

***FACTORS THAT AFFECT PUBLIC SECTORS SERVICE
QUALITY :(A CASE STUDY IN JIMMA TOWN
MUNICIPALITY)***

***A Thesis Submitted to the School of Graduate Studies, of Jimma University,
in Practical Fulfillment of the Requirements for the Award of the Degree of
Master of Public Management (MPM)***

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JIMMA, ETHIOPIA

Factors that affect public service quality :(A case study in Jimma town municipality)

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JULY, 17, 2021

JIMMA, ETHIOPIA

DECLARATION

I hereby declare that thesis entailed “Factors that affect Public Sectors Service Quality (A Case Study in Jimma town Municipality)” has been carried out by me under the guidance and supervision of Dr KenenisaLemi and Mrs. RejabutMahammed

The Thesis is original and has not been submitted for the award of Degree of Masters of Public Management any University or Institutions

Researcher’s Name

Date

Signature

CERTIFICATE

These is to certify that the thesis entities” Factors that Affect Public service quality A case study in Jimma town Municipality,” Submitted to Jimma University for the award of the Degree of Master of Public Management (MPM)and is a record of research work carried out by Mr. AHMED BORI, under our guidance and supervision.

There for, we hereby declare that part of these theses has been submitted to any other University or Institutions for the award of any Degree or Diploma.

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Abstract

The main objective of the study is to assessing factors that affect public sector service quality in the case of Jimma city municipality. In doing so, the study employed mixed research approach. Questionnaire, semi-structured and key informant interview were used for gathering primary data source. The study which was carried out used judgmental sampling techniques in selecting a total of 5 kebles and 392 questionnaires was distributed from this 80% for customers of the municipality and 20% for employees of municipality. A quantitative and qualitative research approach was implemented. Data was collected using questionnaire developed both in afan Oromo and in English in order to make easy to understand and respond. Service quality has been measured through using five dimensions (SERVEQUAL MODEL) tangibility, responsiveness, reliability, assurance and empathy for customers' response on service quality. In addition to customers the questionnaire also designed for employees of the selected Kebles. The data gathered through questionnaire was analyzed using SPSS Version 20 through mean, standard deviation for the study. The results indicated that there is a positive relationship between service quality and customer satisfaction. It was, thus, it is advisable that the municipality of Jimma town needs to concentrate on those measuring instruments of service quality attributes which the clients considered most important and measures needs to institute to deal with those factors which tend to impact adversely on the organizations' and municipality's to attempt at ensuring the delivery of high quality of service and client satisfactions.

Key words: *service quality, customer, tangibility, responsiveness, reliability, assurance and empathy.*

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List of ACRONYMS /ABBREVIATIONS

FGD:	Focus Group Discussion
ACCA :	Association of Chartered Certified Accounting
BoFED :	Bureau of Finance and Economic Development of Oromia
BPR :	Business Process Re-engineering
NALF:	National Alcohol and Liquid Factory
PASDEP:	Plan for Accelerated and sustained Development to End Poverty
QPS:	Quality Public Service
SNNPR:	Southern Nation Nationalities and peoples Region
SPSS:	Statistical Package for the Social Science
VIF:	Certified Integrated Frequency
SERVQUAL:	Service Quality
SERVPERF:	Service Performance

CHAPTER ONE

INTRODUCTION

This chapter of the study deals with the background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, limitation of the study and the operational definitions of key terms.

1.1. Background of the Study

Public sector is the largest service provider and hence, any incremental improvement in public services positively impacts millions of people. Some of the public services delivered by the government of a nation are Public health and welfare programs, education, roads, research and development, national and domestic security, clean environment and etc. Different terms have been used such as citizens, recipients, consumers, and users of services interchangeably to refer to the people who are supposed to receive and benefit from these services. Before delivering any of these services, it is necessary to design proper policies that match the public perception. The main tradition in the analysis of public service provision has been to study how people respond to policies and to measure who are the beneficiaries from various public programs (World Bank, 2012).

Parasuraman as cited in Oladepo&Abimbola (2014) defines service quality as the degree and direction of discrepancy between the consumer's perceptions and expectations or the extent to which a service meets or exceeds customer's expectations. Hence many service organizations have adopted the principles of service quality to maximize customer satisfaction and to increase their customer base and the application of these principles has also trickled into public sector organizations(Osei, 2012).Profit and nonprofit organizations, privately held and publically traded companies, government agencies, educational institutions, and volunteer community groups, businesses with hundreds of thousands of employees and home based part-time entrepreneurs have at least one thing in common that is to serve needs outside their boundary. Organizational boundaries can make work to be orderly, predictable and efficient while it can also foster an -us-versus-them mentality that creates a kind of disconnect between the organization and its customers. This is the inherent

dilemma that modern organizations are continually facing in public service delivery (Fogli, 2006).

Grönroos (2007) defined services as a process consisting of series of more or less intangible activities that normally, but not necessarily always, take place in interaction between the customer and service employee and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems.

A negative customer service experience often leads to a dissatisfied or disgruntled customer; and an unhappy customer can tarnish the name and reputation of a company by generating negative feedback. Customer service is a standard in customer satisfaction, so consumers expect to have their issue managed while being addressed in a polite and in a timely manner. Customers want efficient, well trained people representing the businesses they deal with routinely. Being impolite, outspoken, disconnected or refusing to listen to a customer does not reflect a positive image for the company or its expectations of good client service. The focus must always remain on the customer and their needs first making them feel valued.

As Day and Halpin (2004) point out, this has resulted in a pervasive need for public servants at every level to examine and monitor their effectiveness in providing quality service to meet their large customers' needs. Delivering the customer promise enables one to know customers and their needs." Public sector leaders around the world face a common set of challenges, if their services are to meet the increased expectations of their customers, from both citizens and businesses. However, experience shows that while the challenges may be consistent, the ways in which they are being confronted, and the results that are being achieved, vary considerably. One common challenge faced by every organization is how to service its customers better. Jimma town municipality, which is the geographical study area of this study, is no exception to this. Though, traditionally, it has been seen as a passive vehicle for executing social policy mandated by legislation, however, accustomed to a relatively better service delivery from the private sector, citizens/businesses view the public-sector as another provider of services for which they pay taxes. In line with this, it is apparent that public managers and decision makers of municipalities are required to see and improve the elements of service quality that can result in the most significant contributions on customer satisfaction.

According to Rainey (2003), setting up an integrated and aligned management structure, continuously improves its core capabilities and truly treating the employees as its main asset are mandatory for an organization in achieving customer satisfaction. While public sector services perform better than we thought, the inescapable fact is that there is still a gap between the service citizens expect from the government and what they get. In order to narrow this gap, the public sector or municipalities must work on those things that will make the most difference to our public customers.

Goodman (2009) stressed that adopting strategic public customer service typically requires several mental and managerial shifts along with view ongoing customer relationship as essential to the organization's health map the end to end customer experience and align the organization to it and appoint someone at least to monitor it if not manage it ,organize service employees ,resource that support them, and functions that affect services for maximum speed and flexibility with few specific rules beyond doing what is best for the customer.

In the past few decades, there has been a growing emphasis on the need for public organizations to see the public (citizens) as customers and the trend in public sector management is changing that customers increasingly used to describe the users of service delivered by government bodies although it is traditionally associated with the private sector (World Bank, 1989).The public service implemented by the government is frequently a reflection of general bureaucracy quality. Consequently government needs to make improvement on public service quality to gain people's satisfaction (Hadiyati, 2014).

In Ethiopia, with the emergence of new public service policy, competition is increasing. Therefore, selected sectors need to worry about offering best service to retain and increase loyalty of their customers. The findings of the study helps the sector to improve the service quality or build on what it is currently practicing to achieve the desired level of service quality.

1.2. Statements of the problem

Customer service and delivering quality service is the major issue determining the competitive edge of organizations. The survival of any business organization depends on the satisfaction of its stakeholders. Customers being the major and critical ones among those

stakeholders, they are the sources of profits for the primary a profit making organizations and reason for being in operation for any non-profit making organizations. Thus, customers are considered as the backbone of any organization. (Robert - Phelps, 2003).

Service quality itself is a multidimensional construct (e.g. SERVPERF and SERVQUAL) then the question arises which specific dimensions of service quality have the strongest effects on customer satisfaction? Hence there is a need to customize the issue to the specific service sector and to the specific cultural context in which they are applied (Culiberg, B.et al, 2010).

Although the need to satisfy customer is something that goes without saying this is precisely the problem with many organizations, assumptions are made about what customers really want and even if customers have been consulted, it may be such a long time in the past that this information is at best irrelevant and often positively dangerous. Professional services in a particular sector frequently suffer from an attitude of thinking that they know best, because they are the experts. This may be true but this attitude can create blind spots in dealing with customers (Johnson and Clark, 2002).

To address this, the public sector must find ways of improving the efficiency and effectiveness of its service delivery. This means providing value for money by improving quality of service (accessibility for all and satisfactory customer experiences and outcomes), and reducing the costs involved in providing those services. Because the need for a customer-oriented focus coincides with tightening government budgets, providing value for money is a core concern today. This is prompting the public sector to explore new sustainable models for service delivery – models that can improve customer experience and outcomes through enhanced and quality service levels at the same or reduced cost. The solution lies in developing customer-centric models that draw brainwave from the relative success with which the private sector has addressed this situation, and that put the customer at the heart of service design and service delivery (Zeritu,F.,2010).

The existing government of Ethiopia adopted the Ethiopian service delivery policy in 2001 with the main objective of ensuring efficiency and effectiveness of service delivery; equity in access to government services; ensuring accountability for failure to provide quality service so as to ensure customer satisfaction. The policy also concerned and enacted the directive on

compliant handling on public service delivery having an objective of providing quick responses to customer complaints, collecting feed-back and reducing the burdens of access to justice and legal institutions.

The essence of public sector reform in Ethiopia similar to elsewhere in the world, were the need to improve efficiency and effectiveness in the delivery of service to the public Kiragu and Mutahaba, (2006). The importance for the development and institution of public service reform has assumed greater prominence since a major factor in the successful formulation and implementation of socio-economic and political development policies and programs in any country is an effective, efficient and responsive public service. The authors further stated that without a fundamental and sustained public service reform, other aspects of reforms have a very lean chance of success and they are not anchored on an efficient, responsive, reliable and cost effective public service.

As evidence, Jimma town municipality administration annual report of 2017 and 2018, majority of its customers/inhabitants reflected their complaints directly and indirectly since the office did not meet service needs of its customers and requirements. In addition, the 2017 second quarter's report of the office shows that having the same number of households (customers) manifested their dissatisfaction orally and in written form due to the poor quality of the services given.

As per theoretical framework stated above the student researcher was realized through preliminary research of the following gaps. Such as inadequate training for the staff, poor customer handling practices, lack of quality services, inability to adopt new innovations in the sector and government policy are some of observed problems that exist in the day to day service delivery practice of selected kebles of Jimma town municipality.

The other reason is that the researcher observed and felt that there are problems regarding land management related services and as well as the researcher observed a number of complaints through the experience and involvement in the Administration office. Thus, the researcher was conducted the study with the objective of assessing factors that affect public service quality in selected kebles of Jimma town municipality and suggested possible solutions for problems (gaps) that was identified by the study.

