA ZONE**

**A THESES SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE MA DEGREE OF PRCC**

BY

TESHALEGN GEMECHU GOBENA

MAIN ADVISOR: DR. GETACHEW TILAHUN

CO-ADVISOR: DR. TEWODEROS ZELEKE

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ABSTRACT

The Study focuses on assessment of factors influencing customer's satisfaction in public transport in Jimma zone. It was conducted in two categories that is on service providers and customers. The main objective of the study was to assess passenger-conductor interaction vis - a-vis service quality of public transport sector in Jimma Zone. The research methodology was designed to collect data from 200 respondents where by using different research tools including questionnaires, interview and observation. The data collected using the questionnaire were analyzed using statistical tools such as mean and frequency analysis. Service delivery of the organization was evaluated by using service quality dimensions designed. The results of this evaluation indicate that, almost in all dimensions of service quality the organization service provision rated as poor and customers are not satisfied except some factors within the dimensions. Generally, the finding of this study indicates that customers were not satisfied by overall service provision of the organization and the service quality declined. Based on the findings of the study, the researcher forwards some recommendations like maintaining effective complaint handling, empowering employees to serve their customers in proper way, handling of pregnancy women, disables and sick people are carefully handled and avoid bad languages to customers. Passengers should pay fare accordingly, and conductors avoid abusing language, intervene in coordinating the public transport operation in order to provide efficient services to the public, External communication made to customers should be realistic to customers a realistic picture of the service, challenges and factors which influencing customers' satisfaction in public transport to the community are resolved and remain safe, affordable and vital to the community in public transportation for customers' satisfaction, have made organizational communication increasingly important to overall organizational functioning and others which help to improve the organization service delivery performance.

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CHAPTER ONE

1. Introduction

1.1. Background of the Study

Our world is not static; it is changing faster and faster and the world of economics and business are changing with it. Accordingly, all organizational change and success rest on its people. Customer service quality of public transport then plays a vital role as organizations come to meet varied challenges confronting them. The onset of globalization and technology has prompted customer service quality to redefine its strategies to make it more responsible to the changing times (Balatbat, 2010). In addition to this, customer service quality consists of an organization “people practices” which includes the policies, practices and systems that influence employees’ behavior, attitudes and performance.

The understanding of the quality of service is consumers’ responses to the services being consumed or perceived. Parasumaran et al. in 1985 state that the service quality is determined by client assessment on the results of services and service processes as well as the comparison of customers’ expectation and service performance. Therefore, service quality can be considered corresponding to the level of service and customers’ expectations. Park et al. define service quality as the overall consumers’ impression on the efficiency of an organization and its service. In relation to public transport, Olson (2007) states that the users’ satisfaction depends on the perception of the service quality, public transport users will perceive the quality of the service and each person tends to have a different assessment of the service quality of public transport, and they will continue to use such public transport services if they feel satisfied.

Customer satisfaction is considered to be the most important factor whether it is meant for a product or a service. In case of failure to satisfy customers, organization will be replaced by others and when transport industries offering various services, have to be more vigilant because there is a special attitude that plays an important role in attracting and retaining the customers. It is important to summarize knowledge about what drives customer satisfaction and dissatisfaction in public transport area to design an attractive and marketable public transport.

The main purpose of this study is to understand the public’s satisfaction level and to examine the perception of poor customer service quality in public transport at Jimma Zone. Satisfaction with internal communication is important in all organizations and is influenced by the quality and consistency of communication exchange. Customer satisfaction is also widely studied in

organizations and plays a significant role in employee behavior. Customer satisfaction typically correlates with communication satisfaction across different occupations, yet little is known about the communication and customer satisfaction relationship in the hospitality industry or specific in Jimma Zone transport authority organizations.

Satisfaction with internal communication is important in all organizations and is influenced by the quality and consistency of communication exchange, yet little is known about the communication satisfaction in Jimma Zone transport authority organization.

Communication in the workplace can occur under many different modes: written, verbal, and nonverbal (gestures or facial expressions). To communicate effectively, managers must develop a system of information exchange that is both understood and accessible to their employees. A sense of trust must also be developed. Through effective communication, leaders are able to lead. In the same way, good communication fosters trust, understanding, inspiration, and allows employees to effectively follow. Organizational often seek to discover the complex etiologies of communication satisfaction because communicating has the potential to affect all facets of an organization from teamwork to efficiency. Communication satisfaction among employees and clients relies on the mode of communication, as well as the quality and consistency of communication exchange. Not only is it important for managers and employees to understand the importance of communication, but also to develop a key understanding of strategies that foster quality communication, which impacts the success of any organization.

When communication barriers exist, communication satisfaction tends to decrease, resulting in decreased commitment, customers satisfaction, and employee performance. These factors are detrimental to organizations that focus on providing high quality products and services to their customers.

Research has shown that organizational communication practices affect customers' satisfaction if they also cultivate communication satisfaction among employees. This suggests that communication satisfaction mediates the relationship between communication practices and customers satisfaction Carriega, J. and Bourque, C. (2009). Communication satisfaction shares a positive relationship with customers satisfaction across various work settings Carriega, J. and Bourque, C. (2009). Therefore, the purpose of this study is to investigate the interpersonal communication skills that enhance organizational commitment on customer satisfaction. Thus, the study is significant in the sense that it provides the practical problem of

communication/interaction between customers and service providers and its impact on service quality in Jimma Zone public transport provision.

1.2. Statement of the Problem

Passenger-conductor interaction in public transport sector plays a key role to ensure quality of the service provided in Jimma Zone transport authority. This study is therefore to find how service quality can be improved at public transport sector and how it can impact customer satisfaction. Balatbat (2010) indicates that such arrangement will help institution motivate the customer and employees, enable them to deliver effective work outputs which will seek to unveil the factors that influence customer satisfaction in public transport in Jimma Zone and thus, good service outcomes.

The role of transport in running economic, social and political activities could not be easily valued. The population of Jimma Zone is increasing significantly and the size of the city is expanding horizontally. As the number of population increases, the numbers of passengers using public transport also increases. To accommodate the increasing numbers of passengers, transport service is expected to expand.

As public transport organizations increase in size, formal top-down communication becomes the main concern of organizational managers. Organizational communication in today's organizations has not only become far more complex and varied but more important to overall organizational functioning and success. The emphasis has increasingly turned to understanding how new communication technologies and capabilities can help bring about new and more effective organizational forms and processes. Views of organizational communication can be categorized as those that view organizational communication as one aspect of an organization versus those that see it as the underlying basis of the organization itself.

On the other hand, the managers who are working on the public transport departments lack the necessary knowledge and skill in ensuring good customer service quality practices while some of them even do not have the qualification. These limitations and other complaints raised by employee regarding the practices of customer service quality may have an impact on the performance of the institute. Therefore, based on the above mentioned discussion and information this study is designed to assess passenger-conductor interaction vis -a-vis service quality of public transport sector in Jimma Zone. Accordingly, the study seeks to answer the following basic research questions.

1. How does the conductors' interaction affect customers' satisfaction in public transport service?
2. How does the communication affect quality of the public transport service impact on customers' satisfaction in Jimma Zone?
3. What are the importance's of handling complaints from the customers of public transport in Jimma Zone?

1.3. Objectives of the Study

The study has the following general and specific objectives that are assumed to answer the basic research questions and address the topic of the study.

1.3.1. General Objective

The general objective of this study was to assess passenger-conductor interaction vis -a-vis service quality of public transport sector Jimma Zone.

1.3.2. Specific Objectives

The specific objectives of this study are:

1. To find out the impact of passenger-conductor interaction on service quality of public transport sector Jimma Zone;
2. To identify how communication affects organizational commitment to meet the demands of customers;
3. To identify mechanism of handling complaints from the customers of Jimma Zone transport authority setting;

1.4. Significance of the study

The study is significant because it focuses on assessing the passenger-conductor interaction vis -a-vis service quality of public transport sector in Jimma Zone. The findings of this study will be useful to the public transport sector in Jimma Zone, its employees and academicians. Firstly, the findings will be useful to the public transport sector in Jimma Zone in reviewing its standard operating procedures and customer satisfaction frameworks to improve on its quality of service delivery and ensure that procedures followed in serving customers ensure their satisfaction. To employees, the output will provide useful insights on how to serve customers better to ensure their satisfaction at all times. This will be critical to the overall image of the public transport sector in Jimma Zone. The findings of the study will also be useful to academicians interested in conducting further research in relation to the recommendation that will be given for further

research areas. The researcher will not only identify the problem of customers and the factors associated with service quality but also provide a direction for improvements at the public transport sector of Jimma Zone. It will also analyze the reason and factors that influences customers' satisfaction level and assist to find out the problems with the service of the case organization. The analysis is with empirical study in order to solve practical problems and find logical solution as well as give insight that might help the organization to improve satisfaction level of customer and service level of the organization. Also, other concerned experts and researchers or practitioners will be benefited from the study because the finding of the study can serve as a source and give some insight for further research in the area of the study.

1.5. Scope of the Study

The scope of this study is to assess passenger-conductor interaction vis -a-vis service quality of public transport sector Jimma Zone. Accordingly, the study is delimited to customers, employees and passengers of Jimma Zone public transport sector only.

1.6. Limitations of the study

This study was aimed at assessing factors influencing customer's satisfaction in public transport sector in Jimma zone by taking sample service providers and service users from different respondents. Therefore; researcher faces some limitations during data collection required for the study. The following are limitations to the study:-

- i. The research was conducted while a researcher was working and at same time studying. This causes researcher to miss relevant information and data needed for this study at a right time.
- ii. Researcher faces difficulties in finding some of the information and data which required due to the fact that some of the data are for official use only.
- iii. Some of the respondents were reluctant to fill the questionnaire which was provided to them.

Despite all these limitations, researcher managed to gather relevant information and data which enhanced this report to accomplish in time.

CHAPTER TWO

2. Review of Related Literature

2.1. Customer satisfaction

Customer satisfaction is something that includes apparent assessment of all the services and products (Leem and Yoon, 2004). Chien et al. (2002) affirmed that many companies implement some strategies to make customers satisfied but fails to maintain them because of lack of focus and lack of experience they fail to maintain service. It is known that, transportation service users want to consume a comfortable service in agreed time and in a convenient place.

According to Johnston, R. and Clark, G., 2008, service quality can be understood as the same thing with satisfaction, i.e. perceived service quality, as well as a match between a customer's expectation of a service and perception of its delivery. Service quality is more appropriately termed perceived service quality that meets or exceeds customer expectations.

According to Johnson, J.W. (1996), "Customer satisfaction is the result of a customer's assessment of a service, based on a comparison of their perceptions of service delivery with their prior expectations". The level of satisfaction of customers depends on their perceptions and expectations of the service. Customer's satisfaction occurred when the requirements of customers are exactly fulfilled by the service; i.e. to satisfy customers, service providers are required to deliver a service that can at least meet or exceed their expectations. If customers perception of the actual service is below their expectation, service gap is said happened and their satisfaction level is rated as poor. Hence, in order for achieving customer satisfaction service providers are essentially demanded to know customer's expectations and periodically assess their level of satisfaction. Gaining competitive advantage for a service organization is dependent up on the level of satisfaction of customer. To satisfy customers, accurate understanding of their expectation has invaluable importance for those engaged in the provision of service. A service organization that understood the expected service in the mind of the customer has better chance of satisfying that expectation and getting competitive advantage over other (Palmer and Cole, 1995). In-depth understanding and fulfillment of customer's requirements and expectations enables service providers to retain their customer by improving their satisfaction.

Satisfaction is the consumer's fulfillment response (Andreassen, 2000). It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a

pleasurable level of consumption-related fulfillment, and includes levels of under or over fulfillment. From the above definitions, it is understood that satisfaction relates to a subjective evaluation of emotions. Satisfaction occurs as a function of disconfirmation and relative output to input. The end-result is a positive or negative feeling of fulfillment. Satisfaction can therefore be considered the consumer's evaluation of the product or service received. The importance of such customer evaluations comes from the impact that satisfaction is posited to have on consumer behaviors such as loyalty. Independent of theoretical platform, it has become a truism today that service quality is key to customer satisfaction (Bae Suk et al., 2009). However, few if any companies manage to deliver services of expected quality all the time, resulting in negative disconfirmation of expectations or the perception of inequity. Companies may respond to the service failure independent of customer reactions or as a direct function of customer complaints (Breitsohl et al., 2010). Service recovery refers to the actions a supplier takes to seek out dissatisfaction and in response to poor service quality, i.e. service failure (Andreassen, 2000). In the literature, the construct of loyalty is divided into behavioral, cognitive and affective elements. Behavioral loyalty is the purchase behavior actually displayed by the customer; cognitive loyalty relates to the intentions of future behavior expressed by the customer; and affective loyalty defines the attitude of the customer to the company. Customer loyalty through satisfaction. Look after present customers can generate attraction of few customers through positive word of mouth communication, Customer retention is more cost effective than trying to attract new customers cost savings also accrue from getting things right at the first time (Glynn. 1995:60)

Lovelock, (2002) defined customer satisfaction as a sort of emotional reaction that arose from an actual experience. According to Oliver,R., (1997), customer satisfaction is defined as a judgment that a product or service provided a pleasurable level of consumption-related fulfillment. Brady, & Cronin, (2001), identified customer satisfaction as the link between quality and post-purchase evaluation and firms quite often use customer satisfaction as measure of product or service performance. Satisfaction is either defined as an overall judgment of satisfaction or decomposed into satisfaction with performance or quality attributes. The level of satisfaction increases when the quality of service exceeds the wants, needs and expectations of the customer. Customer satisfaction takes place in two situations. One is the result of a product or actual service meeting the customer's expectations. The other is the result exceeds the expectations. Dissatisfaction will occur when the actual service is below the expected level and service quality is seen as an antecedent of customer satisfaction.

Customer service includes various functions besides the proactive selling of both services and products; it involves one to one interactions with customers in person, through telecommunication which include the use of mail service. It is designed and performed with the agenda of achieving satisfaction of customers and the level of efficiency in operational functions. The behavior of service provider during the interaction with the customers is a mirror of what takes place within the organization. The customer attitude of the service is linked to the overall behavior and personal traits of the service provider, rooted in the doing business philosophy of the organization that is based on commitment and customer satisfaction as the key priority for the organization.

It is vital to be aware of the demographic key characteristics of the customers and their individual beliefs, preferences, social habits, expectations and attitudes. The manner in which problems are resolved has a long term crucial ramifications to the top loyalty of customers and the overall success of the organization. Customer satisfaction from the services leads to contentment and builds trust and confidence in the existing services. Once the needs of the customers are met, there is a high chance of retaining the old clients and attracting new clients. To a great extent, it is the management responsibility to mould good atmosphere that fosters services that are customer driven by prioritizing their interests. The achievement of incredibly excellent customer service is a direct output of good managers that ensures it happens.

2.2. Characteristics of Service

A service is an activity or series of activities of more or less intangible nature that normally, but not necessarily take place in interactions between customer and service employees and/or physical resources and/or systems of the service provider, which are provided as solutions to customer problems. A service has many characteristics as viewed by different scholars. Services share a common set of attributes that distinguish them from manufactured goods (Fitzsimmons and Fitzsimmons, 2001). These characteristics of service include:

1. Intangibility:- services are intangible. It is more difficult for both service provider and the customers to measure and evaluate objectively. We cannot actually touch a medical examination performed by a doctor, a financial transaction at bank, a teacher's lecture in a class room etc (Fitzsimmons and Fitzsimmons, 2001).

2. Perish-ability:- because the customer is present and participates in the delivery of a service, the capacity of the service operation is considered to be perishable. Service capacity that is not used immediately and remains idle cannot be saved for use in the future.

3. Simultaneity (inseparability):- the fact that services are created and consumed simultaneously and, thus cannot be stored is a critical feature in the management of services (Fitzsimmons and Fitzsimmons, 2001). Services are produced and consumed at the same time, meaning that either a customer or a possession of the customer is involved in the process while the service is being delivered. They are inseparable from their providers, whether the providers are persons or machines. Since the client is also present as the service is produced (during the actual delivery of the service). Provider-client interaction is a special feature of service marketing.

4. Heterogeneity (variability):- The combination of the intangible nature of services and the customer as a participant in the service delivery system results in variation of service from customer to customer. Their quality depends on who provide them and when and where they are provided. These distinctive characteristics of service suggest enlarging the view to include the customer as a participant in the service process. The customer is viewed as an input that is transformed by the service process into an output with some degree of satisfaction (Fitzsimmons and Fitzsimmons, 2001).

2.3. Service Quality Gap

Quality of service is measured by difference between expectations of the customer on the one hand and the customer perceived level of service delivered on the other hand, the gap between two points represents the size of service problem. Feedback from the customer is necessary for maintaining or improving the quality of service being delivered. Deviation or service problem could occur because of the following reasons;

- Service standard may be too high to be achieved, in which case the standards need to be changed.
- The personnel may not be in position to deliver the required service because they were not trained properly. If the front-line service provided are not properly trained or qualified to do the job then the service performance standard cannot be met.
- It could be the neglect of service provider, it is possible to train and motivate service providers.
- Could occur because the service provider could notify too late about the services needed by customer.

Kotler (1997) identified five gaps of service quality that cause unsuccessful service delivery, these are;

- ✓ A gap between the customer expectation and management perceptions. Here management does not always receive correctly what customer want.
- ✓ A gap between management perception and service quality specification. Here management might correctly perceive the customer want but do not set specific performance standards.
- ✓ A gap between service quality specification and actual service delivered. Here the personnel might be poorly trained or incapable of, or unwilling to meet the standard or they may be held to conflicting standards.
- ✓ A gap between perceived service and expected service. This gap occurs when customer misperceives quality.

In order to address quality service gaps in a company/organization, internal marketing is key. Internal marketing signifies the work done by the company to train and motivate the employees to save the customers. The company must treat the employees as the first customers by training the so as to be able and willing to deliver desired level of service to their external customers. Also, organization should carry out research among employees to identify their needs and attitude with respect to working conditions benefits and company policies this research will motivate the employees by giving them rewards and fringe benefits i.e. cafeteria benefit, health insurance, pension, housing etc. This means, satisfying the needs of internal customers upgrade the capability to satisfy the needs of external customers. Groonroos, (1990)., outlined three objectives of internal marketing which are as follows;

- ❖ Overall – To achieve motivated customer conscious and care oriented personnel
- ❖ Strategies – To create an internal environment that supports customer consciousness and sales mindless among personnel
- ❖ Tactical – To sale service campaigns and marketing phase efforts of the company via staff training programs and seminars.

2.4. Service Quality in Public Transport

The evaluation of service quality and customer satisfaction in public transport can be obtained according to different methods by different authors: Mazzulla, G. Eboli, L. (2006) indicates that evaluation can be done by asking customers the perception/satisfaction on service quality, by asking the expectation/importance, or by asking both perception and expectation; in addition, perception can be compared with the zone of tolerance of expectations (the range defined by the maximum desired level and minimum acceptable level of expectations). A rating or ranking of individual service attributes can be asked to customers.

- ✓ There are techniques that presume the selection of some service quality attributes. According to (Prioni, and Hensher, 2000) cited in Mazzulla, G. Eboli, (2006) all the attributes are grouped in macro-factors defined by one or more attributes. Examples of these are transport network design (e.g. number and regularity of car stops, having stops near destination),
- ✓ service supply and reliability (e.g. frequency, regularity and punctuality of rides),
- ✓ comfort (e.g. availability of seats on car, car overcrowding),
- ✓ fare (e.g. fairness/consistency of fare structure, ease of paying fare),
- ✓ information (e.g. availability of information on schedules/maps, explanation and announcement of delays),
- ✓ safety (e.g. safe and competent drivers, security against crimes),
- ✓ customer preservation (e.g. repayment, complaint number),
- ✓ environmental protection (e.g. use of vehicles with low environmental impact),
- ✓ quality of system (quality of stops furniture, cleanliness of car exterior).

All the above attributes contribute to global service quality each one in a different measure. Therefore to measure the performance of service delivery, there is the necessity to quantify the importance of each one.

2.5. Service quality and customers' satisfaction

The understanding of the quality of service is consumers' responses to the services being consumed or perceived [5]. Parasurman, Zeithaml, Berry, (1985) state that the service quality is determined by passengers' assessment on the results of services and service processes as well as the comparison of customers' expectation and service performance [6]. Therefore, the service quality can be considered corresponding to the level of service and customers' expectations currently. Park et al. define service quality as the overall consumers' impression on the efficiency of an organization and its service [7]. The understanding of customer satisfaction is the extent to which a level of product perceived in accordance with buyers' expectations [8]. Meanwhile, Zeithamal in 2004 formulates consumers' satisfaction as "the customer's evaluation of a product or service in terms of whether that product or service has met their needs and expectation or not" [9]. In relation to public transport, Olsen (2007) states that the users' satisfaction depends on the perception of the service quality, public transport users will perceive the quality of the service and each person tends to have a different assessment of the service quality of public transport, and they will continue to use such public transport services if they feel satisfied [10]. From the definition, the service quality can be interpreted as an

actual/existing performance perceived by consumers, meanwhile customer satisfaction is the performance expected by consumers. As earlier noted the dimensions as conceptualized by Parasuraman et al (1985) are the most universally acclaimed. Generally, two schools of thought have been espoused regarding the relationship between service quality and customer satisfaction.

2.6. Handling Conflicts

Organization leaders are responsible for creating a work environment that enables people to thrive. When disagreements and differences of opinions escalate into interpersonal conflict, leaders must intervene immediately (Browning, 2007: 1). to have common mission/purpose, shared values and goals, agreements and policies clear and in writing, fair, participatory decision-making process, creating community spirit, buddy system, wisdom circles, staying in touch with each other emotionally, adopting communication agreements consist of: not speaking until another person is finished speaking, addressing each other respectfully, no hurtful physical contact, ... bring in an outside mediator, serving as kindly “fair witnesses” in meetings between community members in conflict, active listening, nonviolent communication, process work, voice dialogue and another cases are the ways for handling conflict.

2.7. Organizational Communication

The first communication programs were typically located in speech departments, but most business schools now include organizational communication as a key element of study. The study of organizational communication recognizes that communication in organizations goes far beyond training managers to be effective speakers and to have good interpersonal communication skills. Moreover, it recognizes that all organizations, not just business organizations, have communication needs and challenges.

The field of organizational communication is highly diverse and fragmented, as evidenced by results of literature searches on the topic, textbooks in the area, and the Harvard Business Review’s (1993) compilation of its communication articles, *The Articulate Executive*. It spans communication at the micro, meso, and macro levels; formal and informal communications; and internal organizational communication practices (newsletters, presentations, strategic communications, work direction, performance reviews, meetings) as well as externally directed communications (public, media, inter-organizational). Innovation, organizational learning, knowledge management, conflict management, diversity, and communication technologies are

also addressed. As a new academic discipline, organizational communication is struggling to develop and convey some sense of coherency across these many areas.

This review summarizes the historical trends and the increasing importance of organizational communication, the basic theoretical perspectives that guide the study of communication and the key distinctions that guide the study of organizational communication, the key functions of communication in organizations, and implications of communication technologies for organizations. The literature on communication generally acknowledges that the basic function of communication is to affect receiver knowledge or behavior by informing, directing, regulating, socializing, and persuading. The primary functions of organizational communication as:

- ◆ Compliance-gaining
- ◆ Leading, motivating, and influencing
- ◆ Sense-making
- ◆ Problem-solving and decision-making
- ◆ Conflict management, negotiating, and bargaining.

2.8. Interpersonal Communication

Communication is the transmission of meaning from one person to another or to many people, whether verbally or non-verbally. Communication from one person to another is commonly depicted as a simple triangle consisting of the context, the sender, the message, and the receiver (Barrett, 2006: 386). Communication skills have great importance in the work area just as they have in all areas of life. For most of the professions, communication skills such as being able to express one or to understand the others correctly are required for success and satisfaction at least in elementary level (unalan and Tengilimoglu, 2009, 245). Even though an organization performs its tasks more efficient than expected, one should know that this success will not continue so long if it lacks the same efficacy in communication. The success of communication depends on several factors. Transmission of message by the process of encoding and decoding the message, which may result in short-term perception, is not adequate for the success of communication. Communication should be in such a way that will give opportunity for the respondent or receiver to take decision with regard to the message he perceived (master, 2008 :5). Interpersonal communication skills have been defined as ability to work well with people, and involve your acceptance of others, without prejudice.

This does not always mean that you like the person, but you are able to overcome your dislike in order to achieve your tasks (Smith, 2009 b : 1).

Interpersonal communication competence consists of a set of skills, knowledge about communication, and self-evaluation. Competent interpersonal communication skills include self disclosure, owned feelings and thoughts, and descriptiveness and support. (Robinson, Maisah 2006: 1) reviewed a large number of studies and synthesized the interpersonal skills that surfaced on most lists .Most of these skills belong to three categories – leadership, the process of communication and motivation .Interpersonal skills under leadership relate to leadership style, handling conflicts, running meetings, team building and promoting change. The process of communication includes sending messages, listening and providing feedback .Similarly, motivating is broken down into goal setting, clarifying expectations, persuading and empowering.

2.9. Customer Complaint Behavior

Complaint behavior is an important phenomenon for both service scholars and managers and must be understood because of its impact on the customer's perceptions of the service experience. Knowledge about complaint behavior gives the service provider valuable insight into many areas such as identifying common service problems, improving service design and delivery, understanding the customer's perceived service quality and helping strategic planning (Tronvoll, B. 2008). Tax, S. S. and Brown, S. W. (1998) argue that dissatisfied customers should be encouraged to complain because if a customer is unhappy but does not complain, the provider risk losing the customer. Learning about the customer complaint behavior process will consequently help companies to serve customers correctly and prevent an unfavorable service experience. It is important for customer to complain after encountering an unfavorable service experience.

Complaining gives the customer an opportunity to (i) receive an apology for the inconvenience, (ii) be offered a fair solution of the problem, (iii) be treated in a manner where the service company appreciates the customer's problem (including fix it), and (iv) be offered some value-added atonement for the inconvenience (Zemke & Bell 1990).

Customer complaint behavior is defined as a process that emerges when a service experience lies outside a customer's 'acceptance zone' during the service interactions and/or in the evaluation of the value-in-use. This unfavorable experience can be expressed in the form of

verbal and/or nonverbal communication to another entity and can lead to a behavioral change (Tronvoll 2007).

From the transportation company's (providers) perspective, complaint behavior is important because it, (i) helps the provider to develop a sustainable business, (ii) may reduce the effect of the negative word-of-mouth, and (iii) influences the profitability in the future. A complaint provides an opportunity for service recovery which, in turn, has the potential to educate the customer, strengthen loyalty, and induce positive word-of-mouth comments (Edvardsson, B. and Roos, I. (2003). Although attracting new customers is vital, successful service companies recognize that retaining current customers and building loyalty are even more important for profitability; as such, successful service companies actually encourage dissatisfied customer to complain. Singh, J. (1991) argues that providers recognize the extent of customer dissatisfaction in the marketplace and the handling of service recovery as key indicators of customer loyalty, discontent and welfare.

The complaint handling, therefore, is a critical "moment of truth" in maintaining and developing the customer relationship (Berry & Parasuraman 1991). Successful service companies recognize that while attracting new customers is vital, retaining current customers in a closer relationship is perhaps more essential for profitability. Consequently, dissatisfied customers should be encourage to complain (Tax et al. 1998).

A customer who has experienced an unfavorable service may spread negative word-of-mouth communication. By understanding the complaint process and the customer complaint behavior, the service company can learn how to reduce the impact of an unfavorable service experience or complaint. Unhappy customers often voice their displeasure in the form of negative word-of-mouth to other current and potential customers. On other hand, if the complaint is properly handled the customer may engage in positive word-of-mouth (Blodgett & Anderson 2000).

Customer feedback and complaints are key drivers for improving different aspect of business and may help the provider to develop a sustainable company. An effective complaint management process can be an important quality improvement tool. Many studies emphasize that customer feedback and complaints should be welcomed and encouraged by the service provider because they generate valuable information (Nyer & Gopinath 2005; Reynolds & Harris 2006; Tax & Brown 1998). Customer complaint may be useful in many ways: providing marketing intelligence data, identifying common service problems, learning about organization,

improving service design and delivery, measuring and enhancing the perception of service quality, and helping strategic planning (Tronvoll 2008).