1.3. Research Questions

Based on the above problem statement, the research was raised the following basic research questions:

1. What is the level of service quality in selected kebles in Jimma town municipality?
2. What compliant handling mechanisms of the Jimma town municipality are used?
3. What are the main Technology as well as environmental factors that limit on the maintenance of high-quality services in selected kebles in Jimma town municipality?
4. Do you think that employees are aware about the impact of quality service delivery to the customers?
5. What are the main factors that hide staff capacity on maintenance of high-quality services in selected kebles in Jimma town municipality?

1.4. Objectives of the Study

1.4.1 General Objective

The general objective of this study is to assessing factors that affect public service quality in selected kebles in Jimma town municipality.

1.4.2. Specific Objectives

The research specifically intends to:

- To assess the level of service quality in selected kebles in Jimma town municipality
- To evaluate compliant handling mechanisms of the selected kebeles used.
- To evaluate Technology as well as environmental factors that limit on the maintenance of high-quality services in selected kebles in Jimma town municipality.
- To explore employees are aware about the impact of quality service delivery to the customers.

To evaluate the main factors that hide staff capacity on maintenance of high-quality services in selected kebles in Jimma town municipality.

Hypotheses of the Study

Based on the above reviewed theoretical and empirical literatures the following hypothesis is hypothesized and will be tested by the study:

H1: Service quality dimensions have significant influence on customer satisfaction.

H2: Public Service delivery has significant effect on customer satisfaction.

H3: Compliant handling mechanism has significant impact on customer satisfaction.

H4: Public service delivery principles have significant effect on customer satisfaction. :

H 5: There is a significant relationship between Empathy and Service quality.

1.5. Significance of the Study

The study when successfully carried out is expected to add to the store of knowledge on the subject matter, particularly its relevance to public sectors in Ethiopia. It is expected to expand the frontiers of knowledge with respect to how service quality influences or impacts on customer satisfaction, elements of service quality and other determinants of customer satisfaction. The study having analyzed the theoretical perspectives, and after processing the feedbacks from the various categories, will devise ways to improve service quality and increases customer satisfaction in the company. Moreover, the study is believed to have the following importance:-

- This kind of service quality survey and evaluation conducted by researchers help the sector to assess the problem areas in detail.
- It will enable sectorial officials know customers view of their service delivery quality.
- It helps the management of the selected sector to review its public service delivery in way that meets its customer's needs and expectations.
- It helps different levels of the sector to identify their respective status in relation to improvement needs of their public service delivery and customer satisfaction.
- May it help any interested person who wants to conduct study in the area as point of reference?

1.6. Scope of the Study

The applicability of the concept of service quality has broad term and can be applied to different sectors which are also important to pursue in terms of research. This research mainly focuses on the service sectors therefore; public sector is selected among other service institutions. The researcher chose the kebeles in Jimmaton as a case. The scope of the study is also interested and limited to the perception and expectation of customers in five kebeles only from the rest of other kebeles in Jimma town. Moreover, the research sample frame was restricted to Jimma town from which the survey was conduct in fivekebeles of Jimma town.

1.7. Limitations of the Study

A major challenge of this study was the difficulty in getting clients to respond to the questionnaires. Contacting past clients of the organizations was quite challenging. Even though the various sectors have the contacts and addresses of these clients, it was still difficult getting them as some of them had changed their telephone numbers. The researcher was not overwhelmed by these challenges and took steps as searching those unwilling respondents in different mechanisms like to contact with their best friends and relatives, the researcher tried to get them properly then took appropriate information's as much as possible to minimize the effects of these challenges on the study variables.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2. INTRODUCTION

The literature review on the thesis topic- quality dimension and service delivery satisfaction in selected kebles of public sector in Jimma to wnmunicipality shows and explore the supporting theories that are related to the thesis problems. At the same time, the definition to the concepts has been examined and quality dimension, service delivery satisfaction and its present state was identified.

2.1 Theoretical Framework

2.1. 1.The concept of quality

Quality differs from person to person and situation to situation. Service quality has become a major area of attention during the past few decades for managers, researchers, practitioners because of its huge impact on business performance of firms. Kim et al. (2004) concluded that call quality, offering value added services and provision of customer support plays an important role in satisfying customers and their intentions to stay with the same service provider.

According to O'Neill and Palmer (2003), services are products, which are essentially intangible and cannot be owned. From the definitions as presented by the various authorities, it is clear that they all emphasis that service is essentially intangible. This means that a service cannot be seen physical but the customer experiences it. In summary, it is eminent for service firms to consider the physical aspects of quality in order to offer high service quality (Abdullah &Andrew, 2010).

According to Allan (1998:2) “research in TQM is not located in any one paradigm, rather it can be eclectic, drawing on both positivism and interpretive approaches and utilizing quantitative and qualitative methods where each is deemed to be appropriate”. The aim of

literature study is to find out what has been done in a specific field of study. That is, to review the existing scholarship or available body of knowledge to see how other scholars have investigated the research problem that one is interested in (Mouton 2001:87). In this case, a thorough research on TQM is done in order to test the hypotheses that the application of TQM in MAP municipality can contribute to the improvement in organizational performance. The literature study endeavors to give credence to the hypotheses. This is corroborated by Baker's (2004:135) assertion that "the literature review on a discipline is a necessary source on which to draw information in order to help one to answer a research question".

Deming (1992) also identified three types of quality essential for the production of goods and delivery of services which meet the needs of customers and clients. These are quality of design or redesign, quality of conformance and quality of performance. Quality of design, according to Deming, develops products and services from the perspective of the customer or client with the aim of delivering products or services which suits the needs of the market, at a given cost.

Quality of conformance is the ability of an organization to deliver goods and services with the same predictable level of uniformity and dependability at a reasonable cost, and which conforms to the quality characteristics determined in the quality of design studies. In sum, according to Deming, the objective of quality of conformance is to reduce variability in products and services with respect to specifications. Quality of performance focuses on performance of the product or service in the marketplace. It returns as full circle to the customer or client. The objective is to assess how satisfied customers or clients are with the performance of the product or service in actual use (Deming, Zeritu, 2010).

Garvin (1988), in discussing the evolution of quality concept, identified five perspectives on quality-the transcendent view; the product based approach; the user based approach; the manufacturing based approach and the value based definition of quality.

The transcendent approach holds the view that quality can be defined or recognized only when the product is used or the service is experienced. It argues that people learn to recognize quality only through the experience gained through repeated exposure (Lovelock and Wirtz, 2004).

The product based approach holds the view that quality can be judged by the presence or absence of particular characteristics of the product or service itself. It sees quality as a precise and measurable variable. However, Lovelock and Wirtz (2004) are of the view that, this approaches though highly objective, it fails to account for differences in the tastes, needs and preferences of individual customers (or even entire market segments).

The manufacturing based approach states that quality exists if the product meets original specifications. It focuses on conformance to internally developed specifications, which are often driven by productivity and cost containment goals (Lovelock and Wirtz, 2004). With this approach a failure to meet standards completely represents a lack of quality, posits Garvin. The user based approach takes into consideration the customer's wants, expectations, needs and requirements and argues that they have to be met. It is based on the premise that quality lies in the eyes of the beholder and until the customer was completely satisfied, quality cannot be said to exist.

Finally, the value based perspective see quality as a trade-off between value and price. By considering the trade-off between performance (or conformance) and price, quality comes to be defined as "affordable excellence" (Lovelock and Wirtz, 2004).

2.1.2. Overview of service quality

The concept of service quality has received a great deal of attention from both academicians and practitioners throughout the past three decades. It is a concept that has aroused considerable interest and debate in the research literature because of the difficulties in both defining and measuring it with no consensus emerging on either (Wisniewski, 2001).

The service industry plays an indispensable role in the economy of any country. Both the private and public sectors play very useful roles in the service industry. The role of the public sector in the delivery of quality services is even more crucial in developing countries like Ethiopia (Zeritu F., 2010).

Customer (clients) needs and expectations are changing when it comes to governmental services and their quality requirements. The complexity and difficulty associated with public sector services delivery is emphasized by Gowan M and others. According to GowanM.et al (2001), service provision is more complex in the public sector because it is not

simply a matter of meeting expressed needs but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done.

Public sectors have come under increasing pressure to deliver quality services (Randall and Senior, 1994) and improved efficiencies (Robinson, 2003). It should be noted once again that service quality in most public sector is to say the least unsatisfactory. According to Teicher et al (2002), service quality practices in public organization is slow and is further exacerbated by difficulties in measuring outcomes, greater scrutiny from the public and press, a lack of freedom to account in an arbitrary fashion and requirement for decisions to be based on law. From the viewpoint of Gowan M.etal and Teicher et al,2001, public sectors are inherently constrained in the delivery of quality services and this is further made worse by systems, structures and processes which by all intents and purposes are meant to ensure accountability, transparency and efficiency.

Service quality has been identified and documented as one of the key driving forces for organizational survival, sustainability and is crucial for the firm's accomplishment (Rust and Oliver, 1994). Service quality has been defined and conceptualized differently by different experts, researchers and practitioners. According to Zeithaml and Bitner (2008:85), "Service quality is a focused evaluation that reflects the customer's perceptions of specific dimensions of quality: reliability, responsiveness, assurance, empathy and tangible". It is a conceptual construct which centers on perceived quality defined as a customer's judgment about an entity's overall excellence or superiority (Girma, B. 2015).

According to Parasuraman et al (1994), service quality is the difference between customers' expectations of services and their perceived service. If the expectation is greater than the service performance, perceived quality is less than satisfactory and general dissatisfaction occurs.

In other words, service quality is the result of the comparison that customers make between their expectations about a service and their perception of the ways the service has been performed (Gronroos, 1992, Parasuraman et al 2014; 1988). Parasuraman et al, (1992) also add that service quality is the ability of the organization to meet or exceed customer expectation. Zeithaml et al, 1990 further posit that it is the difference between customer

expectations of service and perceived service. Perceived service quality results from comparisons by customers of expectations with their perceptions of service delivered by suppliers.

Other authors such as Lewis and Mitchell (1990), Dotchin and Oakland (1994), and Asubonteng et al (1996), define service quality as the extent to which a service meets customer's needs and expectations.

2.1.3. Service quality dimensions

In services marketing literature, service quality has been reported as a second order construct being composed of first order variables (Sachdev and Verma, 2004). Various authors have provided different conceptualizations over time. They include Gronroos (1992) three-component structure (technical quality, functional quality and reputational quality); Lehtinen and Lehtinen (1982) three component conceptualization (interactive, physical and corporate quality); Hedvall and Paltschik (1989) two dimension model (willingness and ability to serve; and physical and psychological access); Garvin (1988) nine dimensional approach (performance, features, conformance, reliability, durability, serviceability, response, aesthetics and reputation); Oliver and Rust (1994) functional quality, technical quality and environmental quality construct; Parasuraman, Zeithaml and Berry (1994) conceptualization of five dimensions (tangibles (T), reliability (R), responsiveness (R), assurance (A) and empathy (E) which eventually led to the development of the SERVQUAL instrument. However, the five dimensional construct of Parasuraman, Zeithaml and Berry (1994) happens to be the most universally accepted and most extensively used. Assurance has been defined as the “employees’ knowledge and courtesy and the service provider’s ability to inspire trust and confidence” (Zeithaml et al 2006).