A customer who does not complain to the service provider when having an unfavorable service experience is of particular concern to any service company. It is generally accepted that obtaining feedback from customers' service experiences is important and if the provider fails to obtain such valuable feedback, the opportunity to remedy the problem and retain the customer is lost. The company's reputation can also suffer damage from negative word-of-mouth among dissatisfaction customers. It is often asserted that lack of feedback from dissatisfaction customers represents a loss of potential and current customers. Therefore, it is important to understand the customer's service evaluation through increased knowledge about the behavioral process and in the case of unfavorable service experience, the complaint behavior (Tronvoll 2008).

As a result of the existence of dissatisfaction towards the service, complained the customer was the natural matter, for the company, so as a company ought to welcome good complained. The handling complained that was effective precisely can increase the customer's loyalty against this company. However the handling complained that was ugly will result in the customer could move to the other company. Must be realized by the company, that every time complained that was received from the customer was the indication of this customer still will stay loyal. It is proper that every time complained that was sent by the customers who had the problem, was welcomed with the expression of thanks by front-line the staff. The obligatory company was grateful because of complaining gave the opportunity to the company to carry out the finishing (Tronvoll 2008).

Complaint information that was received will be very useful for the company to improve the service standards or steps in the improvement internal company in the future. A complaint handling system coordinated by the public transportation industry may fulfill several needs as a learning source for transportation companies to develop strategic and tactical decision tools to improve the customer interaction and as guidance and a political tool for the government (Tronvoll 2008).

2.10. Customer Interaction

A customer is a person who purchases a product or service. Customers today want the most or maximum and the very best for the very least amount of money and on the best terms. Only the individuals and companies that provide absolutely excellent products and services at excellent

prices will survive. There are many human interactions in service encounters (Solomon et al., 1985). Each act is a purposive transaction whose outcome is dependent upon the coordinated actions of both the participants. The service encounters are characterized as discrete, separate, and distinct events and behavior. However, when one thinks of service encounters what commonly comes to mind is interpersonal exchange between customers and service providers. Specifically, service encounters are used to indicate face to face interactions between customers and service providers in a service setting. These interpersonal exchanges can strongly influence customer satisfaction (Solomon et al., 1985).

Interactions between customers and employees are a decisive component of service quality. This is principally factual for services exemplified by a high degree of person-to-person interaction and by the absence of an exchange of tangible goods. The client comes away from service interaction with feelings of contentment or annoyance. Service encounter is an interpersonal association between the firm's staff and customers. Some service encounters are very succinct and consists of just a few distinct delivery steps, however, other may extend over a long time frame and involve manifold steps. As a result, the service encounter often begins with submitting applications requesting service and placing an order. Contact may take personal swap between customers and service employees or impersonal interaction with machine or computer. It is not easy to perk up service quality and efficiency without complete understanding of customer's involvement in a specified service situation. This study delineates the service encounter as the intact exchange between customer and service provider from the preliminary contact through wrapping up of the exchange.

2.11. Service Quality

In recent times all organization has increasingly come to understand the importance of customer satisfaction. It is widely understood that it is far less costly to keep existing customers than it is to wind new ones. For many organizations in the public sector, customer satisfaction will itself be the measure of success.

According to Oliver (1997), satisfaction is defined as the customer's fulfillment. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment. Need fulfillment is a comp giving rise to the satisfaction responses. Any gaps lead to disconfirmation; i.e., Positive disconfirmations increases or maintain satisfaction and negative disconfirmation create dissatisfaction.

Service quality (Parasuraman et al. 1988;) is defined as a comparison between customer expectation and perception of service. Service quality in general consists of five distinct dimensions: tangibles (Physical facilities, equipment, and appearance of personnel), reliability (ability to perform the promised service dependably and accurately), responsiveness (willingness to help customer and provide prompt service), assurance (knowledge and courtesy of employees and their ability to narrative processes inspire trust and confidence), and empathy (caring, individualized attention the firm provide its customer).

The relationship between quality and satisfaction is complex due to the intricate interplay between performance dimension used in quality judgments and those used in satisfaction judgments, and due to the differences between encounter-specific and global judgment. Performance based quality has been framed as a result from ideal expectation and from idiosyncratic preference of individual consumer. Similarly, Satisfaction has been shown to respond to quality disconfirmations and to other performance dimensions disconfirmations not related to the quality experience. In the service area, although developed independently, quality and satisfaction share one notable feature. Both view satisfaction as a function of expectancy disconfirmation and service quality as function of satisfaction.

The fare price and quality of vehicles are usually indicative of the range and type of service available. Increasingly, companies are realizing that service is the best way to achieve differentiation and is what can give an operation a competitive edge in the transportation sector. In public transport, service is performed for the passengers by people. The emphasis on this is on the passenger's total experience. Indeed, from the passenger's point of view; service is the performance of the organization/vehicle owner and its/his or her staff; hence it is a major tool for marketing of service. The passenger and the operators of the bus are personally involved in the service transaction. The service is produced and consumed at the same time and the experience is an essential element in the transaction. The basis of service strategy is market segmentation, largely based on consumer service expectations. Successful bus operators develop a service culture based on top commitment, management consistency between policy and practice, and well developed channels of communication.

2.12. Safety and Security

Fellesson and Friman (2008) conducted a transnational comparison of customers' public transport perceived service satisfaction in eight cities (Stockholm, Barcelona, Copenhagen, Geneva, Helsinki, Vienna, Berlin, Manchester and Oslo) in Europe. The result showed four general factors: system such as traffic supply, reliability and information; bus and bus stop

design that makes customer comfortable and enjoy the travel experience; staff skill, knowledge and attitude toward customer; and safety not only both in the bus and bus stop but also safe from traffic accident. Furthermore, it was concluded that differences in public transport technology and infrastructure may cause differences in individual item loadings.

Eboli and Mazulla (2007) investigated service quality attributes important for customer satisfaction with a bus transit service in Cosenza, Italia. Respondent were asked to rate the importance and satisfaction with 16 service quality attributes (bus stop availability, route characteristic, frequency, reliability, bus stop furniture, bus overcrowding, cleanliness, cost, information, promotion, safety on board, personal security, personnel, complains, environmental protection and bus stop maintenance).

The result shows that the latent variable important for global customer satisfaction is service planning which is reflected in reliability, frequency, information, promotion, personnel and complaint.

CHAPTER THREE

3. Research Methodology

3.1. Research design and methodology

This study was descriptive research design. Since the variables such as satisfaction, service provision and interaction require description of facts based on respondents' reflection, such research design is important. Thus, the research design, where by information and data was collected from the customer, service providers and analyzed through tables, charts, figures etc and which offer valuable insight that compliment and expand the general truth which was gathered from the respondents. That aimed at assessing the influence of passenger-conductor interaction vis -a-vis service quality of public transport sector in Jimma zone.

3.1.1. Population of the study

The target population for the study consists of customers/passengers and service providers in Jimma zone and town public transport sectors selected randomly.

Quantitative data were collected through questionnaires to the respondents. Respondents' target was users of intercity public transport with a sample of 200 respondents. The questions focused on issues like: What does the customer expect a service firm to do to deal with service problems?

Qualitative data take the form of in-depth interviews. This tool was employed to gather information by conducting face to face interview from various respondents selected from customers 11 passengers and 6 service providers. Data from a small number of conductors, city transport authority office employee and zone transport authority employee in the qualitative interview data often gathered more in-depth insight on participants' attitudes, thoughts and actions.

3.2. The study area

This study will be conducted at Jimma zone and town public transport provision sector which is located in Jimma town, Oromia regional state, South Western Ethiopia.

3.3. Sampling technique and sample size

Sampling design and procedures involves the decision to the type of sample and technique to be used in selecting the items for sample. However, due to limited time and financial resources, the

study is limited to a sample of 200 respondents. The sample was chosen from 180 respondents from customers (passengers) and 20 respondents from service providers (conductors, drivers of public vehicles, Jimma town transport authority staff workers/management and zone transport authority staff workers/management) by using convenient /representative sampling technique. The random sampling being employed during selection of respondents. The structured questionnaires are prepared and administered during data collection.

3.4. Sources of data

Primary and secondary data sources were used for the study. Primary data is collected from the field while secondary data is obtained from organization records and publications.

There are two major approaches to gathering information about a situation, person, problem or phenomenon. In addition to collecting primary data through the customer interview guide and employee interview, a secondary data collection method is also employed to gather relevant information, which could aid in adding to the validity of this thesis. The secondary data used in this thesis is collected from a variety of sources such as scientific articles from Google scholar, relevant literature, such as books related to the topic of the thesis, different written office documents and newspaper articles.

3.5. Instruments of data collection

Questionnaire and face to face interview were instruments of data collection. The methodology and procedures for data collection customers and service providers (passengers, conductors, drivers of public vehicles and employed in the field) are both qualitative and quantitative within the framework of a survey approach.

3.6. Data Collection Tools

Data collection tools refers to the means for gathering specific information required for providing relevant information needed for the study. The major instrument was the survey questionnaire which was used for collection of primary information using a structured and unstructured questionnaire. The questionnaire was designed to collect relevant data and information intended to address the objectives of the study. In this regard, the questionnaire included questions properly set to collect information required for writing this final research report.

3.6.1. Interview

Qualitative data take the form of in-depth interviews. This tool was employed to gather information by conducting face to face interview from various respondents selected from customers (passengers) and service providers (conductors, drivers of public vehicles, Jimma town transport authority staff workers/management and zone transport authority staff workers/management) as per appendices I – IV in order to add more information submitted by all respondents.

3.6.2. Questionnaire

Questionnaires were used in the quantitative method of data collection. Open ended and closed ended structured questionnaire were used because it is popular method of collecting data, less time consuming and very large sample can be taken there by increasing the accuracy of a research. A list of questions was prepared and distributed to the selected respondents as one of the tool for collecting relevant information from selected respondents customer (passengers) , service providers (conductors, drivers of public vehicles, Jimma town transport authority staff workers/management and zone transport authority staff workers/management) for the purpose of this research.

3.6.3. Observation

This tool is used in order to observe how the conductor's interaction affects customer's satisfaction in public transport service provision, how service providers of public transport are organized with regard to the entire customers' satisfactions. This tool assisted the researcher to observe the whole process from the setting of prices, with regards to numbers of roots, distance and entire population and enable researcher to present information through qualitative analysis.

3.7. Data analysis techniques

The collected data was edited and checked for completeness; it was then coded and tallied on master sheet. The editing process was to correct problems like respondents' and interviewer's errors before the data were transferred to tables. Finally the data were arranged into similar meaningful categories or groups that would allow for better analysis. The data were analyzed by using simple statistical measures and scientific calculator such as frequency distributions, percentage and mean that was calculated to describe variables. The result were presented using words, number, percentage, tables, charts, and graphs discussed and interpreted accordingly.

CHAPTER FOUR

4. Data Analysis, Presentation and Interpretation

4.1. Response rate

To ascertain an in-depth understanding of the data collected, stating response rate of respondents is essential. The response rate is calculated by the number of collected questionnaires divided by the number of the entire sample. The study targeted a sample size of 200 respondents from 2 categories namely: customers and service providers.

The findings on Table 4.1 shows that Customers/ Passengers who returned their questionnaires making a response rate of 94.4 percent and followed by Service providers 100 percent. The overall response rate was 95 percent.

Table 4.1: Response rate

	Sample size	Respondents	Percentage
Customers/ Passengers	180	170	94.4%
Service providers	20	20	100%
Total	200	190	95%

4.2. Demographic Information of the Respondents

This section considered the gender, level of education, age and occupation of the respondents. This information is important for the study as it helped to evaluate the credibility of the respondents in answering the questionnaires or questions posed to them regarding the factors influencing customer satisfaction in public transport sector: To assess passenger-conductor interaction vis -a-vis service quality of public transport sector Jimma zone.

4.2.1. Gender of the respondents

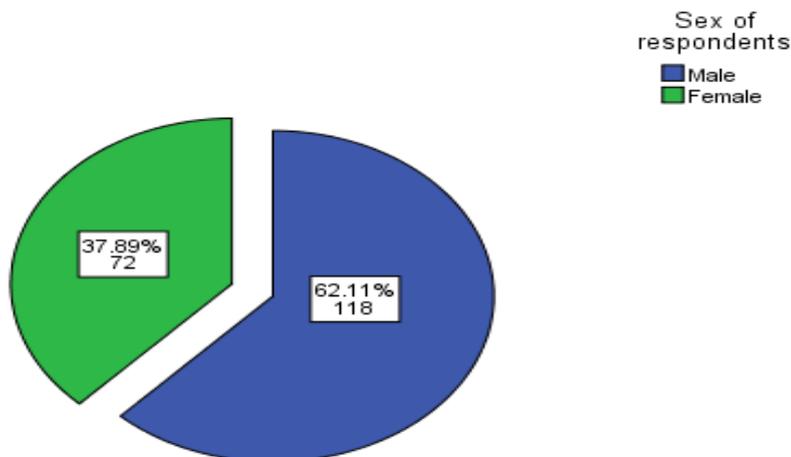


Figure 4.1: Distribution of the Respondents by Gender

The findings on Figure 4.1 above shows that majority 118(62.1%) of the respondents were male and 72(37.9 %) female.

4.2.2. Age group of the Respondents

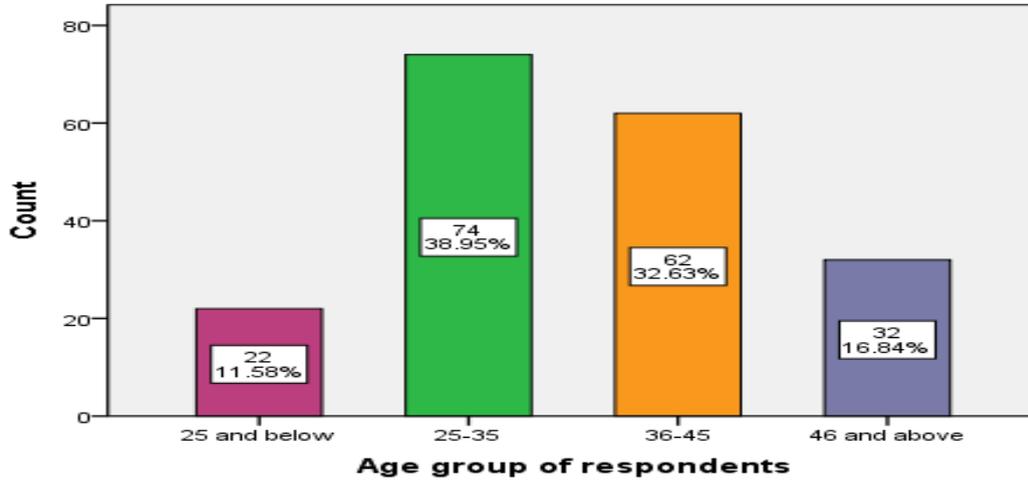


Figure 4.2: Age group of the Respondents

The findings on figure 4.2. above shows that majority 38.95% of the respondents were aged between 25 and 35 years, 32.63% between 36 and 45 years, 16.84% aged 46 and above years and 11.58% were aged 25 and below years. The age of the respondents was important as different age groups have different perception and idea in the usage of public transport.