Andaleeb and Conway (2006) observed that assurance may not be so important relative to other industries where the risk is higher and the outcome of using the service is uncertain. They concluded that in the health organization, for example, assurance is a very much important dimension to clients assessing a hospital or a surgeon for an operation. Empathy, according to Har (2008), is treating the customer as if he is unique and special. It is defined as the caring, individualized attention the firm provides its customers (Zeithaml et al, 2006). Like the other dimensions, the importance of this factor differs from

industry to industry.

Empathy has been found to be more suitable and important in enhancing service quality in industries where building relationships with customers and clients ensures the firm's survival as opposed to "transaction marketing" (Andaleeb and Conway, 2006). Thus Har has argued that in quick service restaurant setting, the customer look for quick service and whether the queues at the counters are long and in that context empathy may not be so important. He however indicated that in fine dining restaurant, empathy may be important to ensure customer loyalty as the server knows how the customer likes his or her food prepared (Har, 2008).

Reliability is about the organization keeping its word. It is defined as "the ability to perform the promised service dependably and accurately" or delivering on its promises" (Zeithaml et al, 2006).

Responsiveness is the willingness to help customers and provide prompt services. This dimension is concerned with dealing with customer's requests, questions and complaints promptly and attentively. A firm is known to be responsive if it takes time to communicate to its clients how long it would take to get answers or have their problems dealt with (Har,K, 2008). Tangibles is defined as the physical appearance of facilities, equipment, staff and written materials. Tangibles are used to convey images and to signal quality (Zeithaml et al 2006).

2.1.4. Service quality measurements

Sachdev and Verma (2004) had stated that service quality by its very nature is an elusive, indistinct and abstract concept. Consumers do not easily articulate their requirement and also there are difficulties in delimiting and measuring the concept. As a result only a handful of researchers have operational zed the concept.

According to Rauch et al.2010, in order to conduct a comprehensive evaluation of a company, the management has to compare its performance with its customers 'expectations and with the performance of other companies in the same industry. Service quality is briefly defined as how companies meet or exceed customer expectations. Researchers agree on the definition of service quality, saying that service delivery can

coordinate with, match, or override the desires of shoppers. Service quality improves customer satisfaction and cost management increases profit. Parasuraman et al (1994), recommended SERVQUAL, a service quality model to measure the scale of difference between what consumers expect and their perceptions. Parasuraman et al (1994), proposed 10 dimensions for service quality: tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communication and understanding the customer. There has recently been an increase in the number of researchers looking to develop service quality as an instrument in banks. Service quality is considered a multidimensional construct; most researchers have used the SERVQUAL model in order to measure service quality and customer satisfaction in banks. Service quality in the SERVQUAL model consists of five dimensions: reliability, responsiveness, assurance, empathy, and tangibles.

Among the different definitions of service quality that measure the external perspective, the one given by PZB (1985) seems particularly useful (Sachdev and Verma, 2004). It has been widely adopted by researchers examining service quality issues. They (PZB) define service quality as the degree and direction of discrepancy between consumers' perceptions and expectations in terms of different but relatively important dimensions of service quality, which can affect their future behavior.

According to Oliver (1997) customer is satisfied when he or she feels that the product's performance is equal to or more than what was expected (confirmation) and if perceived performance falls short of his/her expectations (disconfirmation), then the customer is dissatisfied. In contrary to this view of confirmation/disconfirmation approach Cronin & Taylor (1992) argue that expectations have only positive influence on satisfaction and hence it is the performance, which is main driver of customer satisfaction. Lovelock and Wright (1999) also are towards the view of performance model as they described customer satisfaction as a „short term emotional reaction to a specific service performance.

Service quality is thus operationalized as performance (P) – minus expectation (E). This is known as computed disconfirmation (Parasuraman et al 1994) and it provides a technology to service providers for assessing and managing their service quality levels by working on the two important parameters of clients' perception (P) and expectation (E) (Sachdev and Verma, 2004). Thus by this perspective, the way to maximize quality is to maximize the difference

between these measures, P and E, in order words to exceed the customer's expectations.

Customer satisfaction literature apply the same P and E measurement technology and refers to it as the disconfirmation paradigm, though the two constructs - customer satisfaction and service quality are conceptually different. (Sachdev and Verma, 2004). It has to be noted that, this measurement model as originally developed by Ziethaml and Berry in 1994 (in their study of four different services - banking industry, credit card companies, motor repair shops and long distance telecommunications companies) had ten (10) dimensions - access; communication; competence; credibility; courtesy; reliability; responsiveness; security; tangibility and understanding the customer. In measuring or assessing these factors or dimensions (after they had been reduced to the popularly known five) Parasuraman et al proposed the SERVQUAL scale.

In 1992, Cronin et al also came out with four different measurement models which included Seroquel, servperf, weighted servqual and weighted servperf. In their findings they concluded that the servperf was the most superior models for measuring of service quality.

Another measure of service quality was also proposed by Martilla et al (1997). They called it the Importance-Performance Analysis Grid. This approach sought to determine which factors or items needed urgent improvement or which resources were not properly allocated.

Furthermore, Sureshchandar et al (2002) identified five factors of service quality core service or service product; human elements of service delivery; systematization of service delivery; tangibles of services; and social responsibility.

It has been empirically established that among all these measures, the model developed by PZB, is the most widely known and used because of its universal applicability to a wide range of services (Nyeck et al 2002).

2.1.5. The Servqual

The original conceptualization of service quality was a framework developed by Parasuraman et al, 1994). Their works led to the development of a 22-item scale, the SERVQUAL instrument which has been used extensively by most researchers.

The SERVQUAL instrument was originally measured on ten (10) aspects or dimensions of

service quality: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding, and tangibles (Parasuraman et al 1994) as a means of measuring the gap between customer expectation and experience.

The original construct was found to be overly complex, subjective and statistically unreliable, and as a result it was simplified and modified to the five dimensional model which is measured on five (5) aspects, namely - reliability, assurance, tangibility, empathy and responsiveness (RATER). (McCabe et al, 2007). Service quality is therefore a function of pre-purchase customers' expectations, perceived process quality and perceived output quality (McCabe et al, 2007). Parasuraman et al (1994), conceptualized service quality as the gap between customers' expectation and their perception of the service experience. Based on their conceptualization of service quality, the original instrument was made up of 22-items. The data on these items were grouped under the five dimensions of RATER (Nyeck et al, 2002).

In this study, the researcher incorporates a slightly modified SERVQUAL instrument in a comprehensive questionnaire in exploring the relationship between or impact of service quality on client satisfaction in a public sector which offers free services. The SERVQUAL has proved to be an invaluable tool for service organizations to better understand what their customers or clients value and how well they are meeting the needs and expectations of customers and clients. It provides a benchmark based on customer opinions of an excellent organization, on the ranking of key attributes and on comparison to what employees of service organizations believe customers feel.

The SERVQUAL has come under some criticisms. Francis Buttle has criticized the SERVQUAL on a number of theoretical and operational bases. He noted that the five dimensions of RATER are not universals and that the model fails to draw on established economic, statistical and psychological theory (Buttle, 1996). Luis Lages and Joana Fernandes (2005), in their critique of the SERVQUAL, suggest that consumer's final decisions are taken at a higher level of abstraction. Consequently, they proposed the Service Personal Values (SERPVAL) model. Similar to the SERVQUAL, the SERPVAL is also a multidimensional construct. It presents three dimensions of service value to peaceful life, social recognition and social integration. All three SERPVAL dimensions are

associated with customer or client satisfaction. While service value to social integration is related only with loyalty, service value to peaceful life is associated with both loyalty and patronage intents (Lages and Fernandes, 2005). Some research studies do not support the five-factor structure of SERVQUAL put forward by Parasuraman et al,1994), and administering expectation items is also considered unnecessary (Carman, 1990; Babakus and Boller, 1992). In addition, Cronin and Taylor (1992) have developed their own performance-based measure, the SERVPERF. In fact, the SERVPERF scale is the un weight perceptions components of SERVQUAL, which consists of 22 perception items thus excluding any consideration of expectations. In their empirical work in four industries, Cronin and Taylor (1992) found that un weight SERVPERF measure (performance only) performs better than any other measure of service quality, and that it has the ability to provide more accurate service quality score than SERVQUAL. They argue that current performance best reflects a customer's perception of service quality, and that expectations are not part of this concept.

In their arguments in support of the SERVQUAL, Nyeck et al (2002), posit that SERVQUAL remains the most complete attempt to conceptualize and measure service quality. They contend that its main benefit is the ability of researchers to examine numerous service industries such as healthcare, banking, financial services and education. The fact that SERVQUAL has critics does not render it moot. Rather the criticisms may well have to do with how researchers use the tool. According to them few researchers concern themselves with the validation of the measuring tool (Nyeck et al, 2002, p.106).

2.1.5.1. Service Quality Gap

According to Parasuraman et al (1994), customer expectations are what the customers think a service should offer rather than what might be on offer. In their work, Zeithaml et al (1993), identified four factors that influence customers' expectations. These are word-of-mouth communications; personal needs; past experience; and external communications. They contend that a gap is created when the perceptions of the delivered service does not match the expectation of the client. These conclusions were corroborated by Parasuraman et al (1993) and Lewis and Mitchell (1990) and they further concluded that where expectations exceed performance (perception of delivered service), then perceived

quality is unsatisfactory and customer dissatisfaction occurs. Specifically, five gaps which organizations need to measure, manage and minimize have been identified in the literature. These are attributed to the works Zeithaml et al (1990) and are explained below:

Gap one, Is The Distance between what customers expect and what managers think they expect survey search is a way to narrow this gap, Gap 2, is the distance between management perceptions and actual specifications of the customer's experience. Managers need to make sure the organization is defining the level of service they believe is needed, Gap 3, is the distance from the experience specification to the delivery of the experience. Managers need to audit the customers' experience that their organization currently delivers in order to make it live up to the specification, Gap 4, is the distance between the delivery of the customer experience and what is communicated to customers. All too often the organization exaggerate what will be provided to customers, or discuss the best case rather than the likely case raising customer expectations and harming customer perceptions and Gap 5, the distance between the customer's perception of the experience and the customer's expectation of the service. Customers' expectations have been shaped by word-of-mouth, their personal needs and their own past experiences (Nyeck et al, 2002).

2.1.6. Disconfirmation theory

A discussion on customer satisfaction and customer expectations cannot be complete without discussing the disconfirmation theory. The disconfirmation theory stands out as the primary foundation for satisfaction models in marketing literature (Churchill and Surprenant, 1992; Oliver, 1997).

According to this theory, satisfaction is determined or measured by the discrepancy between perceived performance and cognitive standards such as expectations and desires (Khalifa and Liu, 2003). Customers or clients expectations can be defined as customer's partial beliefs about a product or service (Mckinney et al, 2002).

According to Zeithaml and Berry (1993), expectations can be viewed as predictions made by consumers about what is likely to happen during impending transaction or exchange.

Perceived performance on the other hand is customers perception of how product or

service performance fulfills their needs, wants and desire (Cadotte et al, 1997).