4.2.3. Age group with sex of Respondents

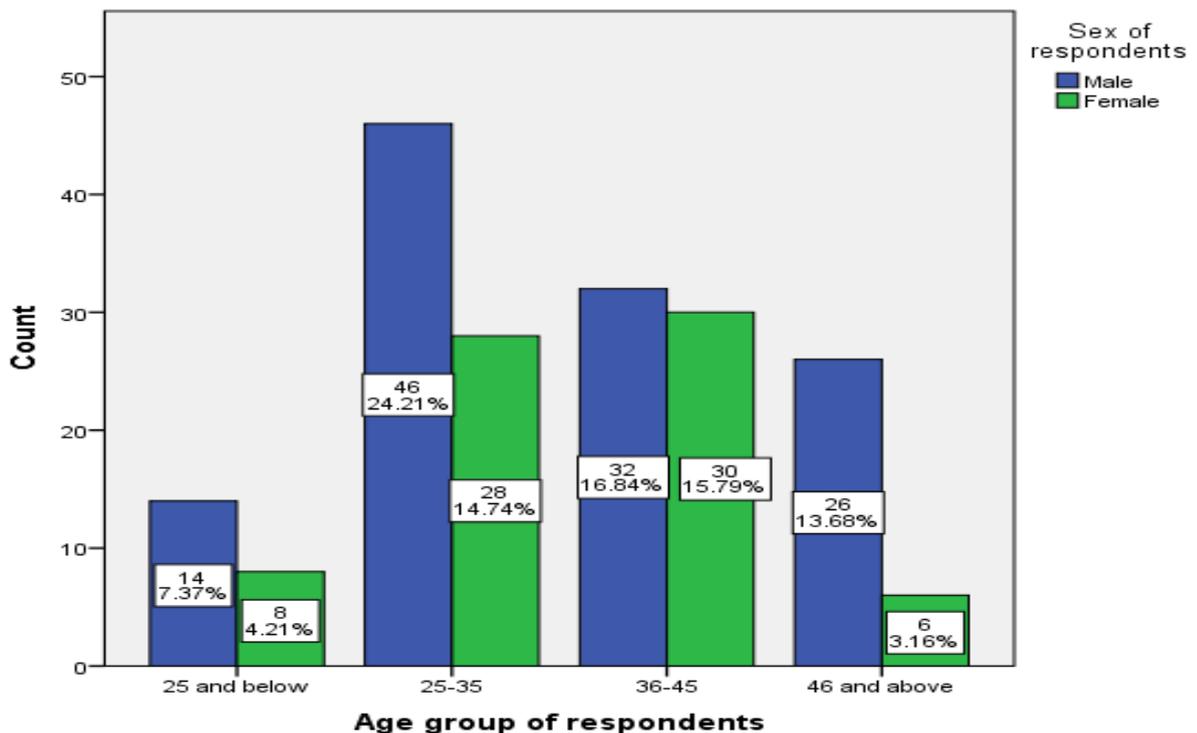


Figure 4.3: Age group with sex of Respondents

The findings on figure 4.3 above shows that majority of the respondents were from aged between 25 and 35 years 24.21% male 14.74% female, between 36 and 45 years 16.84% male 15.79% female, aged 46 and above years 13.68% male 3.16% female. and aged 25 and below years 7.37% male 4.21% female..

4.2.4. Educational Level of Respondents

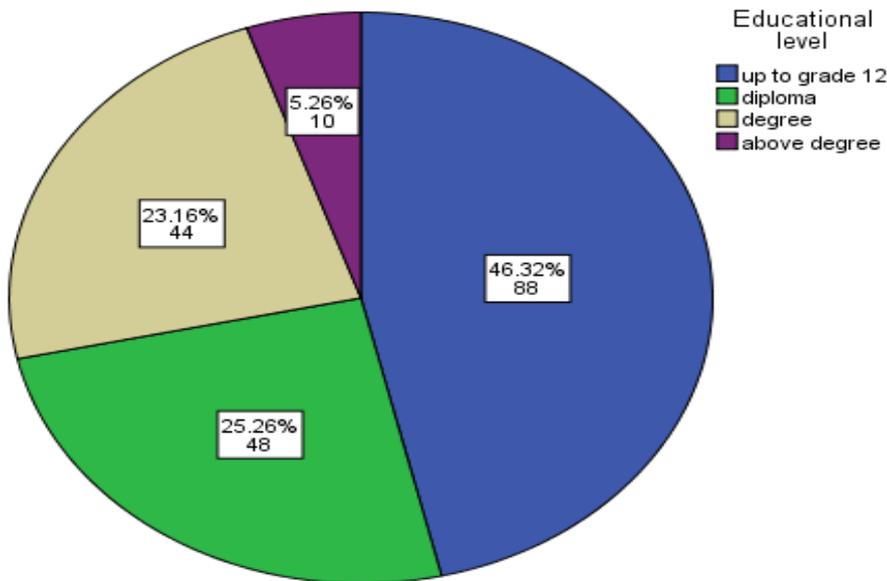


Figure 4.4: Educational Level of Respondents

The figure 4.4 above shows that majority 46.32% of the respondents had attained up to grade 12 25.26% attended a Diploma level of education 23.16% Degree, 5.26% above degree. This is an indicator that all the respondents had attained different levels of education and would therefore have the necessary information many of them are relevant to participate in the study.

4.2.5: Occupations of Respondents

The findings on Table 4.2 below shows that majority 76(40.0%) self-employ 60(31.6%) government official 28(14.7%) student and 26(13.7%) private employees.

Table 4.2: Occupations of Respondents

		Frequency	Percent
Occupations	Student	28	14.7
	Government official	60	31.6
	Private Employee	26	13.7
	Self-employ	76	40
	Total	190	100

4.3. Presentation and Interpretation of the study findings

This section of the study presents the findings based on the research objectives:

4.3.1. Customers respond on responsiveness and empathy of conductors in service quality of public transport

The findings on table 4.3 below shows that majority (45.90%) of the respondents said unsatisfactory to the statement that conductor provide good services, 27.10% said satisfactory, 25.90% said good , 1.20% said very good with a mean of 1.82 and a standard deviation of 0.86. Majority (38.80%) of the respondents said unsatisfactory to the statement that conductor have willingness to help passengers, 32.90% said good, 25.90% said satisfactory, 2.40% said very good with a mean of 1.99 and a standard deviation of 0.90. Majority (43.50%) of the respondents said unsatisfactory to the statement that conductor are patient to respond to passengers requests, 28.20% said good, 25.90% said satisfactory, 2.40% said very good with a mean of 1.89 and a standard deviation of 0.90. Majority (45.90%) of the respondents said unsatisfactory to the statement that conductor know what passengers needs are, 29.40% said satisfactory, 24.70% said good with a mean of 1.84 and a standard deviation of 0.85. Majority (41.20%) of the respondents said satisfactory to the statement that conductor give passenger individual attention, 40.00% said unsatisfactory, 15.30% said good, 3.50% said very good with a mean of 1.82 and a standard deviation of 0.82. Majority (43.50%) of the respondents said satisfactory to the statement that the conductor are able to communicate effectively with passengers, 31.80% said unsatisfactory, 23.50% said good, 1.20% said very good with a mean of 1.82 and a standard deviation of 0.83.

Table 4.3: Customers respond on responsiveness and empathy of conductors in service quality of public transport

Factors used for assessment	Unsatisfactory	Satisfactory	Good	Very Good	mean	Standard Deviation
Responsiveness						
Conductor provide good services	78(45.90%)	46(27.10%)	44(25.90%)	2(1.20%)	1.82	0.86
Conductor have willingness to help passengers	66(38.80%)	44(25.90%)	56(32.90%)	4(2.40%)	1.99	0.90
Conductor are patient to respond to passengers requests	74(43.50%)	44(25.90%)	48(28.20%)	4(2.40%)	1.89	0.90

Empathy						
Conductor know what passengers needs are	78(45.90%)	42(24.70%)	50(29.40%)	0	1.84	0.85
Conductor give passenger individual attention	68(40.00%)	70(41.20%)	26(15.30%)	6(3.50%)	1.82	0.82
The Conductor are able to communicate effectively with passengers	74(43.50%)	54(31.80%)	40(23.50%)	2(1.20%)	1.82	0.83

4.3.2. Customers respond on responsiveness and empathy of drivers in service quality of public transport

The findings on table 4.4 below shows that majority (56.50%) of the respondents said unsatisfactory to the statement that drivers provide good services, 20.0% said satisfactory, 15.30% said good, 8.20% said very good with a mean of 1.75 and a standard deviation of 1.00. Majority (57.60%) of the respondents said unsatisfactory to the statement that drivers have willingness to help passengers, 22.40% said satisfactory, 14.10% said good, 5.90% said very good with a mean of 1.68 and a standard deviation of 0.93. Majority (44.70%) of the respondents said unsatisfactory to the statement that drivers are patient to respond to passengers requests, 28.20% said satisfactory, 17.60% said good 9.40% said very good with a mean of 1.92 and a standard deviation of 1.00. Majority (50.60%) of the respondents said unsatisfactory to the statement that drivers know what passengers needs are, 27.10% said satisfactory, 14.10% said good, 8.20% said very good with a mean of 1.80 and a standard deviation of 0.97. Majority (40.0%) of the respondents said unsatisfactory to the statement that drivers give passenger individual attention, 27.10% said satisfactory, 21.20% said good, 11.80% said very good with a mean of 2.05 and a standard deviation of 1.04. Majority (41.20%) of the respondents said unsatisfactory to the statement that the drivers are able to communicate effectively with passengers, 35.30% said satisfactory, 16.50% said good 7.10% said very good with a mean of 1.89 and a standard deviation of 0.92.

Table 4.4: Customers respond on responsiveness and empathy of drivers in service quality of public transport

Factors used for assessment	Unsatisfactory	Satisfactory	Good	Very Good	mean	Standard Deviation
Responsiveness						
Drivers provide good services	96(56.50%)	34(20.00%)	26(15.30%)	14(8.20%)	1.75	1.00
Drivers of public vehicles have	98(57.60%)	38(22.40%)	24(14.10%)	10(5.90%)	1.68	0.93

willingness to help passengers						
Drivers are patient to respond to passengers requests	76(44.70%)	48(28.20%)	30(17.60%)	16(9.40%)	1.92	1.00
Empathy						
Drivers know what passengers needs are	86(50.60%)	46(27.10%)	24(14.10%)	14(8.20%)	1.80	0.97
Drivers give passenger individual attention	68(40.00%)	46(27.10%)	36(21.20%)	20(11.8%)	2.05	1.04
The drivers are able to communicate effectively with passengers	70(41.20%)	60(35.30%)	28(16.50%)	12(7.10%)	1.89	0.92

4.3.3. Customers respond on satisfaction in public transport

The findings on table 4.5 below shows that majority (49.40%) of the respondents disagreed with the statement that goes as conductors are always willing to exchange idea with customers, 3.50% agreed with a mean of 2.19 and a standard deviation of 1.03. Majority (36.50%) of the respondents disagreed with the statement that goes customers are willing to engage in relationship building activities, 5.9% agreed with a mean of 2.34 and a standard deviation of 1.17. Majority (52.9%) of the respondents disagreed with the statement that went conductors increase customers' positive feelings towards their increasing satisfaction and relationship, 7.1% agreed with a mean of 2.31 and a standard deviation of 1.08. Majority (32.90%) of the respondents strongly disagreed with the statement that the transport sector aims to attract customers, 10.6% agreed with a mean of 2.73 and a standard deviation of 1.60.

Majority (34.5%) of the respondents disagreed to the statement that conductors Provide accurate information in service recovery, 6.00% strongly agreed with a mean of 2.27 and a standard deviation of 1.13. Majority (43.5%) of the respondents disagreed with the statement that conductors provided accurate information in service recovery, 2.40% strongly agreed with a mean of 2.11 and a standard deviation of 0.92. Majority (32.9%) of the respondents disagreed to the statement that you are satisfied with the fares, 8.20% strongly agreed with a mean of 2.48 and a standard deviation of 1.24. Majority (32.90%) of the respondents disagreed with the statement that drivers and conductors are consistently polite, 9.40% strongly agreed with a mean of 2.56 and a standard deviation of 1.20. Majority (37.60%) of the respondents disagreed with the statement that went as you feel secure while traveling in public transport, 3.5% agreed with a mean of 2.28 and a standard deviation of 1.15. Majority (35.3%) of the respondents disagreed with the statement that went as: Jimma transport authority sector's service meets my expectations, 7.10% strongly agreed with a mean of 2.19 and a standard deviation of 1.20.

Majority (42.4%) of the respondents disagreed with the statement that went as: Jimma transport authority sector takes adequate time to respond to a complaint, 5.9% agreed with a mean of 2.21 and a standard deviation of 1.17. Majority (37.60%) of the respondents disagreed with the statement that went as: the overall quality of service offered by Jimma transport authority is excellent, 7.1% agreed with a mean of 2.20 and a standard deviation of 1.17. Majority (41.20%) of the respondents disagreed with the statement that went as: overall, how do you rate your level of satisfaction on the service delivery practice of the Jimma transport authority sector, 5.90 strongly agreed with a mean of 2.14 and a standard deviation of 1.12.

Table 4.5: Customers respond on organization communication in public transport

Variables	Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	mean	Standard Deviation
Conductors are always willing to exchange idea with customers.	40(23.5%)	84(49.4%)	30(17.6%)	6(3.50%)	10(5.90%)	2.9	1.03
Customers are willing to engage in relationship building activities.	44(25.9%)	62(36.5%)	40(23.5%)	10(5.9%)	14(8.20%)	2.34	1.17
Conductors increase customers' positive feelings towards their increasing satisfaction and relationship strength.	32(18.8%)	90(52.9%)	24(14.1%)	12(7.1%)	12(7.10%)	2.31	1.08
The transport authority sector aims to attract customers.	56(32.9%)	36(21.2%)	18(10.6%)	18(10.6%)	42(24.7%)	2.73	1.60
Conductors Provide accurate information in service recovery.	48(28.6%)	58(34.5%)	40(23.8%)	12(7.1%)	10(6.00%)	2.27	1.13
The services provided in public transport meet your satisfaction level	46(27.1%)	74(43.5%)	40(23.5%)	6(3.5%)	4(2.40%)	2.11	0.92
You are satisfied with the fares	42(24.7%)	56(32.9%)	34(20.0%)	24(14.1%)	14(8.20%)	2.48	1.24
Drivers and conductors are consistently polite	34(20.0%)	56(32.9%)	46(27.1%)	18(10.6%)	16(9.40%)	2.56	1.20
You feel secure while traveling in public transport	46(27.1%)	64(37.6%)	40(23.5%)	6(3.5%)	14(8.20%)	2.28	1.15

Jimma transport authority sector's service meets my expectations	58(34.1%)	60(35.3%)	26(15.3%)	14(8.2%)	12(7.10%)	2.19	1.20
Jimma transport authority sector takes adequate time to respond to a complaint	50(29.4%)	72(42.4%)	24(14.1%)	10(5.9%)	14(8.20%)	2.21	1.17
The overall quality of service offered by Jimma transport authority is excellent	54(31.8%)	64(37.6%)	28(16.5%)	12(7.1%)	12(7.10%)	2.20	1.17
Overall, how do you rate your level of satisfaction on the service delivery practice of the Jimma transport authority sector?	54(31.8%)	70(41.2%)	24(14.1%)	12(7.1%)	10(5.90%)	2.14	1.12

4.3.4. Service providers respond on customers satisfaction

The findings on table 4.6 below shows that majority (35.00%) of the respondents had better than expectation to the statement that a connection between service quality process and customer satisfaction, 30.00% had much worse, 25% had worse than expectation and 10.00% had equal to expectation . Majority (35.00%) of the respondents had expectation to an statement association between service recovery process and customer satisfaction, 25.00% had neutral, 15.00% had much worse, 15.00% had better than expectation and 10.00% said worse than expectation. Majority (30.00%) of the respondents had the expectation to a relationship between customer complaint handling process and customer satisfaction, 25.00% had neutral, 25.00% had much worse, 15.00% had better than expectation and 5.00% said worse than expectation.

Table 4.6: Service providers' responses on customers' satisfaction

Service providers	Much worse	Worse than expectation	Neutral	Equal to expectation	Better than expectation
A connection between service quality process and customer satisfaction	6(30.00%)	5(25.00%)	0	2(10.00%)	7(35.00%)
An association between service recovery process and customer satisfaction.	3(15.00%)	2(10.00%)	5(25.00%)	7(35.00%)	3(15.00%)
A relationship between customer complaint handling process and customer satisfaction.	5(25.00%)	3(15.00%)	5(25.00%)	6(30.00%)	1(5.00%)

4.3.5. Customers respond on complaint handling in service provision process

The findings on table 4.7 below shows that majority (36.80%) of the respondents said there was a good availability of clear policy and procedures to handle customer complaints, 34.70% said it was satisfactory, 14.70% it was very good, 10.50% said it was unsatisfactory and 3.20% said it was excellent. Majority (33.70%) of the respondents said there was a good availability of awareness creation practices on complaint handling procedures for customers, 28.40% said it was satisfactory, 20.00% said it was very good and 17.90% said it was unsatisfactory. Majority (32.60%) of the respondents said that giving punctual response for customer with problems was good, 25.30% said it was unsatisfactory, 20.00% said it was satisfactory, 18.90% it was very good, and 3.20% said it was excellent.

Table 4.7. Customers response on complaint handling in service provision process

Factors used for assessment	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Availability of clear policy and procedures to handle customer complaints	20(10.50%)	66(34.70%)	70(36.80%)	28(14.70%)	6(3.20%)
Availability of awareness creation practices on complaint handling procedures for customers	34(17.90%)	54(28.40%)	64(33.70%)	38(20.00%)	0
Giving punctual response for customer with problems	48(25.30%)	38(20.00%)	62(32.60%)	36(18.90%)	6(3.20%)

4.3.6. The Public Transport Service Quality Indicators

4.7.1. Service provider’s response on public transport service

Table 4.8 above shows that Except 42(24.70%) the majority 128(75.30%) of the respondents said conductors were not courteous. They acted unethically, did not help passengers, insulted the passengers, could not give full service, could not agree with customers, did not have the knowledge, violated the right of passengers, lacked of training, abjected the passenger, lacked of awareness, had no discipline, pulled and pushed the passengers, pulled the passengers in to the car and they thought their own business. Except 64(37.60%) the majority 106(62.40%) of the respondents said conductor were not willing to help passengers. They were not trained about the service, had ethical problems, focused on what they got, ignored customers, had no ethics

from the beginning, only saw the money, showed overact on passengers, their aim was collecting money, were careless for passengers and they did not have the moral of helping passengers. Except for 76(44.70%) the majority 94(55.30%) of the respondents said conductors were not willing to respond to passengers' requests. They acted unethically, lacked the awareness, did not sense their passengers question, did not think for passengers, were not willing to respond, had possible answer for passengers, did not give true answer for passengers, did not keep the personality of customers, did not listen to the passenger and did not have the tolerance. This result shows that majority of customers were dissatisfied regarding conductors' knowledge about their interest, loss of good communication, lack of good approach to customers and substantial rate of impolite behavior of conductors shows that the organization did not give attention to improve the approach and behavior of its conductors by providing adequate training to improve their attitude regarding how they should serve customers. From the above facts one can say the organization is or is not in a good condition on assurance dimension of service quality. However, it has to work to improve conductors' politeness and manner of verbal communication with customers.

Table 4.8: Service providers' response on public transport service

	Yes	No
The conductor are courteous?	42(24.70%)	128(75.30%)
The conductor are willing to help passenger?	64(37.60%)	106(62.40%)
The conductor willing to respond to passenger request?	76(44.70%)	94(55.30%)

4.3.7. Passengers respond on public transport service

Table 4.9 below shows that all 20(100%) of the respondents knew what public transport is. Respondents said public transport is transporting the passengers, give service for public, taking people from one place to another, service provision for the public, types of cars used for transportation and which carry peoples. The majority 15(75.00%) of the respondents knew the importance information, safety and security of the public transport in urban area. They said safety was essential, information was necessary, information was a source to minimize car accident, was used to be more careful and to show the direction. The rest 5(25.00%) didn't know. All 20(100.00%) of the respondents faced challenge in their daily activities: crowded passengers, conductor undermining customers, conductors insulting passengers, conductors reflecting bad habit, disrespecting the customers, high traffic accident, indecisive service, no laws and rules, out of rule activity and over price payment.

Table 4.9: Passengers respond on public transport service

	Yes	No
Do you know what public transport is?	20(100.00%)	0
Do you know the importance information, safety and security of the public transport in urban area?	15(75.00%)	5(25.00%)
Do you face any challenge in your daily activities?	20(100.00%)	0

4.4. Passengers' responses on service provision process of the organization

What do you think can be done in order to make sure that public transport offers better service to its customers?

A substantial number of the respondents responded suggested various ways of making sure that the public transport offers better service to its customers. Some of them are as follows:

- capacitating all employers on how to serve customers;
- clarifying the transport policy to the public;
- giving attention to the continuance awareness creation;
- continuous evaluation and follow-up;
- control the activity of service providers;
- lead with government rule;
- make linkage with responsible body or corporate;
- service providers must be knowledgeable;
- training should be given for all public transport office workers and
- Services providers need to be well qualified.

What other factors do you think affect the quality of services offered by public transport in Jimma zone?

As the respondents mentioned, factors which affected the quality of services are shortage of awareness, absence of good plan, lack of clarity, absence of good communication, missing one's responsibility, over price, overloading of passengers, poor road quality, control of public transport are less, selfishness of the transport owners, lack of effective supervision from the organization, corrupted service providers, lack of enough training, skill gap between service providers, shortage of public transport cars, poor technical knowledge of drivers, the increase of car accident, unethical behavior of conductors and drivers. These shows that there is knowledge gap between the service providers and the service standards of the organization. And this gap of knowledge and ethics are on service standards has negative impact on customers' satisfaction.

What has to be done in order to improve the public transport service in Jimma zone?

The key points of the respondents are mentioned to improve the services as per the standard: were their service providers need to have knowledge about the standards of service delivery, well skilled man power, improved road quality, being free from corruption, renewing the road design, balancing demand and supply, increasing quality of service, developing clarity for the community, being honest for customers, developing their communication skills, applying the transport rule, good work division, filling the skill gap, awareness creation for the service providers, keeping rules and regulations of transport authority, avoiding brokers, reforming the service structure, following-up the all activity, responsibility and accountability must be relevant, behavioral change must be practiced, good outlook for community, work on behavioral change of service providers and using new technology.

4.5. Empirical Findings

This section of the thesis is based on the customers' and service providers' interview guide which was used to conduct semi-structured interviews with public transport users and service providers. The analysis on the data that was collected from these sources by using interviews will be presented in this section.

4.5.1. Findings from the interview with service providers

The interview with service providers was semi-structured in order to allow for follow up questions and a more detailed explanation of the answers provided by the interviewees. The aim of including service providers' perspective was to find out if there existed any discrepancies between service providers' perception of customer satisfaction and such factors that influence it and the perceptions held by the customers. The secondary aim of including service providers' perspective was to learn of other actors who would influence service delivery and service quality. The results from this study also showed that different dimensions had a greater impact on the two groups (in the field and office) perception of the service quality and in turn satisfaction with services provided. The researchers were able to gather such results about which of the dimensions of the service quality most affected their perception of the service and satisfaction, by asking the respondents further questions based on their responses.

Substantial number of service providers did not understand what customers' needs were and what was expected from them regarding the service and also there was no effective communication between service providers and customers. However, the majority of customers agreed that service providers of the organization had the willingness to help them and provide

good service. But they were not satisfied in service providers' response. Because they don't tell them the exact information and there is also lack of patience to respond customers' question. Concerning on difficulties being meet that was their biggest challenge. They faced different problems day to day. The majority of the service providers' agreed that there was no positive change on service provision of the public transport organization. This is lack of positive change on service provision affected the quality of services and this led customers to dissatisfy. So from service providers' points of view customers were not satisfied by the service of the organization.

Currently the transport authority organization does not use its full capacity to supply the public transport for dispatch; because the service prices are too high. The organization provides them with little or no information in times of delays. The staff is not always helpful with finding new routes in times, absence of clarity, lack of continuous flow up on each activity, lack of adequate skilled man power in technique department, lack of managerial capacity and lack of motivation of service providers.

The majority of service providers didn't take training on customers' service delivery. This may lag service providers from providing services effectively. The majority of service providers did not the chance to participate in decision making related with their service provision activity.

4.5.2. Findings from the interview with customers/ passengers

The main aim behind the semi-structured interviews was to try to understand which factors had the most influence on conductor-passengers interaction on Jimma zone public transport customers' service quality. The customer interviewed were conducted aiming at finding out if there were any differences in the way customer satisfaction is viewed by different passengers. The researcher wanted to check if there was a difference in which factors affected satisfaction, in different groups of travelers. The dimensions were: the prices are reasonable, how the communicate problem was going, the language use, the crowdedness inside, if the seats were comfortable during the journey, sufficient driving skills of the drivers, the driving speed, the cleanliness of interiors, the provision of safe services of public vehicles and drivers/conductors give customers individual attention.

The majority of respondents, that is 8 out of 11, perceived that good services were not offered based on the price dimension since they believed that the prices were not reasonable. They cheated and did not give their balance. When they asked for it, they scolded them. Sometimes the conductors intentionally delayed from giving the balance and when customers were about to get down. The way they communicated to solve problems, the availability of clear policy and

awareness creation practices were rated above the expected. Customers rate the overall complaint handling process below the expected. Because the service providers rated it as weak in giving timely response for complains. This fact is also repeated by the customers; that is 7 out of 11 of them did not agree to the availability of effective complaint handling and the activity of problem solving mechanism in the service providers.

The majority of customers felt safe in the journey with service providers and they also agreed that service providers are polite and have honest language use. However, substantial number of customers that is 9 out of 11 responds that service providers have lack of good verbal approach. Specifically the majority of conductors rather than using polite and honest language; they preferred impolite, insult, disapprobation and etc. language.

From the view point of tangible dimension, majority of customers agreed that the public transport cars had comfortable chairs, but in the contrary they said that the cars were not free of technical failure during journey. The cars did not have sufficiently clean interiors, safe and comfortable floors, and their chairs were not clean and comfortable to sit during the journey. The crowdedness of passenger, loaded materials inside the car and illegal sits were also main issues listed by the respondents during the interviews.

Majority of respondents that is 4 out of 11, are agreed that drivers had sufficient driving skills. But the majority of respondents, that is 7 out of 11, said that during driving drivers do not follow traffic rules and the speed of the vehicles did not guarantee their safety. They have witnessed that the police received bribes from the drivers and conductors. They often had a driving speed which is too fast. Such kinds of driving would cause accidents, security against crimes and others. The majority of passengers interviewed that is 8 out of 11 replied that service providers give more concentration to individuals with special problems like disabled, the pregnant, the elders, and others.

As customers mentioned during the interview that they expect well trained service providers, to get information in each daily activity, good helpful organization. When the service providers' were asked what he thinks customers expect from the service, he mentioned similar factors as the customers. He mentioned that their customers' most important expectation is to get trains on time and information in case of delays alongside the other factors mentioned by the customers. The responses showed that service providers does have a good understanding of what their customers expect from the service every time they decide to travel.

The findings would show a gap between customer expectations and the service providers or organization understanding of these expectations. Jimma zone transport authority office is must

be dedicated a lot of activities that help to close the service providers gap. Basis so they are up to date with their customers' expectations and effective complaints handling mechanism.