Perceived quality is the customer’s judgment about an entity’s overall excellence or superiority (Zeithaml, 1993). Disconfirmation is therefore defined as the customer’s subjective judgments resulting from comparing their expectations and their perceptions of performance received (Mckinney et al, 2002; Spreng et al, 1996). The disconfirmation theory states that satisfaction is affected by the intensity (or size) and direction (positive or negative) of the gap (disconfirmation) between expectations and perceived performance.

2.1.6.1. Service quality and customer (client) satisfaction

Service quality and customer (client) satisfaction are important concepts to academic researchers studying consumer evaluations and to practitioners as a means of creating competitive advantage and consumer loyalty.

Some researchers believe that perceived service quality is just one component of customer satisfaction (Ganesh and Haslinda, 2014). On the other hand even if service quality and customer satisfaction are believed to have a close relationship, researchers generally agree that the two are conceptually distinct constructs (Bitner, 1990, Oliver, 1993). Yap and Kew (2007) identified elements that distinguish customer satisfaction from service quality as given in the table below.

Table 2.1 key elements to identify service quality and customer satisfaction

Customer Satisfaction	Service Quality
Customer satisfaction can result from any dimension, whether or not it is quality related.	The dimensions underlying quality judgments are rather specific.
Customer satisfaction judgments can be formed by a large number of non-quality issues, such as needs, equity, perceptions of fairness	Expectations for quality are based on ideas or perceptions of excellence.
Customer satisfaction is believed to have more conceptual antecedents.	Service quality has less conceptual antecedents.

Satisfied judgments do require experience with the service or provider	Quality perceptions do not require experience with the service or provider
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Source: Yap and Kew (2007)

“Despite some arguments as to whether these two terms describe the same concept or whether they are distinct in nature, most scholars agree that they are nonetheless highly inter-correlated” (Abd-El-Salam et al, 2013). Hence cognizant to this fact and based on the above discussions one can sum up that service quality and customer satisfactions are two separate constructs but they have a close relationship.

Regarding the relationship between customer satisfaction and service quality, Salazar et al (2004), also agree that there are two opposing views. Satisfaction is seen as an antecedent of service quality, when the last one is seen as a global perception (Bitner, 1990; Bolton and Drew, 1991). However, service quality has also been seen as a cause of customer satisfaction (Cronin and Taylor, 1992; Spreng and Mackey, 1996).

In a study by Ahmed et al (2010), in assessing the relationship between service quality and customer satisfaction among telephone subscribers, it was found that all the service quality dimensions had a significant relationship with customer satisfaction. Specifically, tangibles and assurance scored much higher than the other dimensions, with empathy scoring the lowest. Also the study showed that with the exception of empathy, all the other four dimensions were positively related to customer satisfaction.

According to Salazar et al (2004), one of the main debates in the literature is about the similarities and differences between service quality and customer satisfaction constructs (Cronin and Taylor, 1992; Bolton and Drew, 1991; Oliver, 1993; Zeithaml et al 1993).

The study made by many Researchers also suggests that to achieve a high level of customer satisfaction, a high level of service quality should be delivered by the service provider as service quality is normally considered an antecedent of customer satisfaction (Shanka, 2012). According Zeithaml and Bitner, (2000) Customer satisfaction is influenced by customers’ perceptions of quality. And Service quality is an antecedent of the broader concept of customer satisfaction (Zeithaml and Bitner, 1996; Lee et al., 2000). The European and American customer satisfaction indices models also suggest that service quality is a

component of satisfaction (Fornell et al., 1996).

However, in the case of satisfaction, the appropriated standards is what the customer is probably expecting (Cronin and Taylor, 1992). In a study by Sriyam (2010), he observed that generally service quality impact on customer satisfaction. He found out that, specifically, the assurance dimension raised the highest level of expectation, whereas tangibility fulfilled the highest level of perception. In assessing the service quality of front office staff by customers, these results were found. Overall mean score of perception was higher than expectation in all dimensions, yielding a positive Seroquel gap. Hence customers were satisfied with all dimensions of service quality. The findings also identified tangibility as the most important dimension in determining customer satisfaction. (Sriyam A., 2010).

This was in contrast with a study of service quality in Mauritian hotels by Juwaheer and Ross (2003). The findings were that assurance and reliability were the two most important determinants of customer satisfaction. Thus by focusing on assurance and reliability, a hotel could achieve high levels of service quality and consequently customer or client satisfaction. Tan et al (2010), also studied the relationship between service quality and knowledge sharing in a private educational institution in Malaysia. Using the SERVQUAL, they concluded that the assurance dimension has significant influence on knowledge in the student's perception of service quality rendered by the institution. The degree of students' response to knowledge sharing showed the positive link with trust and confidence. According to the study, this is particularly true when students believe that the knowledge and information received from lecturers are credible and trustworthy.

On the other hand, the study identified no significant relationship between responsiveness and knowledge sharing. The study identified a significant relationship with reliability and knowledge sharing in the students' perception of service quality rendered by the faculty. On the other hand, empathy and tangibles had no significant influence on knowledge sharing. With respect to empathy the findings observed that personal care and individualized attention to the students is not an important factor for understanding students' needs. Thus while establishing that service quality has influence on knowledge sharing, the study identified assurance and reliability as the most important determinants of a

better knowledge sharing environment (Zeritu F., 2010).

2.1.7. Service quality in public sectors

The use of a variety of measures of service quality in the private organization as critical indicators of both organizational performance and general customer satisfaction is widely accepted and has given rise to considerable empirical research. Organizations operating in the public sector have also come to the realization that customer service and quality are critical strategic issues.

It has also been noted that public organization service dimensions are somewhat different from private organization as they are not threatened by competitors and hence lack in continuous improvement through competitive strategy (TahirIqbal, AhsanRana, Nawar Khan and ShahzadNaeemQureshi, 2011). However, it is also widely recognized that public sectors, especially in developing countries like Ghana, face particular difficulties in measuring service quality. This is a matter of concern to the public since they are the taxpayers, and it is their taxes that are used to finance these public organizations, and therefore, they expect that good services are provided to them in return (Abdullah, 2006).

Moreover, profit is not the ultimate goal of these public sectors as they play different roles such as facilitator, pacesetter and socio-economic developer (Arawati, Baker and Kandampully, 2007).

Service quality is an important dimension of organizational performance in the public sector as the main output of most public sector is services (Ilhaamie, 2010). The study of service quality in public sectors has not received much attention compared to the extent of work it has received in the private organization. Brysland and Curry (2001) stated that the literature clearly supported the use of SERVQUAL in the public sector. According to Gowan et al. (2001), service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs, but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done. In addition, Caron and

Giauque (2006) pointed out that public organization employees are currently

confronted with new professional challenges arising from the introduction of new principles and tools inspired by the shift to new public management.

On the other hand, responsiveness and assurance were positive implying that customer expectations were actually exceeded by the service provided. Furthermore, Donnelly et al. (2006) carried out a study to explore the application of SERVQUAL approach to assess the quality of service of Strathclyde Police in Scotland. The survey captures customers' expectations of an excellent police service and compares these with their perceptions of the service delivered by Strathclyde Police.

The paper also reports on a parallel SERVQUAL survey of police officers in Strathclyde to examine how well the force understands its customers' expectations and how well its internal processes support the delivery of quality services in the police department. It was found that Strathclyde Police appears to have a good understanding of the service quality expectations of their customers as represented by the responses of elected councilors in the area covered by the force. There is room for improvement in service quality performance both from the viewpoint of the customer and through police force attention to the definition of, and compliance with, service quality standards (Hussein, W., 2009).

Agus et al. 2007, carried out a research to identify management and customer perceptions of service quality practices in the Malaysian Public sector. It is important to note that whereas the SERVQUAL model focused on identifying "gaps" between expectations and actual delivery, their dimensions identified by Parasuraman et al. (1994). Their study looked at the perceptions of management and customers, thereby excluding the views of Frontline Employees (FLE). In another study, MohamadNiza Nor et al (2009) assessed service quality and client satisfaction in a public sector department in Malaysia. They adopted the three components model of Rust and Oliver (service product, service delivery and service environment). They found that all three dimensions were positively related to customer satisfaction. However, service environment and service delivery were not significantly related to customer satisfaction. Service product on the other hand was significantly related, and as such a significant predictor of customer satisfaction.

2.1.7.1. The service interaction

There is always invariably some level of interaction between the service provider and the customer or client. According to Powers (1995), services are performed by people (service providers) and for people (customers/clients). For example, Airline passengers interact with check-in-crew and flight attendants and hotel guest interact with front office staff, bar tenders, room service personnel etc.

Similarly, within the context of CHRAJ, clients (be they complainants or respondents) interact with various categories of staff within the Office sector. They may include frontline staff (such as receptionist, secretaries, bailiffs, and registrars), investigators and lawyers. This personal interaction is referred to as face-to-face interaction (Solomon et al, 1985); service encounter (Czepiel et al, 1996; Bitner, 1990); interface (Drummond, 1992).

Collier (1994), in agreeing with all those views and definitions, however contends that they all overlooked one important dimension - that is how the interaction takes place.

For example, he agrees with Carlzon that the interaction is an episode in which a customer comes into contact with any aspect of the organization, however remote, and thereby has an opportunity to form an impression (Carlzon, 1987).

Collier (1994), however distinguishes between moment of truth and service encounter and goes ahead to define service encounter as “one or more moments of truth”. During the course of experiencing a service, a client/customer interact with various aspects of the service and each of these various interactions are very important as together it helps the client forms an opinion of the organization.

According to Bejou et al (1996), the interactions play an important role because it creates positive impression. Gummesson (1998), observed that when the interaction is extremely intense and intimate it can either cement or prevent long lasting relationships. The effect of pleasant or unpleasant experience or encounter service cannot be overemphasized - it just has to be gotten right at each stage. However, in a very cautious tone, Peters (1996) opined that service providers and systems used are not infallible and so are liable to mistakes everyone should therefore be responsible for promoting quality service. On the other hand, if quality service is provided then a good opportunity has

been utilized to right the wrong that may have happened during earlier service encounters. Perception of both the service providers and clients of the service encounter is that of paramount importance in assessing the service quality of any service organization (Bitner, 1990).

Perception: The concepts of service quality and customer service are perceptual contracts that is they are greatly influenced by perception. To properly do any discussion on perception it is logical to first discuss the concept of sensation. Sensation is the process whereby the stimulation of receptor cells (in the eyes, nose, ears and surface of the skin) send nerve impulses to the brain, where they register as touch, sound, taste or splash of color and so on (WortmanC.et al (1992) or simply the stimulation of these organs (Weiten, 1994).

Perception: is the process whereby the brain interprets sensation it receives, giving them order or meaning (Wortman et al 1992). Gibson (1979), put it simply as how we obtain information about the world around us. According to Robert Blake et al 1951, it is generally agreed that an experience usually occasioned by a stimulus is influenced not only by the immediate stimulus but also by the reinstatement of the effects of previous stimuli.

2.1.7.2. How Perception Occurs?

Gibson (1979), observed that what human beings perceive are presented by the sensory data received by the perceptual organs (eye, tongue, nose, ear and body) and transmitted to the brain. The brain, the central processing unit of the human body automatically pools all the information and transforms it into perceptual experiences and structures it into a perceivable whole. Acrodolo and Hake, 1992, further adds that information gained from one sense informs the others about what to expect and how to interpret it.

Therefore, the slightest defect in any of the sensory perceptual organs can adversely affect the brain's ability to transmit accurate information to the entire body and thus affect a person's ability or otherwise to perceive accurately.

2.1.7.3. Other Factors Affecting Perception

It is important to note that apart from the effects of the sensory organs on perception, there

are other elements contributing to how perception is formed. They include expectations, motivation, personality and attitude.

Expectation: Wortman et al 1992 posit that learning and experience help mould our expectations and our expectations established by perceptual sets, influence the way we perceive. He further opines that what we know and remember help us make sense of what we see and hear. At the same time, what we see and hear becomes essential building blocks for acquiring more knowledge of the world (Wortman et al, 1992:130).

Motivation: Motivation has been defined as those factors that give impetus to behavior by arousing, sustaining and directing it toward the attainment of goals (Maslow, 1994). Maslow 1954 studied the concept of motivation and needs and constructed a hierarchy of needs. The theory as propounded by Maslow “emphasizes people’s positive striving towards intimacy, joy, love, sense of belonging, self-esteem and fulfillment of their potential” (Ettinger et al, 1994).

Expectancy Value Models: Related to the theory of motivation is the expectancy – value models. These models explain motivation by taking into account both the expectancy of achieving a particular goal and the value placed on it. Thus a service provider will be motivated to provide quality service depending on his/her expectations concerning what he/she wants to achieve and the value he/she places on it (Armoo, 2000).

Personality: Personality consists of all the relatively stable and distinctive styles of thought, patterned behavior and emotional responses that characterize an individual’s adaptation to surrounding circumstances (Mischel, 1986, Wortman et al, 1992).

Personality is also characterized by traits and as defined by Guilford, 1959, a trait is any relative enduring way in which one individual differs from the other. It therefore suggests that the concept of personality is closely related to that of individual differences. Four types of personality have been identified by - Sanguine, Phlegmatic, and Choleric and Melancholy another classification is the one between introvert and extroverts (Eysenck, 1962).

Attitude: Fishbein and Ajzen (1995), defined attitudes as learned relatively enduring dispositions to respond in consistently favorable or unfavorable ways to certain people,

groups, ideas or situations. Psychologists believe that an individual's interpretation of social events and how he/she reacts to them are influenced by his/her attitude (Zimbardo and Leippe, 1991) and also first impressions and opinions tend to influence attitudes. So if a client is greeted very nicely by the receptionist and assisted, that may set the tone for a pleasant and fruitful interaction. Since the first impression was good it might influence his perception of the Office sector and its services, if no critical failure occurs.

2.2. Empirical literature review

Service quality and customer satisfaction in public sectors can be viewed from different perspectives by different researchers. These empirical literature reviews are discussed below:

Various studies conducted in the areas of public service delivery in Ethiopian civil service institutions indicate that several problems exist and have been leading to poor quality public service delivery. In April 2001, Government of the Federal Democratic Republic of Ethiopia published a service delivery policy of the Ethiopian civil service realizing that the existing system requires reforms or adjustment to improve public service delivery. The policy came up with the assumption that effective implementation of the policy requires that all civil servants, service users and other concerned bodies have sufficient understanding of the objectives, contents, concepts and principles that enables civil service initiations to carry out what is expected of them and makes service users (customers) aware of their rights to receive services and benefit thereafter.

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

level that it had to be.

Fonseca F.et al. (2010) studied service quality and customer satisfaction in public transports. In order to analyze the relationship between service quality and customer satisfaction, the concepts of service quality, consumer satisfaction and dissatisfaction are assessed .The results of the study put in evidence two key findings. The first is related to the level of service quality in its main dimensions. They concluded that reliability, security, speed, comfort and punctuality are quality dimensions of greater importance for the public transport services. Secondly, the study explores satisfaction and their determinants. Despite literature stipulates the existence of a distinction between the constructs of quality and satisfaction, this study found that the Transport Company, non-customers and customers clearly do not make such a distinction.

Benjamin A.J (2012) studied Service quality and customer satisfaction in public sector organizations: a case study of the commission on human rights and administrative justice (CHRAJ). the research paper assessed the relationship between service quality and customer satisfaction and how the dimensions of service quality impacts on customer satisfaction, that is mainly to identify how changes in service quality can be made to generate positive changes in the customer satisfaction in CHRAJ . Modified SERVQAUL instrument incorporated and his finding showed there is a positive relationship between service quality and customer satisfaction and that improvement in service quality can lead to the achievement of higher customer satisfaction while some are not. On his recommendation that the Commission should concentrate on those service quality attributes which the clients considered most important and should be improved to deliver high service quality.

According to Negi, (2009, p.33), the idea of linking service quality and customer satisfaction has existed for a long time. He carried a study to investigate the relevance of customer-perceived service quality in determining customer overall satisfaction in the context of mobile services (telecommunication) and he found out that reliability and network quality (an additional factor) are the key factors in evaluating overall service quality but also highlighted that tangibles, empathy and assurance should not be neglected when evaluating perceived service quality and customer satisfaction. This study was based only on a specific service product in telecom industry (mobile service) and we think it is very important to identify and

evaluate those factors which contribute significantly to determination of customer-perceived service quality and overall satisfaction. Researchers have yet to come to conclusion on the antecedents to service quality and satisfaction. A study carried out by Bitner (1990) on 145 tourists in international airport suggests satisfaction as antecedent to service quality (satisfaction-service quality). On the other hand ,there are many other researcher who concluded that service quality is antecedent to customer satisfaction (Ahmad and Kamal,2002;Cronin and Taylor,1992;Yavas et al.,1997). Kumar et al, (2009) used the SERVQUAL model in a research to determine the relative importance of critical factors in delivering service quality of banks in Malaysia (Kumar et al., 2009, p.211).

On the other hand, based on their feedback, respondents felt that SERVQUAL is a useful indicator for IT center service quality in institutions of higher education. SERVQUAL identified gaps in service quality for the three institutions. Empirical results of SERVQUAL scores for the IT centers in the three institutions are also presented. Negi, (2009, p.31-38) used the model to determine customer satisfaction through perceived quality in the Telecommunication industry and found out that reliability, empathy and network quality proved to significantly effective in contributing to overall service quality and overall customer satisfaction with mobile services. Akan, (1995, p.39-43) used the SERVQUAL model in the four stars hotels and found out that competence and courtesy combined with assurance where most important attributes influencing the perception of quality.

By 2011, Tibebe conducted a research with the purpose of evaluating the service quality that the national Alcohol and liquor factory (NALF) provides to its customers by measuring customers’ perceptions relative to their expectations of the service by the factory. He used the five– dimensional format of SERVQUAL model to assess the relationship among the five dimensions and customer satisfaction. The findings of his study indicate that the five service quality dimensions are positively related to overall service quality and are indeed drivers of service quality which in turn has an impact on a customer’s satisfaction.

Thus, this study will attempt to assess service quality and customer satisfaction in public sectors: a case of Jimma public sectors, zone oromia regional state, Ethiopia, depending on variables indicated and theoretical knowledge, by giving more emphasis on quality service delivery processes, customer satisfaction, major problems encountering the office to provide

quality service, and customers' compliant handling mechanism.

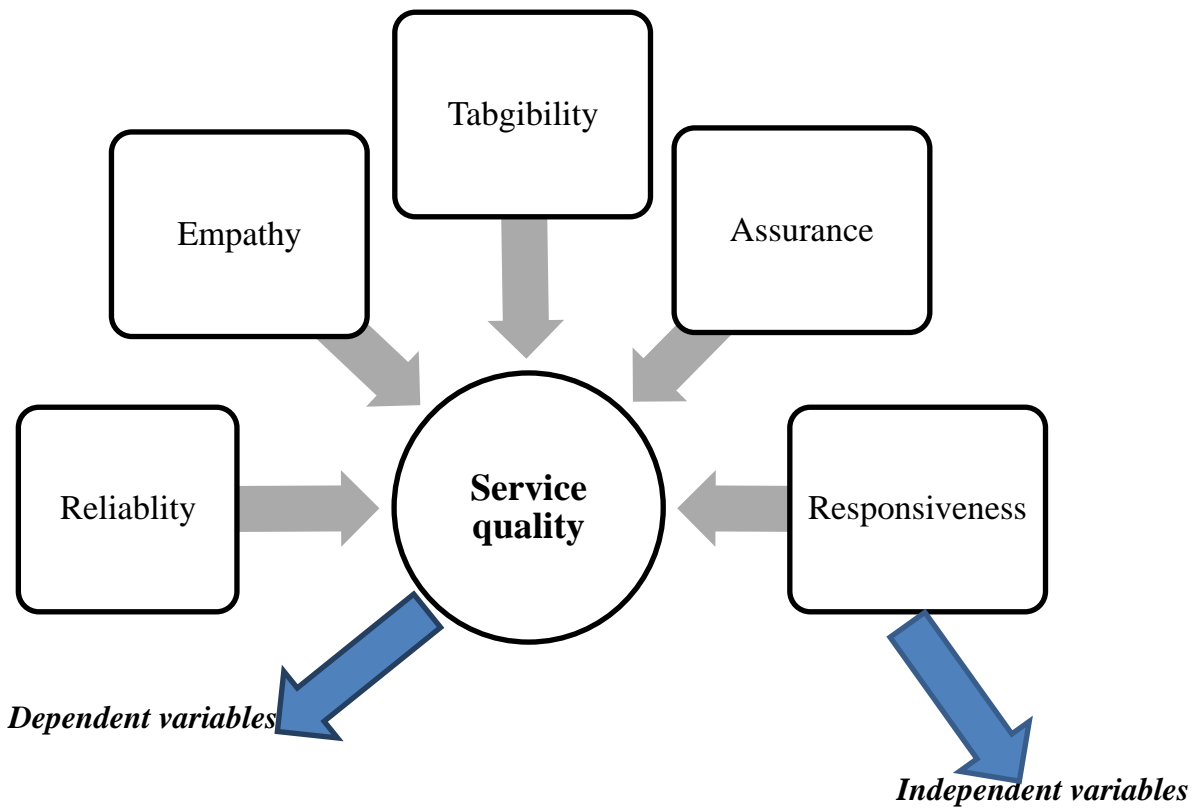
2.3 Conceptual Frame work

The conceptual framework specifies the vital process, which is valuable to display the path of the study. The research shows the relationship between the five service quality dimensions (reliability, responsiveness, assurance, empathy and tangible) and customer satisfaction. The universal idea from the previous literature is that there is a relationship between customer satisfaction and service quality; also that service quality could be assessed with the use of five service quality dimensions and the most serviceable is the SERVQUAL scale. so, customers in this study will be those who consume the services, satisfaction signifies Customer's wish to preserve a business relationship with the organization and it is also the feelings of the customers near the services delivered to them by the industry. Successful customer retention lowers the need for seeking new and potentially risky customers and allows organizations to focus more accurately on the needs of their existing customers by building relationships (Dawes and Swailes, 1999).

The dependent variable in this research is the service quality. In this thesis, service quality is a main interest in this study. This study is to find a level of the customer satisfaction with the service quality offered by the public organizations.