The organization that was in the customer service part must know and control the rule and the service standards of public car, so if there are complaints that come from the customer, they could immediately follow up and know the process about this complaint handling. So that the handling of complaints can be resolved before the time limit. Not only that, but the frontline employees /service providers/ were always in contact with the operative managers to ensure there is sufficient upward communication. They also make an effort to maintain relationships with their customers through their program and informing them on the options they have to spend their points on: Failure during journey, sufficient clean of interiors, has comfortable seats, provider gap by trying to train their service providers on how to meet customer expectations. The percentage of customers satisfied with the services they receive from the staff and the cleanliness of the trains is an indication of Jimma zone transport efforts at closing this gap.

The service providers to have an impact on the quality of service delivery. Although they are trained, service providers' willingness to perform the service will impact its delivery. The willingness to provide a service varies between different service providers and also in the same employee over time. There tends to be a huge gap between the minimum an employee has to do to keep their job versus what they are capable of accomplishing and this tends to affect the service delivery quality.

The responsible body have not paid adequate attention to manage transport systems to provide better services to the passengers. Lack of reliable and trained drivers and committed conductors has been another severe problem for running the public transport. They do not have serious attachment to their job, They always pay attention to earn their day target only. This leads to dissatisfaction of passenger.

The regulatory agency personnel have emphasized on the issue of lack of cooperation of general public who use public transport the implementing the existing public transport rules and regulations. The civil society groups do not provide any suggestions to overcome the current crises of public transport. Therefore, it has become difficult for the regulatory agencies alone to solve the problems relating to passenger transport services in Jimma zone.

The issue of partnership arrangements among different modes of transport operators as well as the users and regulators must be considered seriously in the future. Continuous awareness programmers to educate passengers on traffic rules and regulations, responsibilities of passengers and persons to whom complaints and requests be made must be carried out using

mass media and other appropriate communication methods through which a greater number of passengers could be reached. Passengers have especially recommended that those reckless drivers of public car services and other motorists who purposely violate traffic rules and regulations must be fined. If the current laws are not adequate the authorities must introduce new laws to control the in disciplined behaviors of service providers. Programmers must be implemented to develop a good relationship between the (service providers) conductors, drivers and the customers (passengers) of public transport. Particular attention should be change the attitudes of public transport conductors towards the passengers.

4.5.3. Findings from the Observation

- Conductors keep shouting at passengers to move forward or to go behind even though the cars were already crowded.
- They cheated and did not give the passengers their balance. When they asked for it, they would scold them.
- Conductors encouraged drivers to stop anywhere on the road and to take off overload passengers.
- Conductors had one definite answer! They would say, “If you have any problem, get out and take another car. We have enough people to take in”. On such occasions most of the time other passengers also would keep quiet, instead of supporting one another.
- Notice must be displayed inside the public transport indicating when and how passengers could make complaints against any injustice they face during their car journey.
- Public transport drivers usually go on racing with other car on the road risking the lives of passengers.
- Most of the time, when passengers wanted to get down at a particular halt, they would not stop at the car halting place, instead they would stop the car where they could pick another passenger.
- The public transport drivers and conductors were not polite. They would blame and scold the passengers if the passengers raised an issue.
- There was no limit to the loading of passengers, particularly in public transport. Usually in public transport, the conductors would keep on loading passengers disregarding the inconvenience caused to the passengers.
- When they saw an old person, pregnancy women and the disabled waiting for a car, the public transport conductors would signal the driver either not to stop at the point or to stop away from the particular passenger.

- ☞ Some of passengers used abusive language to conductors when they were asked to pay their fare.

Lack of strong commitment to regularize the operation of public transport services due to pressure from and influential people who engaged in the public transport car operation contributed to worsen the situation. Drivers and conductors must be made aware of their responsibilities to ensure safety of the passengers rights. Continuous training programmed for drivers and conductors are necessary to make them aware on traffic rules and regulations as well as how to treat passengers. Passenger awareness programmed must be carried out regularly for drivers and conductors to educate on their rights and responsibilities. Government must recognize the importance of the public transport service and provide proper legal support to operate it with dignity and adequate attention to manage the transport systems to provide better services to the passengers. Lack of reliable and trained drivers and committed conductors has been another severe problem for running the public transport cars. Therefore most of the public transport cars operators have become casual workers. They did not have serious attachment to their job, because of the casual nature of their work. They always pay attention to earn their day target only. This leads to dissatisfaction of passenger. Organize the regular meeting for public transport cars operator and conductors discussed around complaints that happened as well as the development progress public transport service. Investigate all customer complaints and report the results of the investigation of the complaint to the complainant in a timely and courteous manner. Establish processes for ensuring serious complaints are reported to management as necessary. Provide training for relevant staff on customer complaints processes and dispute resolution.

CHAPTER FIVE

5. THE DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Discussion of the Findings

The study was carried out to assess passenger-conductor interaction vis -a-vis service quality of public transport sector of Jimma zone. The data collected from the respondents, customers and service providers, earmarked passenger-conductor interaction influencing service quality, setting customer's satisfaction in public transport provision in Jimma zone.

As to the first objective, the study sought to see how conductor's interaction affects customers' satisfaction in public transport service. The findings as recorded in table 4.3 and table 4.4 confirm this. Majority of the respondents 57.60% in table 4.4 and 45.90% in table 4.3 declared the statement 'responsiveness and empathy of conductors provide good services to the customers' as unsatisfactory. Those who said the statement was unsatisfactory mentioned that the conductors' knowledge about their interest, lack of good approach to customers, impolite behavior of conductors, that the organization did not give attention to improve the approach and behavior of its conductors by providing adequate training to improve their attitude with regard to how to serve customers. This situation has lead to being undisciplined, breaking of rules and regulations as well as not respecting having or sympathy towards customers.

This finding is in line with Kotler (1997) identified different gaps of service quality that cause unsuccessful service delivery, these are;

- ✓ A gap between the customer expectation and management perceptions. Here management does not always receive correctly what customer want.
- ✓ A gap between management perception and service quality specification. Here management might correctly perceive the customer want but do not set specific performance standards.
- ✓ A gap between service quality specification and actual service delivered. Here the personnel might be poorly trained or incapable of, or unwilling to meet the standard or they may be held to conflicting standards.
- ✓ A gap between perceived service and expected service. This gap occurs when customer misperceives quality.

In order to address quality service gaps in a company/organization, must treat the employees as the first customers by training the so as to be able and willing to deliver desired level of service to their external customers. Also, organization should carry out research among employees to identify their needs and attitude with respect to working conditions benefits and company policies this research will motivate the employees by giving them rewards and fringe benefits.

(Solomon et al., 1985). Delineates the service encounter as the intact exchange between customer and service provider from the preliminary contact through wrapping up of the exchange. Thus, ensuring good service delivery and customer satisfaction is certainly a challenging and complex practice. However, when one thinks of service encounters what commonly comes to mind is interpersonal exchange between customers and service providers. Specifically, service encounters are used to indicate face to face interactions between customers and service providers in a service setting. These interpersonal exchanges can strongly influence customer satisfaction.

In the second objective, the study sought to examine how communication affects organizational commitment to meet the demands of customers. From the findings in Table 4.5, majority 49.40% of the respondents disagreed with the organizational commitment to meet the demands of customers. The supply of the vehicles is not enough to meet the increased demand from the growing population in Jimma zone. Service providers are not willing to exchange idea with customers: loss of good communication, lack of patience to respond customers' questions, that drivers and conductors are not consistently polite, that Jimma transport sector's service did not meet customers' expectations, that service providers are unethical, absence of information about fares, safety, customer preservation and lack of giving punctual response for customers with problems. The findings in table 4.5, further imply that the expectation of customers are high whereas the activity of service providers are low.

These findings concur with the findings of Prioni and Hensher, (2000) identifies the primary functions of organizational communication to meet customers expectations as: compliance-gaining, leading, motivating, influencing, sense-making, problem-solving and decision-making, conflict management and negotiating. Hills further argued that good public relations should be based on sound organizational policies which were genuinely in the public interest and then upon clear and effective communication. Rather than relying on communication professionals to establish legitimacy only, this approach focused on organizational actions which genuinely considered the public interest. The social and organizational functions of organizational communication as a whole rather than focusing on the functions of specific communication exchanges. Mazzula and Eboli (2006) all the attributes are grouped in macro-factors defined by one or more attributes.

- ✓ information (e.g. availability of information on schedules/maps, explanation and announcement of delays),
- ✓ service supply and reliability (e.g. frequency, regularity and punctuality of rides),

- ✓ fare (e.g. fairness/consistency of fare structure, ease of paying fare),
- ✓ safety (e.g. safe and competent drivers, security against crimes),
- ✓ customer preservation (e.g. repayment, complaint number),
- ✓ environmental protection (e.g. use of vehicles with low environmental impact),
- ✓ quality of system (quality of stops furniture, cleanliness of car exterior).

All the above attributes contribute to quality of the public transport service impact customers' satisfaction. When there is increased frequency of transport services there will be increased communication satisfaction and public transport support.

The third objective looked for effective mechanisms for handling complaints from the customers. As findings recorded in Table 4.7 majority 36.80% of the respondents confirmed that Jimma zone transport authority had good mechanism for handling complaints from the customers: Availability of clear policy and procedures to handle customer complaints, awareness creation practices on complaint handling procedures for customers, punctual response for customer. But there is not any well designed complaint handling mechanism available within the organization. The problem raised by customers is poor mechanism on giving solution for their complaints. The system does not have an organized way of responding to, recording, reporting and using complaints to improve service to customers. It includes procedures for customers to make complaints and guidelines for service providers to resolve complaints and provides information to managers and staff that can assist them to prevent customer dissatisfaction in the future, but it is not fruitful.

These findings concur with the findings of (Tronvoll 2008). An effective complaints handling system is an essential part of providing quality service. It is a measure of customer satisfaction. It provides positive feedback about aspects of the service that work well and is a useful source of information for improvement. Complaint handling basically is activity to deliver complaints, process of responses to the complaint, feedback and report of complaint handling. Tax and Brown (1998) argue that dissatisfied customers should be encouraged to complain because if a customer is unhappy but does not complain, the provider risk losing the customer. Learning about customer complaint behavior process will consequently help companies to serve customers correctly and prevent an unfavorable service experience. Complaining gives the customer an opportunity to (i) receive an apology for the inconvenience, (ii) be offered a fair solution of the problem. (Zemke & Bell 1990). However, as it is discussed there is good complaint handling mechanism in the organization, but the problem raised by customers is poor applicability on giving solution for their complaints. Most of these skills belong to three

categories – leadership, the process of communication and motivation. Interpersonal skills under leadership relate to leadership style, handling conflicts, running meetings, team building and promoting change. The process of communication includes sending messages, listening and providing feedback. Similarly, motivating is broken down into goal setting, clarifying expectations, persuading and empowering. Other interpersonal skills include negotiating (Bambacas and Patrickson, 2008: 52-53).

5.2. Conclusions

Based on the findings of the study, it is concluded that despite of challenges influencing customer's satisfaction in public transport provision in Jimma zone. Public transport is still important for the daily transportation of all stakeholders who use public transport. Positive relationship exists between the above discussed passenger-conductor interaction and service quality of public transport sector in Jimma zone. In order to enhance the service quality and customer satisfaction the reliability and frequency of the public transport must come first. The satisfaction level of customers is highly affected by poor performance of the service providers in its giving of timely response for customer complaints practice and conduciveness of service environment. There is poor complaint handling mechanism and service environment. The organization has a service quality gap with every dimension of the service quality. Simultaneously, majority of customers are not satisfied with the process of service provision and the overall service quality of the organization also rated below the expected average mean. There is knowledge gap between service providers and service standard of the organization. Customers are not aware and information was not available for them where to make a complaint on any injustice they faced during their public transport journey. There is no relationship between these organizations and passengers. The organization does not have continuous measurement of customers' satisfaction level and ways of correcting the problems discovered from the assessment. The majority of service providers did not have the chance to participate in decision making related with their service provision activity. The organization is weak in providing adequate training for all of its service providers who have direct interaction with customers about service provision. This lack of positive change on service provision affect the quality of services and this leads customers to dissatisfaction.

The study also concluded that setting proper price, safety and security, good and comfortable means of transport and availability of information remain as challenge factors to satisfy customers and this should be tackled. It is the social and organizational functions of

organizational communication as a whole that needs to be targeted rather than focusing on the functions of specific communication exchanges. Thus they combine the functions of informing, directing, and regulating into a broader category of behavioral compliance in public transport service. All stakeholders who involved in the public transport sector need to be aware with all factors which influence public transport to be vital to the community at large, should be well addressed and maintained so that it can operate efficiently and effectively within the community.

5.3. Recommendations

The respondents not only raised the issues related to various aspects of the passenger-conductor interaction vis -a-vis service quality of public transport service, but they have made recommendations as to how these issues could be solved. Respondents were requested to give their specific opinions regarding how public transport can operate efficiently within the Jimma zone. The researcher drawn up recommendations which if well applied, impact of passenger-conductor interaction on service quality will remain reasonable while satisfying customer's needs, challenges, means of public transport and the importance of public transport will remain efficient and effective within the community. The service providers have to make sure that they handle pregnancy women, the disabled, old people and sick people carefully and in good manner, avoid bad languages to their customers, develop their communication skills, responsibility and accountability must be relevant and attended training concerning their profession. Customers and service providers have to pay fare accordingly, avoid abusing language, avoid the bad habit while travelling and agree with the price set up by the public transport authority. Thus the organization has to revise its service process, procedure and working environment based on gathering feedbacks from both service providers and its customers. Service providers' knowledge about the predetermined service standard is vital to provide quality service and to take corrective action.

Serious attention must also be paid to redesign the interior facilities of public transport cars. Because the present design standards seem to have not considered the convenient aspects of elderly persons, women, children and the disabled. Therefore, a majority of passengers suffer while traveling in the public transport cars. Jimma zone and town transport authority must intervene in coordinating the public transport operation in order to provide efficient services to the public. External communication made to customers should be realistic and portray to customers a realistic picture of the service as such promises influence customer expectations and impact on satisfaction. Challenges and factors which influence customers' satisfaction in

the public transport to the community are resolved and well addressed, public transport will remain safe, affordable and vital to the community in public transportation for customers' satisfaction. Changes confronting organizations and the associated changes in organizational forms have made organizational communication increasingly important to overall organizational functioning.