The independent variable comprises five dimensions which are available, acceptable, and accessible, Safety, and sustainability in service quality that influence the service quality of the public sectors. From the below conceptual framework the independent variable and dependent variable was useful for this study. In this research, the dependent variable is service quality and the independent variables are six dimensional elements of Service Quality which is available, accessible, and acceptable, sustainable, and safe that influences the service quality due to service quality of the public transportation. The outcome of this conceptual framework is the level of service quality.

2.3. Conceptual framework of public service quality



SOURCE: Institute of Interdisciplinary Business Research (2010)

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the methodological approaches used in conducting survey for assessing factors that affect public service quality. It presents the research design, the study population, the sample size and sample procedure, sources of data, data collection techniques, data analysis, validity and reliability of data and ethical principles considered by the study.

3.1. Research Approach

Research approaches are strategies of inquiry that provide specific direction for procedure in a research design. Creswell (2003) classified scientific research approaches into three: quantitative, qualitative and mixed research approaches. Qualitative research seeks to describe various aspects of social and human behavior through particular methods such as interview, observation, focus grouping and so on.

Quantitative research is the systematic and scientific investigation of quantitative properties and phenomena and their relationships. Whereas, mixed research approach involves collecting and analyzing both quantitative (numeric) and qualitative (descriptive) forms of primary data in a single study (Creswell, 2003). Accordingly, this research will adopt mixed approach in addressing the research questions raised.

3.2. Research Design

The study was employed both descriptive and explanatory research method which is assessing factors that affect public service quality in selected Keble's of public sectors in Jimma municipality. This is because, explanatory research design helps the researcher to plan and implement the study in a way that was helped the researcher to obtain intended results, thus increasing the chances of obtaining information that can be associated with the real situation Burns & Grove (2001). According to Burns and Bush (2006), explanatory research design is referred as gathering information in an informal and unstructured manner. Explanatory research design is not limited to one specific paradigm but may use either qualitative or quantitative approaches. It was conducted on one selected area of Jimmatown

municipality, Ethiopia. The data used in the study are quantitative in nature which was collected from primary sources. In the explanatory factor analysis variables were measured the same impact analysis by using a single questionnaire. In addition that the study also associational in design because there is the intent to establish the relationship between dependent and independent variable of the study.

3.3. Sources and Types of Data

The study of this research employs the basic fact finding techniques and the researcher was collected relevant data from primary and secondary sources.

3.3.1. Primary Data

The data collection techniques, that the researcher to collect firsthand information was self-administering questionnaires, depth interview and focused group discussion.

A. Questionnaires (closed-ended and open –ended) Questionnaires were designed in open ended and closed ended. The closed ended questionnaires prepared in five parts that means part one: Demographic characteristics, Quality public service delivery Practice, Status of customers' satisfaction on public service delivery, Compliant Handling Mechanism and Information on the Practices of the Public Service Delivery Principles in the public sectors respective. The questionnaire is design separate for customers and service providers (employees of the kebles) to enable the researcher to collect relevant data. Once the questionnaires were developed in English, most parts of the questionnaires were translated in to AfanOromo. The questionnaires were collect data regarding; reliability, responsiveness, assurance, empathy and tangibility of SERVQUAL model from customers view point.

In addition, items prepare on the practice of the principles of public service deliver determine the practice of the principles in the kebeles. The distribution of questionnaire was using simple random sampling technique of probability sampling method for the customers and employees of the kebeles.

B. Interview

In interview, the researcher used purposive sampling technique to interview the head and vice head of the selected kebeles and additionally the office's core-process owners. Accordingly, problems face in delivering quality service at the different levels of the sector

focusing on work related variables such as standards, hospitality, processes, time, customer's compliant handling mechanism and employee's related attributes were considered.

C. Focus Group Discussion

The Focus Group Discussion was used to generate information from both customers and service providers separately; through formation of five groups where two groups are from service providers (employees) and three groups are from customers. Thus, the researcher was used the information gathering through this tool to enhance those data that was collected through questionnaires and interviews as well as synthesized with thematically important literatures.

3.3.2.Secondary Data Sources

The researcher was collected relevant secondary data related to the study's topic by analytically reviewing different documentary sources. Among such sorts of sources books, articles, journals, internet, reports and any other relevant scholarly or academic writings documents are used.

3.4. Population, Sample and Sampling Techniques

3.4.1.Study Population

Ganesh, R. and Haslinda, A. (2014), a sample as a portion or a subset of the research population selected to participate in a study, representing the research population. Hence, in this study the population samples was from customer of selected kebles in Jimma town municipality and stakeholder, the employees, Coordinator of the sectors , house holder , from total of Jimma town municipality residence although selected sample survey from five kebeles namely Ginjo, GinjoGuduru, Menderakochi, mentina and BochoBoriekebeles. The total population of the selected study area is 20228 in numbers and from these total populations 380 are employees of the selected kebeles.

3.4.2.Sample Size

The list of names of all elements of office staffs and customers (households and individuals) was the sample frame of the study from which the researcher draws the samples of the study. A simple random sampling was employed to select sample from the study populations.

According to Särndal, Carl-Erik; Swensson, Bengt; Wretman, (2003)., study was applied as simplified formula to determine the required sample size at 80% confidence level, and allowable error = 0.01% ,0.05%,0.010% and number of stake holder ,employees, house holder public servant who work within the 5 kebeles392 is total sample of actors .

$$n = N \div [1+N (e)^2]$$

Where ‘n’ is the sample size, N represented for both of the total stake holders, households, employees, public servant, in the 5 kebeles as well as the households, and ‘e’ is the level of precision. The sample size is determined by the following formula.

Applying the above formula,

$$n = N \div [1+N (e)^2]$$

$$n = 20228 \div [1+20228 (0.05)^2]$$

$$n = 20228 \div 51.57$$

$$n = 392$$

Table:3. 1. Random-Stratified Sampling (proportional allocation of n-392)

No	Work processes unit(Districts)	Sample Population	Proportion (%)	Sample size (n =392)
1	Ginjo Keble	5186	25.5	100
2	GinjoGuduru Keble	2421	12	47
3	MenderaKochi Keble	3548	17.6	69
4	Mentina Keble	2611	13	51
5	BochoBorie Keble	6462	31.9	125
Total		20228	100	392

Source from Jimma municipality data, 2021

3.4.3.Sampling Techniques and Procedures

To go with the available resource and to be economical, the researcher was employed sampling techniques of both probability and non-probability sampling methods. The questioners were distributed to the selected respondents that are based on the criteria

mentioned on population and sample.

3.5. Reliability and Validity of the Instruments

The validity and reliability of the data were checked carefully. Validity and reliability of scores on instruments, additional standards for making knowledge claims, lead to meaningful interpretations of data.

3.5.1. Reliability

The data reliability test is measured by using Cronbach's Alpha. Cronbach's Alpha was calculated as part of the reliability test to assess how valid the results were and should produce similar generalized results if the sample size were increase (Field, 2009). Alpha values range from a maximum of 1.0 for a perfect score to minimum of 0.7.

According to table 3.1 below, all factors exhibited acceptable level of reliability. The level of 0.6 has, also limited, been view an acceptable level of reliability, but greater than 0.7 is preferred (Hair et. al., 2006). All of the original dimensions have Cronbach's alpha value of greater or equal to 0.7 that shows preferred value of reliability.

Table3. 1: summary of reliability test result

Original Dimensions	Cronbach's Alpha	No. of original items
Tangibility scale	.808	4
Reliability scale	.801	5
Responsiveness scale	.808	4
Empathy scale	.761	9
Assurance scale	.924	5

Source: Author's Field Survey, 2021

According to WebetZelege (2018) scales exhibiting a coefficient alpha between 0.80 and 0.96 are considered to have very good reliability, between 0.70 and 0.80 are considered to have good reliability, and alpha value between 0.60 and 0.70 indicates fair reliability and when the coefficient alpha is below 0.60, the scale has poor reliability.

3.5.2. Validity

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). In this research content, the researcher has used questionnaires that their validity and reliability are checked and are modified according to literatures within the specific topic. Also an approval from expert on the subject and other consultants was applied in order to increase the face/content validity. Prior to the actual data collection, pilot test was conducted by distributing sample questionnaires to respondents.

3.6. Data analysis and presentation

After editing was done the data was quantitatively and qualitatively analyzed. The Statistical Package for Social Scientist (SPSS) software IBM version 20 were used to analyze the relationship between the service quality and its dimensions and clients satisfaction. Specifically, descriptive statistics, regression and correlation tests were conducted. Multiple regression analysis was conducted to examine the relationship between service quality and customer satisfaction. According to Hair et al, 1998, it is a constructive statistical technique that is used to analyze the association between a set of independent variables and a single dependent variable. Frequency distribution and percentages were also used to analyze the profile of the respondents and to determine the proportion of respondents choosing various responses. Presentation device such as table also was used to analyze and present the results to help easy understanding of the analysis and findings. Qualitative analysis was done by writing down the themes based on the research objectives and research questions and the issues discussed accordingly.

3.7. Model Specification

The basic objective of using multiple linear regression analysis in this study was to make the research more effective in analyzing impacts of independent variables on the dependent variable (customer satisfaction). “Multiple linear regression analysis is one of the most widely used statistical methods for analyzing customer satisfaction data. The method is used to study the relation between the service quality (independent variables) and the overall service

quality judgment (dependent variable). (Gujarati 1995) defines a regression function as follows: Regress customer satisfaction on the service quality dimensions.

Model 1:

$$Y = A + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + e$$

Y=the predicted score on the dependent variable (service quality), A= the value of Y when both X1 and X2 equal zero, B1=the change in Y unit change in X1 when other dependent variables are controlled, X1 is the score of independent variables.

3.8. Ethics of the Study

In order to keep the confidentiality of the data that was given by respondents, the researcher is ensured that there is no exploitation for personal gain of research. The researcher didn't influence over respondents and others to enforce them to participate in the research questions and related matters.

The researcher was considered cultural, religious, gender and other significant differences into account within the research variables. The researcher was used the data only for the intended purpose of the study.

To sum up, this chapter deal with the overall research design of the study and it gives clear path about what kind of data are required and from whom, how to gather those data, and how to analyze and present those data was put orderly.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with presentation, analysis and interpretation of the data gathered from the respondents through questionnaires, interviews and document analysis. Thus, the quantitative as well as qualitative analysis of data was incorporated in to this chapter. The qualitative part was supposed to be complementary to the quantitative analysis. Hence, the qualitative data includes the data gathered through interviews, focused group discussions and document analysis.

As mentioned earlier, among various data collecting instruments, questionnaire, unstructured interview and focused group are used to collect necessary or relevant information for this study. Thus a total of 392 questionnaires were distributed to customers of the selected kebles of Jimma town municipality. But properly filled and returned questionnaires were 390 (99.5%). The other 2 questionnaires were lost or not included in the analysis, as some were not given by the respondents while the other was incomplete. Interview guides were also designed to gather responses from some staff and management members of the selected kebles. In general 99.5% of respondents are participated and gave necessary information on the issue raised through questionnaire and interview. Therefore, the total response rate is highly sufficient and safe to analyze and interpret the data. Thus, this chapter consists of two parts. The first part is concerned with the description of the characteristics of the respondents. Whereas, the second part of the research deals with the analysis and interpretation of the main data.

4.1. Demographic Information

On the basis of respondents' background information's, a number of variables were investigated. The researcher's interest here was to measure the level of attachment of the respondents to their organization. The results on the demographic information of the respondents are indicated in the following presentation.

4.1.1. Characteristics of the Respondents

Respondents were asked to indicate their background information. The details of the characteristics of the respondents are given in table 3 below.

Table4. 1: Demographic characteristics of respondents

Item	Category of item	Frequency	Percent
Gender	Male	316	81
	Female	74	19
	Total	390	100
Age	Below 30 years	72	18.5
	30- 39 years	89	22.8
	40- 50 years.	81	20.8
	51-60 years.	141	36.2
	above 60 Years	7	1.8
	Total	390	100
Marital status	Married	217	55.6
	Single	101	25.9
	Widowed	58	14.9
	Divorced	14	3.6
	Total	390	100
Education	Secondary	146	37.4
	Diploma	136	34.9
	Degree	59	15.1
	Masters	25	6.4

	Professional	16	4.1
	other	8	2.1
	Total	390	100
Employment status?	Agriculture	0	0
	Trader	158	40.5
	Government employee	107	27.4
	Private company employee	125	32.1
	others	0	0
	Total	390	100

Source; ssps output from own survey data

As can be observed from table 4.1 above, With regards to gender distribution of the selected sample relives that male respondents were 316(81%) whereas, female respondents were 74(19%) of the sample. This implies that there are more male respondents than female. This is an indication of more male respondents than female. In other words it can be deduced that most of the organization clients are males.

With regards to age, respondents in the age group of 51-60 years constituted the majority (which is 36.2%), The second largest age group is that of 30- 39 years, accounting for 22.8%. The third largest age group is that of 40- 50 years, accounting for 20.8%. The other 18.5% of the respondents are categorized in the age range of Below 30 years, While 71.8%) of the respondents are categorized in the age above 60 years. This picture might very possibly be the general situation because majority of respondents are shared among these age brackets. It is also the case that most of these are among the active segments of the population are more abreast of human rights, maladministration and corruption issues.

As observed in the Table 4.1 above clearly shows that 101(25.9%) of the respondents were single as compared to 217 (55.6%) who were married. This indicates respondents in the study

had maturity and integrity used to measure quality services at the institutions. Because almost majority of the respondents were married means they are responsible to measure service quality within the organization.

With regards to their educational background, surprisingly those with Secondary school level happened to be the dominant group, followed by Diploma holders. This point to the fact that majority of the respondents are not poorly educated neither is they well educated, as only 8(2.1%) of them have other education status. Educational background of the respondents having a contribution for this study to find a well justified data based on the questionnaires being distributed for the respondents.

Person's occupations do have a bearing on his or her personality and so also the ways of looking at the problem before him. The quality of life is also determined by an individual's occupation and the incomes he derives from it. Occupation of an individual also socialized him or her in a particular fashion which in turn reflects his or her pattern of behaviors and his/her level of understanding of particular phenomenon, so as we can see from the above table 4.1,158(40.5%) of the respondents were Trader while 125 (32.1%) and 107(27.4%) were Private company employee and Government employees respectively.

4.2. Data Analysis of the independent and dependent variables

4.2.1. Descriptive analysis on five service quality dimensions for Quality of public service delivery

4.2.1.1.: Tangibility Dimensions

The tangibility dimension describes the overall appearance of the office, personnel and equipment's. Table 4.2 below presents respondents' perception on the four items of the tangibility dimension. The items are analyzed and interpreted using the highest and lowest mean.

Table4.2:Tangibility Dimensions

Descriptive Statistics				
	N	Mean	Std.	Variance

			Deviation	
The service deliverer has attractive physical facilities	390	2.72	.749	.561
The service deliverer has modern and updated equipment's in the office that facilitates service delivery	390	3.33	.573	.328
Delivering the services are neat, disciplined, and professional in their appearances.	390	2.67	.851	.724
The outdoor surroundings were visually attractive to you	390	2.57	.865	.749
Valid N (listwise)	390			

Source; spss output from own survey data

As table 4.2 above shows, perception of the respondents on the tangibility dimension, except the service deliverer has modern and updated equipment's in the office that facilitates service delivery, all items are scored a low means. The finding indicated that each kebeles are not performing very well in the tangibility dimension like having attractive physical facilities and delivering the services are not neat, disciplined, and professional based. The study shows that the overall appearance of tangibility of the sector is not good and need improvement to further improve the level of satisfaction under the tangibility dimension.

4.2.1.2.: Reliability Dimensions

The reliability dimension describes the ability of each kebeles to provide promise services dependably and reliably. The Respondents' perception is on the five items of the reliability dimensions presented in Table 4.3 below. The items are analyzed and interpreted using the highest and lowest mean.

Table 4.3. Reliability Dimensions

Descriptive Statistics				
	N	Mean	Std. Deviation	Variance
After all the office services are usually reliable	390	2.61	.787	.619
The service provider gives the required services at the designed and promised time	390	2.68	.835	.697
The service provider has sincere interest to solve the problem of the customer	390	2.67	.814	.663
I think that Sufficient man power and material is kept to avoid the interruption of service provision.	390	2.61	.787	.619
I got what I paid for	390	3.59	.763	.581
Valid N (listwise)	390			

Source; ssps output from own survey data

Reliability is connected to the consistency of performance and dependability, (Grönroos C, 1983). This dimension includes keeping promises, showing a sincere interest in solving problem, give right service the first time, providing the service at the time they promise to do so and trying to keep an error free record.

The above table indicated that the respondents scored average means of 3.59 for the item of they got what they are paid for services at the promised time”, the finding also indicated that customers perceive that the sector is not performing well in delivering office services are usually reliable and under this the above dimension, majority of the respondents dissatisfied by the following items, with a low means which are scored. The items that are low scored are:-“After all the office services are usually reliable”, “The service provider gives the

required services at the designed and promised time”, the service provider has sincere interest to solve the problem of the customer and “I think that Sufficient man power and material is kept to avoid the interruption of service provision.” Therefore, the respondents were observed that, respondents result indicates that kebele employees didn’t provide accurate information and they didn’t handle the service problem dependably as shown in the above table and the overall appearance of reliability dimensions of the sector is not good position and need improvement to further improve the level of customer satisfaction under the reliability conditions.

4.2.1.3: Responsiveness Dimension

The responsiveness dimension is about the willingness of employees to help customers and provide prompt service and has four elements under it. Respondents’ perception towards the four items of the responsiveness dimension is presented in Table 4.4 below. The items are analyzed and interpreted using the highest, moderate and lowest mean.

Table 4.4. Responsiveness Dimension

Descriptive Statistics			
	N	Mean	Std. Deviation
The service provider are ready to respond to your request as required	390	3.33	.573
Service provider tell customers exactly when service will be performed	390	2.72	.749
Service deliverer are always willing to help you	390	2.67	.851
Organization experts are never busy to reply to you as their customer requests	390	2.57	.865
Service provider are knows what	390	2.81	.925

customer needs are and give for customer individual attention			
Valid N (listwise)	390		

Source; ssps output from own survey data

From the above table 4.4 regarding to responsiveness dimension, The service provider are ready to respond to your request as required with ($X=3.33$, $STD =0.573$), Service provider tell customers exactly when service will be performed with ($X=2.72$, $STD = 0.749$), Service deliverer are always willing to help you with ($X=2.67$, $STD =0.851$), Organization experts are never busy to reply to you as their customer requests with ($X=2.57$, $STD = 0.865$), Service provider are knows what customer needs are and give for customer individual attention with ($X=2.81$, $STD =0.925$).As we can see in the above table that majority of the respondents are not satisfied with under the responsiveness dimension items within the sector and employees of the sector are not confident about the way to treat customers for service improvements. This also indicates that the sartorial employees are not performing for ways to serve their customers as well.

4.2.1.4: Empathy Dimension

Empathy is about selected sector employees being caring and providing individualized attention to customers. Respondents' perception towards the four items of the responsiveness dimension is presented in Table 4.5 below. The items are analyzed and interpreted using the highest, moderate and lowest mean.

Table 4.5. Empathy Dimension

Descriptive Statistics			
	N	Mean	Std. Deviation
Service provider are knows what customer needs are and give for customer individual attention	390	2.81	.925
Employees have the best interest of	390	2.83	.951

the customers in mind			
Service deliverer of the organization are empathic to issues you bring to them, well understand you and your problem	390	3.04	.664
Service provider gives orientation about the service and the cost related with the service	390	3.39	.686
The Organization provide individual attention	390	2.77	.881
The organization operate at a regular time	390	3.56	.662
Office employees are acknowledge your need or frustration when solving problems	390	3.15	.562
Service deliverer are caring for your emotion while service encounter	390	3.06	.743
Employees of the municipality are empathic to issues you bring to them	390	2.57	.695
Valid N (listwise)	390		

Source; spss output from own survey data

Analysis one of the nine items under Empathy dimension reveals that respondents are answered on the Likert of five scales namely strongly agree, agree, undecided, disagree and strongly disagree strongly on responding to the propositions regarding empathy dimension and Table 4.5 items no 1 above present's results of the analysis that, Service provider are knows what customer needs are and give for customer individual attention with ($X=2.81$, $STD = 0.925$), Employees have the best interest of the customers in mind with ($X=2.83$, $STD = 0.951$), Service deliverer of the organization are empathic to issues you bring to them, well

understand you and your problem with (X=3.04 , STD = 0.664),Service provider gives orientation about the service and the cost related with the service with (X=3.39, STD = 0.686), the Organization provide individual attention with (X=2.77, STD =0.881),the organization operate at a regular time with (X=3.56, STD =0.662),Office employees are acknowledge your need or frustration when solving problems with (X=3.15, STD =0.562), Service deliverer are caring for your emotion while service encounter with (X=3.06, STD =0.743), Employees of the municipality are empathic to issues you bring to them with (X=2.57, STD =0.695). As we can see in the above table that except item no 6, majority of the respondents are not satisfied with under the Empathy dimension items within the sector and employees of the sector are not confident about the way to treat customers for service improvements and it is an indication that the sectorial employees are not performing for ways to serve their customers as well.

4.2.1.5: Assurance Dimension

The assurance dimension describes the knowledge and courtesy of sectorial employees and their ability to convey trust and confidence on customer’s satisfactions. Respondents’ perception towards the five items of the assurance dimension is presented in Table 4.6 below. The items are analyzed and interpreted using the highest, moderate and lowest mean.

Table 4.6.Assurance Dimension

Descriptive Statistics			
	N	Mean	Std. Deviation
Service provider of the organization greet you positively just as you enter the office	390	2.83	.982
Service deliverer have adequate knowledge to serve customers	390	2.68	.835
Service deliverer of the office are flexible in solving your problem and treats you equal to others request	390	2.67	.814

employees of the organization are flexible in solving your problem	390	2.61	.787
Municipality is good at keeping your privacy secret as needed	390	2.70	.795
Average	390	2.698	0.8426

Source; spss output from own survey data

Under types of assurance dimension table 4.6 above showed that, Service provider of the organization greet you positively just as you enter the office with ($X=2.83$, $STD =0.982$), Service deliverer have adequate knowledge to serve customers with($X=2.68$, $STD =0.835$), Service deliverer of the office are flexible in solving your problem and treats you equal to others request with ($X=2.67$, $STD =0.814$), employees of the organization are flexible in solving your problem with ($X=2.61$, $STD =0.787$).