5.4. Suggestion for Further Studies

The following suggestions are proposed for further studies:

- i. Based on the findings, the study suggests that further studies should be conducted on the factors influencing customer satisfaction on other modes of public transport;
- ii. This study was only limited to public transport sector and cannot be generalized for other sectors. It is suggested that further studies be done on customer satisfaction in other sectors;

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Appendix - 1

Jimma University

College of Social Science and Humanities Department English Language and Literature MA of PRCC Program

Dear respondents, I am a student of Public Relation and corporate communication (PRCC) Masters Program at Jimma University. The purpose of this questionnaire and interview are to collect data for the study entitled.

“Assessment of Passenger-Conductor Interaction vis -a-vis Service Quality of Public Transport Sector in Jimma Zone”.

Your genuine, frank and timely response is vital for the success of this study. The researcher wants to underline that the data collected are kept confidential and used only for academic purpose. No respondent will be identified by his name or position.

General Description

- It is not necessary to write your name
- Where alternative answers are given, encircle your choice and put “√” mark where necessary.
- Kindly, do not hesitate to explain your true feeling

Thank you, in advance for your kind cooperation and timely response sincerely.

Demographic Information

1.1 Sex 1) Male 2) Female

1.2 Age 1) 25 and below 2) 26-35 3) 36-45 4) 46 and above

1.3 Educational level 1) up to grade 12 2) diploma 3) degree 4) above degree

1.4 Occupations: Student Government official Private Employee Self employ

Research Questionnaire for Passengers

1. How do you rate service quality of public transport in Jimma Zone related to the following direction?

1= Unsatisfactory 2= Satisfactory 3= Good 4= Very Good 5= Excellent

Factors used for assessment	1	2	3	4	5
Responsiveness					
a) Conductor provide good services					
b) Conductor have willingness to help passengers					
c) Conductor are patient to respond to passengers requests					
Empathy					
a) Conductor know what passengers needs are					

b) Conductor give passenger individual attention					
c)The Conductor are able to communicate effectively with passengers					
Responsiveness					
a) Drivers provide good services					
b) Drivers of public vehicles have willingness to help passengers					
c) Drivers are patient to respond to passengers requests					
Empathy					
a) Drivers know what passengers needs are					
b) Drivers give passenger individual attention					
c)The drivers are able to communicate effectively with passengers					

Please indicate the appropriate response from strongly agree to strongly disagree

5) Strongly agree 4) Agree 3) Somewhat agree 2) Disagree 1) Strongly disagree

2. Considerable evidence indicates that recovering effectively from service failures contributes to customer evaluations of firms.

Sr.No	Customer satisfaction	5	4	3	2	1
1	Conductors are always willing to exchange idea with customers.					
2	Customers are willing to engage in relationship building activities.					
3	Conductors increase customers' positive feelings towards their increasing satisfaction and relationship strength.					
4	The transport authority sector aims to attract customers.					
5	Conductors Provide accurate information in service recovery.					
6	The services provided in public transport meet your satisfaction level					
7	You are satisfied with the fares					
8	Drivers and conductors are consistently polite					
9	You feel secure while traveling in public transport					
10	Jimma transport authority sector's service meets my expectations					
11	Jimma transport authority sector takes adequate time to respond to a complaint					
12	The overall quality of service offered by Jimma transport authority is excellent					
13	Overall, how do you rate your level of satisfaction on the service delivery practice of the Jimma transport authority sector?					

Research Questionnaire for service providers

Where alternative answers are given, encircle your choice

- A connection between service quality process and customer satisfaction
A. Much worse B. Worse than expectation C. Neutral D. Equal to expectation E. Better than expectation
- An association between service recovery process and customer satisfaction.
A. Much worse B. Worse than expectation C. Neutral D. Equal to expectation E. Better than expectation
- A relationship between customer complaint handling process and customer satisfaction.

- A. Much worse B. Worse than expectation C. Neutral D. Equal to expectation E. Better than expectation

4. How do you rate the following service provision process in Jimma Zone Transport Authority?

1= Unsatisfactory 2= Satisfactory 3= Good 4= Very Good 5= Excellent

Factors used for assessment		Rating				
		1	2	3	4	5
Complaint handling						
A	Availability of clear policy and procedures to handle customer complaints					
B	Availability of awareness creation practices on complaint handling procedures for customers					
C	Giving punctual response for customer with problems					

The Public Transport Service Quality Indicators

Questionnaire for service providers and passengers

1. The conductor are courteous?

- a) Yes
- b) No

If your answer No explain_____

2. The conductor are willing to help passenger?

- a) Yes
- b) No

If your answer No explain_____

3. The conductor willing to respond to passenger request?

- a) Yes
- b) No

If your answer No explain_____

4. Do you know what public transport is?

- a) Yes
- b) No

If Yes or No explain_____

5. Do you know the importance information, safety and security of the public transport in urban area?

- a) Yes

b) No

If Yes or No Explain _____

6. Do you face any challenge in your daily activities?

a) Yes

b) No

If Yes or No Explain _____

Questionnaire for Passengers

1. What do you think can be done in order to make sure that public transport offers better service to its customers?

Explain _____

2. What other factors do you think affect the quality of services offered by public transport in Jimma zone?

(a) _____

(b) _____

(c) _____

3. What has to be done in order to improve the public transport service in Jimma zone?

(a) _____

(b) _____

(c) _____

Appendix - 2

Interview Guide

Interview questions for passengers

1. Would you say the prices are reasonable?
2. Communicate how problem was going to be solved?
3. Language use
4. Crowdedness of inside
5. The Seats are comfortable to sit during the journey?
6. Drivers have sufficient driving skills?
7. They often drive speed/too fast? Too slow?
8. Cleanliness of interiors are sufficient?
- 9 Do the public vehicles provide safe services? (Free from car accident, having competent drivers, security against crimes and others)
- 10 Drivers/conductors give customers individual attention (ex. For pregnant, elders, disables...)

Interview questions for service providers

1. What do you think your customer's expectations are?
2. Do you have difficulties meeting them?
3. What do you do to maintain current customers?
4. Do your employees get customer service training?

ጅማ ዩኒቨርሲቲ

የሶሻል ሳይንስ ሁሚቲ ኮሌጅ የእንግሊዘኛ ቋንቋና ስነ-ጽሑፍ ክፍል የ PRCC ድህረ-ገጽ ፎቶ ፕሮግራም

የዚህ ማጠቃለያ ዋና አላማ “በጅማ ዞን የህዝብ ማምላላሽ ትራንስፖርት አገልግሎት አሰጣጥ ጥራት ላይ ረዳት /ትኬት ቆራጭ/በተሳፋሪ ላይ የሚሰጠውን ተጽእኖ ሲነጻጸር” በሚለ ርዕስ ሚጃ ለመከታተል ነው፡፡

ጠቅላላ መግለጫ

- ስም መጥቀስ አያስፈልግም
- ተለዋጭ ምርጫ ለቀረበላቸው ጥያቄዎች መልሱን በማክበብ ወይንም ይህን (✓) ምልክት በማድረግ ይመልሱ
- ስለሚያደርጉልኝ መልካም ትብብር በቅድሚያ አመሰግናለሁ፡፡

የግል ሁኔታ

- 1.1 ጾታ 1) ወንድ 2) ሴት
- 1.2 ዕድሜ 1) 25 እና በታች 2) 26-35 3) 36-45 4) 46 እና ከዚያ በላይ
- 1.3 የትምህርት ደረጃ 1) እስከ 12ኛ ክፍል 2) ዲፕሎማ 3) ዲግሪ 4) ከዲግሪ በላይ
- 1.4 ስራጽ 1) ተማሪ 2) የመንግስት ሰራተኛ 3) የግል ድርጅት ተቀጣሪ 4) የግል ስራ

ለተሳፋሪዎች የቀረበ የጥናት ማጠቃለያ

1. ከዚህ በታች በተዘረዘሩት አቅጣጫ በጅማ ዞን የህዝብ ማምላላሽ የአገልግሎት አሰጣጥ ጥራት እንዴት ያመዘኑታል፡፡

- 1) የሚመጣበት 2) በቂ 3) ጥሩ 4) በጣም ጥሩ 5) እጅግ በጣም ጥሩ

ለንጽጽር የተወሰዱ ነገሮች		1	2	3	4	5
ፈጣን ምላሽ አሰጣጥ						
ሀ	ረዳቱ ጥሩ አገልግሎት ይሰጣል					
ለ	ረዳቱ ተሳፋሪዎችን ለመርዳት ፍቃደኛ ነው					
ሐ	ረዳቱ ለተሳፋሪዎች ትእግስትና አክብሮት ያለው ማለት ይሰጣል					
የሰውን ችግር እንደራስ ማየት						
ሀ	ረዳቱ ተሳፋሪዎች ምን እንደሚፈልጉ ያውቃል					
ለ	ረዳቱ ለእያንዳንዱ ተሳፋሪ ትኩረት ይሰጣል					
ሐ	ረዳቱ ከተሳፋሪዎች ጋር ግንኙነት የሚጠናቀቅ ብቃት የተሳካ ነው					
ፈጣን ምላሽ አሰጣጥ						
ሀ	አሽከርካሪው ጥሩ አገልግሎት ይሰጣል					

ለ	አሽከርካሪውተሳፈሪዎችን ለመርዳት ፍቃደኛ ነው					
ሐ	አሽከርካሪው ለተሳፋሪዎች ትእግስትና አክብሮት ያለው መልስ ይሰጣል					
	የሰውን ችግር እንደራስ ማየት					
ሀ	አሽከርካሪውተሳፋሪዎች ምን እንደሚፈልጉ ያውቃል					
ለ	አሽከርካሪውለእይንዳንዱተሳፋሪ ትኩረት ይሰጣል					
ሐ	አሽከርካሪውከተሳፋሪዎች ጋር ግንኙነት የሚፍጠር ብቃቱ የተሳካ ነው					

ከዚህ በታች የተጠቀሱትን የአገልግሎት አሰጣጥሂደትን እባክህ /ሽ/

- 5) በጣም እስማማለሁ 4) እስማማለሁ 3) በትንሽ እስማማለሁ 2) አልስማማም 1) በጣም አልስማማም

በሚላት ተገቢ ምላሽ ያመልክቱ፡ ፡

2. ደንበኞች በዛ ያሉ ለማስረጃ የሚረዱ አመልካች የሆኑትን ነገሮች በመጠቀም አገልግሎት አሰጣጥ ለይ ያለውን ጉድለት ፍቱን በሆነ መልኩ ስገመገሙ

ተ. ቁ	የደንበኞች እርካታ	5	4	3	2	1
1	ሁልጊዜ ረዳቶች ከደንበኞች ጋር ሀሳብ ለመለወጥ ፍቃደኞች ናቸው					
2	ደንበኞች በፍቃደኝነታቸው ቃል የገቡትን ግንኙነት ለማጠናከር ይንቀሳቀሳሉ					
3	ረዳቶች የደንበኞች አገልግሎት እርካታን በማጠናከር ረገድ ቀና ስሜትና ግንኙነትን ያጠናክራሉ					
4	የትራንስፖርት ባለስልጣን መሰሪያ ቤት ዓላማው ደንበኛን መሳብ ነው					
5	በአገልግሎት ግምገማውስጥረዳቶች ትክክለኛ መረጃ ያቀርባሉ					
6	በህዝብ ትራንስፖርት ውስጥ አገልግሎት ሰጪዎች/አቅራቢ/ የደንበኞች እርካታ ደረጃ ጋር የተገናኘ ነው					
7	ለትራንስፖርት የምክፍለው ገንዘብ ከአገልግሎት አሰጣጥ እርካታ ጋር ሲታሰብ አጥጋቢ ነው					
8	አሽከርካሪዎች እና ረዳቶች በሀሳባቸው ፅኑ ፤ ትሁት ፤ ሰው አክባሪ ናቸው					
9	በህዝብ ትራንስፖርት ስለምትጎጎዝ በትንሹ መተማመን ይሰጣል					
10	የጅም ትራንስፖርት ባለስልጣን ማቤት በምስጢር አገልግሎት የፍላጎትን አገኛለሁ					
11	የጅም ትራንስፖርት ባለስልጣን ማቤት በቂ ጊዜ በመውሰድ ለቅረታ መልስ ይሰጣል					
12	በአጠቃላይ የጅም ትራንስፖርት ባለስልጣን የአገልግሎት ጥራትን ከፍለግሎት ያለው ፍቃደኝነት እጅግ በጣም ጥሩ ነው					
13	በአጠቃላይ በጅም ትራንስፖርት ባለስልጣን ማቤት የአገልግሎት አሰጣጥ እርካታ ደረጃን ለማስደግ የሚያደርገውን ልምድ እንዴት ይላሉ?					

ለአገልግሎት ሰጪዎች የቀረበ የጥናት ጥያቄዎች

ከተሰጡት አሜራኖች ውስጥ መልስ ብለህ /ሽ/ የሚጥከውን /ሽውን/ አክቡበት

3. ረዳቱ ተሳፋሪው የምግብ ወይን ጥያቄ በትህትና ማህበረሰብ ለማስጠንቀቂያ ፍቃድ ምን ይሰጣል?

ሀ) አዎ

ለ) አይደለም

ሚልስዎ

አይደለም

ከሆነ

አብራራ/ሪ/ _____

4. የህዝብ ማሞላላሽ ማለት ምን ማለት እንደሆነ ያውቃሉ?

ሀ) አዎ

ለ) አይደለም

ሚልስዎ

አዎ

ወይም

አይደለም

ከሆነ

አብራራ/ሪ/ _____

5. በከተማ ዙሪያ በህዝብ ማሞላላሽ ላይ ሚሮች ለደህንነት ዋስትና ጠቀሜታ እንዳለው ያውቃሉ?

ሀ) አዎ

ለ) አይደለም

ሚልስዎ

አዎ

ወይም

አይደለም

ከሆነ

አብራራ/ሪ/ _____

6. የየዕለት እንቅስቃሴ ውስጥ የሚከተለውን ገር አጋጥሞች ያውቃል?

ሀ) አዎ

ለ) አይደለም

ሚልስዎ

አዎ

ወይም

አይደለም

ከሆነ

አብራራ/ሪ/ _____

ለማን ደኞች የቀረቡ ማጠቃለያ

1. የህዝብ ማሞላላሽ ትራንስፖርት ለደንበኞች የተሻለ አገልግሎት እንዲሰጥ በእርግጠኝነት ምን ብድረግ ይመረጣል ይላሉ? አብራራ/ሪ/ _____

2. በጅም ዞን የህዝብ ማሞላላሽ አገልግሎት አሰጣጥ ላይ ጥራት የሚጠበቅ ማን ይሰጣል ነገሮች ምን ድናቸው ብለው ያስባሉ?

ሀ. _____

ለ. _____

ሐ. _____

3. በጅም ዞን የህዝብ ማሞላላሽ አገልግሎትን የተሻለ ለማድረግ ምን ብሰራና ብድረግ ይመረጣል ይላሉ?

ሀ. _____

ለ. _____

ሐ. _____

የ ቃለ - ማጠይቅ ጥያቄዎች ለመንገድ ደኞች

1. የ ትራንስፖርት ክፍያው ምክንያት ያታወቀ ነበር ማለት ይቻላል?
2. ችግሩ የ ማቃለል በት አካሄድ ላይ ተነጋግረው ያወቃሉ?
3. ቋንቋ አጠቃቀም በተመለከተ
4. በህዝብ ማመላለሻ ትራንስፖርት ውስጥ ያለውን ማጠቃለያ ነቅ እንዴት ይገልጻሉ?
5. በጉዞ ወቅት ወንበሮቹ ለመቀመጥ ምቹ ናቸው?
6. አሽከርካሪዎች በቂ የ መንዳት ችሎታ አላቸው?
7. ብዙውን ጊዜ የ ሚዳ በት ፍጥነት በጣም ፈጣን ነው? ዝግ ያለ ነው?
8. በህዝብ ትራንስፖርት ተሽከርካሪ ውስጥ ያለውን ጽህፍት
9. የህዝብ ትራንስፖርት ተሽከርካሪዎች ደህንነቱ የተጠበቀ አገልግሎት ይሰጣሉ?
(ከተሽከርካሪ አደጋ ነጻ፣ አሽከርካሪው በቂ የ መንዳት ችሎታ ያለው፣ ከወንጀል የነጻ እና የ መሳሰሉት)
10. አሽከርካሪዎች ወይም ረዳቶች ለእያንዳንዱ ደንበኞች ትኩረት ይሰጣሉ? (ለምሳሌ፡ ለነፍሰጠር ሴቶች፣ ለአረጋዊያን፣ ለአካል ጉዳተኞች ወ.ዘ.ተ)

የ ቃለ - ማጠይቅ ጥያቄዎች ለአገልግሎት ሰጪዎች

1. ደንበኞችህ ምን ይጠብቃሉ ብሎ ያስባሉ?
2. ደንበኞችን አስቸጋሪ ነገር ገጥሞት ለመፍታት ተሰብስቦ ያወቃሉ?
3. አሁን ደንበኞችን ለመርከቅ ምን መደረግ አለበት?
4. አገልግሎት ሰጪዎች ለደንበኞች አገልግሎት አሰጣጥ ላይ ስልጠና አግኝተው ያወቃሉ?

Kolleejjii Saayinsii Hawwaasaaf Humaaniitiitti Damee Afaan Ingiliffaa fi Hog-barruu

Jaalleewwan gaafannoo kana naaf guuttan ani Jimmaa Yunversiitti barataa digirii lammaatiin gosa Barumsa PRCC ti.

Kaayyoon ijoo gaafannoo kanaa “ *Mana Hojii Abbaa Taayitaa Geejjibaa Godina Jimmaa keessatti Qulqullina Kenna Tajaajilaa Geejjiba Deddeebisa Ummataan Dhiibbaa Gargaaraan Konkolaachisaa Imalaa irraatti geessisu yeroo Xiinxalamu*” mata duree jedhamu irratti raga funaanuudha.

Ibsa Waliigalaa

- Maqaa ibsuun hin barbaachisu.
- Gaaffiiwwan filannoo qabaniif deebii keessanitti **maruun** ykn **mallattoo** ”√ ” gochuun deebisa.
- Tumsa gaarii naaf gootaniif durseen isin galateeffadha.

Ibsa Dhuunfaa

- 1.1 Saala 1) Dhiira 2) Dubartii
- 1.2 Umurii 1) 25 fi Gadi 2) 26-35 3) 36-45 4) 46 fi isaa oli
- 1.3 Sadarkaa Barumsaa 1) Hanga kutaa 12^{ffaa} 2) Dippiloomaa 3) Digiri 4) Digirii Ol
- 1.4 Hojii 1) Barataa 2) Hojjetaa Mootummaa 3) Qacaramaa Dhabbata Dhuunfaa 4) Hojii Dhuunfaa

Gaaffii Qorannoo Imalootaaf

1. Godina Jimmaatti qulqullina kenna tajaajila geejjiba deddeebisa ummataa akkamitti xiinxaltu?
2. Quubsa miti 2) Quubsadha 3) Gaarii 4) Baay’ee gaarii 5) Baayyee baayyee gaarii

Dhimmoota gamaaggamaaf fayyadamnu		1	2	3	4	5
	Deebii Atattamaa Kennuu					
A	Kenni tajaajila gargaraa gaariidha					
B	Gargaaraan imaloota deggeruuf fedhii qabeessa					
C	Gargaaraan imalootaaf deebii kabajaa fi naamusa qabu kenna					
	Rakkoo namaa akka kan ofiitti ilaaluu					
A	Garaaraan imaltoonni maal akka barbaadan ni beeka					
B	Gargaaraan tokko tokkoo imalaaf xiyyeeffannoo ni kenna					
C	Gargaaraan imaloota waliin dandeettiin hariiroo uumuun isaa milkaa’adha					
	Deebii Atattamaa Kennuu					
A	Konkolaachisaan tajaajila gaarii ni kenna					
B	Konkolaachistoonni imaloota gargaaruuf fedhii qabu					
C	Konkolaachisaan imalootaaf deebii kabajaa fi naamusa qabu ni kenna					

	Rakkoo namaa akka kan offiitti ilaaluu						
A	Konkolaachisaan imaltoonni maal akka fedhan ni beeka						
B	Konkolaachisaan tokko tokkoo imalaaf xiyyeeffannoo ni kenna						
C	Konkolaachisaan imaloota waliin dandeettii hariiroo uumuu isaa milkaa'adha						

Adaraa hojimaata kenna tajaajila armaan gaditti caqafaman kana :-

5) Baayyeetti ittiin walii hin galu 4) ittin walii gala 3) xiqqoo ittiin walii gala 2) ittiin walii gala 1)baayyeetti ittiin walii gala jechuun deebii sirrii agarsiisa.

3. Maamiltoonni keenya kenna tajaajilaa irratti ragaawwan hanqina jiru karaa haqa qabeessa ta'een agarsiisuutti fayyadamuun deebii sirrii agarsiisa.

Lak	Itti quufiinsa maamilaa	5	4	3	2	1
1	Gargaarttonni yeroo mara maamila waliin yaada wal-jijjiiruuf fedhii qabeayyiidha.					
2	Maamiltoonni hariiroo isaanii cimsuuf fadhii isaaniin waadaa galan milkeessuuf ni carraaqu.					
3	Gargaarttonni miira qajeelaatiin itti quufiinsa kenna tajaajila maamilootaa dabaluuuf hariiroo ni cimsu.					
4	Kaayyoon mana hojii abbaa taayitaa geejjibaa maamiloota harkisuudha.					
5	Sakata'iinsa ykn gamaaggama kenna tajaajilaa irratti hojjettoonni raga sirrii ni dhiyeessa.					
6	Geejjiba ummataa keessatti sadarkaan tajaajila kennitoota hanga itti quufiinsa keessaa waliin kan walitti dhufu dha.					
7	Geejjibaaf kaffaltiin kaffalamu itti quufiinsa tajaajilaa waliin wayita shallagamu quubsaa dha.					
8	Konkolaachistootii fi gargaarttonni tasgabbaa'oo kan nama kabajanii fi yaanni isaanii kan bakka tokko dhaabbatu dha.					
9	Gejjiba ummataa yoo imaltu ofitti amanamummaa hanga tokko namaa kenna.					
10	Mana hojii abbaa taayitaa geejjibaa godina Jimmaatti waan fedhii kee ni argatta.					
11	Manni hojii abbaa taayitaa geejjibaa godina Jimmaa yeroo bal'aa fudhachuun komiidhaaf deebii ni kenna.					
12	Wolumaagalatti abbaan taayitaa geejjibaa godina Jimmaa kenna tajaajila qulqul'ina qabu kennuuf fedhiin jiru daran ol-aanaa dha.					
13	Walumaagalatti abbaan taayitaa geejjibaa godina Jimmaa itti quufiinsa kenna tajaajilaa fooyyessuuf shaakalliin ykn tattaaffii inni taasisaa jiru akkam jettu?					

Tajaajila kennitootaaf gaaffii qo'annoo

Gaaffiiwwan armaan gadiitiif filannoo kennaman keessaa deebii ta'a jettanii kan filattanitti maraa.

1. Itti quufiinsa maamilootaa fi adeemsa kenna tajaajila qulqul'ina qabu gidduu walitti dhufeenyi jiru
A. Baay'ee badaadha B. Badaadha C. naan hin ilaallatu D. Hanga eegamudha E. kan eegamu irra fooyya'aadha
2. Adeemsa tajaajila argachuu fi itti quufiinsa maamilootaa gidduu walitti dhufenyi jiru
A. Baay'ee badaadha B. Badaadha C. naan hin ilaallatu D. Hanga eegamudha E. kan eegamu irra fooyya'aadha
3. Adeemsa qabiinsa komii maamila fi itti quufiinsa maamilagidduu hariiroo jiruu
A. Baay'ee badaadha B. Badaadha C. naan hin ilaallatu D. Hanga eegamudha E. kan eegamu irra fooyya'aadha
4. Abbaa taayitaa geejjiba Jimmaa keessatti sadarkaa adeemsa kenna tajaajilaa akkamitti hubattan

1) Quubsaa miti 2) Quubsadha 3) Gaarii 4) Baay'ee gaarii 5) Baayyee baayyee gaarii

Waantoota gamaaggamaaf fayyadan		Sadarkaawwan				
Haala komiin itti qabamu		1	2	3	4	5
A	Haala qabiinsa komiin maamila irratti imaammanni ifaa fi mijataa ta'e jiraachuu ilaalchisee					
B	Adeemsa qabiinsa komii maamilaatiif haala mijataa uumuuf shaakalliin jiru					
C	Gaaffii maamilootaaf deebiin deedi'uu qabu guyyaa fi beellama qabameen raawwatamu					

Gaaffii Qorannoo Tajaajila Kennitootaaf

Adaraa gaaffiiwwan armaan gadiitiif filannoowwan kennaman keessaa deedii ni ta'a kan jettanittu **maraa**.

- 1) Gochi gargaartotaa naamusa qabeessaa?
A) Eyyee B) lakkii
Deebiin keessan mitii yoo ta'e ibsaa _____
- 2) Gargaaraan imaltoota gargaaruuf fedhii qabeessaa?
A) Eyyee B) lakkii
Deebiin keessan mitii yoo ta'e ibsaa _____
- 3) Gargaaraan karaa kabaja fi namusa qabuun imalaa gaaffii gaafachuu fi gaaffii deebisuu irratti fedhii qabaa?
A) Eyyee B) lakkii
Deebiin keessan mitii yoo ta'e ibsaa _____
- 4) Geejjiba deddebisa ummataa jechuun maal jechuu akka ta'e ni beektuu?

A) Eyyee B) lakkii

Deebiin keessan eyyees ta'e lakkii ibsi haa kennamu _____

5) Deddeebisa geejjiba ummataa naannoo magaalatti raga faayidaa wabii nageenyaa ta'uu isaa ni beektuu?

A) Eyyee B) lakkii

Deebiin keessan eyyees ta'e lakkii ibsi haa kennamu _____

6) Sochii tajaajila geejjibaa guyyaa guyyaa keessatti waan ati hin feene si mudatee beekaa?

A) Eyyee B) lakkii

B) Deebiin keessan eyyees ta'e lakkii ibsi haa kennamu _____

Gaafannoo imaltootaa

1) Kenna tajaajila geejjiba deddeebisa ummataa fooyya'aa taasisuuf maalituu yoo godhame filatamaa ta'a jettaa? ibsi _____

2) Godina Jimmaatti qulqul'ina kenna tajaajila geejjiba deddeebisa ummataa waantonni hir'isan maal fa'i jettanii yaaddu?

A) _____

B) _____

C) _____

3) Godina Jimmaatti kenna tajaajila geejjiba deddeebisa ummataa fooyya'aa taasisuuf maaltuu yoo ta'e filatamaadha jettu?

A) _____

B) _____

C) _____

Gaaffii gaafannoo imaltootaa

1) Kaffaltiin geejjibaaf kaffalamu sababa qabeessa jehuun ni danda'amaa?

2) Rakkoon kaffaltiin wal qabate deemsa inni furmaata itti argatu irrattii mar'attanii beektuu?

3) Tajaajila geejjibaa keessatti itti fayyadama afaanii ilaalchisee

4) Haala konkolaataa deddeebisa ummataa keessa jiru hoo?

5) Teessoowwan jiran imalaaf mijatoodhaa?

6) Konkolaachisaan gahumsa konkolaachisuu qabaa?

7) Yeroo baayyee haalli konkolaataan ittiin hoofamu; baay'ee saffisaa dha? suutadhaa?

8) Haalli qulqullina keessoo konkolaataa hoo?

- 9) Geejjibni deddeebisa ummataa tajaajila nageenyi isaa eegame ni kennaa? (bala irraa walabaa? Yakka irraa hoo?)
- 10) Konkolaachtoonni fi gargaartoonni tokko tokkoo maamilootaaf xiyyeeffannoo ni kennuu? (dubartoota ulfaaf, maanguddootaaf, qaamaa miidhamtootaa fi kkf)

Gaaffii Gaafannoo Tajaajila Kennitootaaf

1. Maamiltoonni koo maal na irraa eegu jettee yaadda?
2. Rakkoo maamiltoota mudate furuuf mar'attanii beektuu?
3. Yeroo ammaa maamiltoota hawwachuuf maaltuu godhamuu qaba?
4. Tajaajila kennitoonni haala kenniinsa tajaajilaa irratti leenjii argatanii beekuu?