It indicated that majority of the respondents are not satisfied with the under the assurance dimension items and employee are not confident about the way to treat them. This also indicates that the sectorial employees are not performing in suitable way to serve their customers as well.

4.2.2. Descriptive analysis on Compliant Handling Mechanism

4.2.2.1.: Compliant handling system

Table 4.7. Compliant handling system

Descriptive Statistics			
	N	Mean	Std. Deviation
Organization has a system to receive and give feedback	390	1.51	.501
You are always told what is expected of you	390	1.14	.343
Timely information dissemination is the	390	1.55	.498

sign of the organization			
Average	390	1.4	0.447333

Source; sps output from own survey data

From above table regarding to municipality complain handling mechanism, Organization has a system to receive and give feedback with ($X=1.51$, $STD =0.501$), you are always told what is expected of you with ($X=1.14$, $STD = 0.343$), timely information dissemination is the sign of the organization with ($X=1.55$, $STD =0.498$). It indicated that majority of the respondents are not satisfied with the under the Compliant handling system dimension items within the sector and employee are not confident about the way to treat them. This also indicates that the sectorial employees are not performing in suitable way to serve their customers as well.

4.2.2.2: Improvements

Table 4.8.Improvements

Descriptive Statistics			
	N	Mean	Std. Deviation
You can say the municipality use your feedback as input to improve the service for the next time	390	1.14	.343
You repeatedly complain the same/ similar problem to the organization	390	1.71	.457
You are encouraged by Service provider to tell your feelings on the service you are provided	390	1.66	.473
Average	390		

Source; sps output from own survey data

From above table regarding to municipality service improvements mechanism, you can say the municipality use your feedback as input to improve the service for the next time with

($X=1.14$, $STD =0.343$), You repeatedly complain the same/ similar problem to the organization with ($X=1.71$, $STD = 0.457$), You are encouraged by Service provider to tell your feelings on the service you are provided with ($X=1.66$, $STD =0.473$). It indicated that majority of the respondents are not satisfied with the under the service improvements dimension items within the sector and employee are not confident about the way to treat customers for service improvements. This also indicates that the sectorial employees are not performing in suitable way to serve their customers as well.

4.2.2.3.: Encounter Mechanisms

Table 4.9. Encounter Mechanisms

Descriptive Statistics			
	N	Mean	Std. Deviation
Organization has a person or a committee who receive complaints feedback	390	1.00	.000
Municipality has habit of seeking feedback from you	390	1.06	.241
Organization resolves complaints effectively	390	1.55	.498
avarage	390	1.203333	0.246333

Source; ssps output from own survey data

From above table regarding to municipality encounter mechanisms, Organization has a person or a committee who receive complaints feedback with ($X=1.0$, $STD =0.00$), Municipality has habit of seeking feedback from you with ($X=1.06$, $STD = 0.241$), Organization resolves complaints effectively with ($X=1.55$, $STD =0.498$). It indicated that majority of the respondents are not satisfied about encounter mechanisms of thesectorsand responsible body are not confident about the way to treat customers. This result also indicates that the sectorial responsible bodies are not performing based on encounter mechanisms in way to serve their customers as well

4.2.3. Public Service Delivery Principles/expectation

Table 4.10. Public Service Delivery Principles/customer expectation

Descriptive Statistics			
	N	Mean	Std. Deviation
The office has regular consultation hours with you	390	1.79	.408
The consultation hours and days are convenient to you	390	1.53	.500
When you go to the office to be served, the Service provider are politely receiving and serving you	390	1.08	.271
Usually the organization gives you reliable and complete information on what you ask and do.	390	1.10	.297
Whenever you go to the organization for service, you can easily identify division of job together with their responsibilities and the body/person that is responsible for the service type	390	1.15	.361
Feedback for your complaints and grievances are usually fast ; the employees of the office are sympathetic to your problem and apologize for mistakes or your grievances	390	1.10	.300
Organization provides service cost effectively and efficiently and strive to reduce the expenses you incur in the service process	390	1.57	.496
Valid N (listwise)	390		

Source; spss output from own survey data

Analysis one of the seven items under Public Service Delivery Principles/expectation reveals that respondents are answered on the Likert of five scales namely strongly agree, agree, undecided, disagree and strongly disagree strongly on responding to the propositions regarding empathy dimension and Table 4.10 items no 1 above present's results of the analysis that, the office has regular consultation hours with you with ($X=1.79$, $STD =0.408$), The consultation hours and days are convenient to you with ($X=1.53$, $STD = 0.50$), When you go to the office to be served, the Service provider are politely receiving and serving you

with (X=1.08 , STD = 0.271), Usually the organization gives you reliable and complete information on what you ask and do with (X=1.10, STD = 0.297), Whenever you go to the organization for service, you can easily identify division of job together with their responsibilities and the body/person that is responsible for the service type with (X=1.15, STD =0.361), Feedback for your complaints and grievances are usually fast ; the employees of the office are sympathetic to your problem and apologize for mistakes or your grievances with (X=1.10, STD =0.30), Organization provides service cost effectively and efficiently and strive to reduce the expenses you incur in the service process with (X=1.57, STD =0.496). As we can see in the above table that majority of the respondents are not satisfied with under the Public Service Delivery Principles/expectation items within the sector and employees of the sector are not confident about the way to treat customers for service improvements and it is an indication that the sectorial employees are not performing for ways to serve their customers as well.

4.2.4. Factors Affecting Service Quality

Table 4.11.Factors Affecting Service Quality

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The organization has working hours convenient to all of its customers	390	1	4	3.24	.575
I am satisfied with the organization services.	390	2	5	3.33	.618
I am satisfied with the performance of the firm employees	390	2	5	3.22	.580
I am satisfied with the firm employees' professional competence	390	1	5	2.76	.950
I am satisfied with the	390	1	5	3.04	.783

quick service of the firm.					
I am satisfied with the respectful behavior of employees.	390	1	5	2.88	1.039
I am satisfied with the overall level of satisfaction of the service quality of the firm systems?	390	1	5	2.82	1.023
Valid N (listwise)	390				

Source; spss output from own survey data

Analysis one of the seven items under factors affecting service quality reveals that respondents are answered on the Likert of five scales namely strongly agree, agree, undecided, disagree and strongly disagree strongly on responding to the propositions regarding empathy dimension and Table 4.11 items no 1 above present's results of the analysis that, The firm has working hours convenient to all of its customers with ($X=3.24$, $STD = 0.575$), I am satisfied with the organization services with ($X=3.33$, $STD = 0.618$), I am satisfied with the performance of the firm employees with ($X=3.22$, $STD = 0.580$), I am satisfied with the firm employees' professional competence with ($X=2.76$, $STD = 0.950$), I am satisfied with the quick service of the firm with ($X=3.04$, $STD = 0.783$), I am satisfied with the respectful behavior of employees with ($X=2.88$, $STD = 1.039$), I am satisfied with the overall level of satisfaction of the service quality of the firm systems with ($X=2.82$, $STD = 1.023$). As we can see in the above table that majority of the respondents are not satisfied with under the Service Quality items that are delivered by the sector and employees of the sector are not satisfied about the way to treat customers for service improvements qualities and it is an indication that the sectorial employees are not performing for ways to serve their customers as well.

4.3. Correlation Analysis

The hypotheses discussed in the above chapter aimed to investigate the relationship between independent variables (Empathy, Tangibility, Responsiveness, Reliability and Assurance)

and dependent variable (Service Quality) in selected kebles in Jimma town municipality. Correlation analysis is done to examine this relationship.

The Pearson Product-Moment Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables (Ruud et. al. 2012).

Table 4.8 below clearly shows that the relationship between two variables will be negligible, low, moderate, substantial, or very strong.

Table 4.12 Correlation Coefficient

Correlation coefficient(r)	Strength of the correlation
From 0.01 up to 0.09	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 upto 0.69	Substantial association
From 0.70 and above	Very strong association

Source: Joe W. Kotrlik, J. C. Atherton, A. Williams and M. Khata Jabor.(2011)

Table 4.13. Correlation Analysis between Independent variables and Dependent Variable

		Correlations					
		Service Quality	Responsiveness	Empathy	Assurance	Tangibility	Reliability
Pearson Correlation	ServiceQuality	1.000	.651	.462	.647	.610	.526
	Responsiveness	.651	1.000	.697	.822	.953	.723
	Empathy	.462	.697	1.000	.658	.741	.584
	Assurance	.647	.822	.658	1.000	.723	.936
	Tangibility	.610	.953	.741	.723	1.000	.621
	Reliability	.526	.723	.584	.936	.621	1.000

Source; sps output from own survey data

4.3.1. Correlation Analysis between Tangibility and Service quality

Hypothesis: 1

H1: There is a significant relationship between Tangibility and Service quality.

H₀: There is no a significant relationship between Tangibility and Service quality.

From the regression analysis, we can see that here is a positive statistical relationship between Tangibility factor and Service quality. The result on the above table 4.13 shows that the existing Tangibility of the sector ($r = .610$, $p < 0.01$) is positive relation and statistical significantly. We accept that Service quality on Tangibility has significant positive relationship with the variables.

4.3.2. Correlation Analysis between Reliability and Service quality

Hypothesis: 2

H2: There is a significant relationship between Reliability and Service quality.

H₀: There is no a significant relationship between Reliability and Service quality.

From the regression analysis, we can see that here is a positive statistical relationship between Reliability factor and Service quality. The result on the above table 4.13 shows that the existing Reliability of the sector ($r = .526$, $p < 0.01$) is positive relation and statistical

significantly. We accept that Service quality on Reliability has significant positive relationship with the variables.

4.3.3. Correlation Analysis between Responsiveness and Service quality

Hypothesis: 3

H3: There is a significant relationship between Responsiveness and Service quality.

H₀: There is no a significant relationship between Responsiveness and Service quality.

From the regression analysis, we can see that here is a positive statistical relationship between Responsiveness factor and Service quality. The result on the above table 4.13 shows that the existing Responsiveness of the sector ($r = .651$, $p < 0.01$) is positive relation and statistical significantly. We accept that Service quality on Responsiveness has significant positive relationship with the variables.

4.3.4. Correlation Analysis between Assurance and Service quality

Hypothesis: 4

H4: There is a significant relationship between Assurance and Service quality.

H₀: There is no a significant relationship between Assurance and Service quality.

From the regression analysis, we can see that here is a positive statistical relationship between Assurance factor and Service quality. The result on the above table 4.13 shows that the existing Assurance of the sector ($r = .647$, $p < 0.01$) is positive relation and statistical significantly. We accept that Service quality on Assurance has significant positive relationship with the variables.

4.3.5. Correlation Analysis between Empathy and Service quality

H5: There is a significant relationship between Empathy and Service quality.

H₀: There is no a significant relationship between Assurance and Service quality.

From the regression analysis, we can see that here is a positive statistical relationship between Empathy factor and Service quality. The result on the above table 4.13 shows that the existing Empathy of the sector ($r = .426$, $p < 0.01$) is positive relation and statistical

significantly. We accept that Service quality on Empathy has significant positive relationship with the variables.

4.4. Multiple Linear Regression Analysis

In addition, the researcher conducted a regression analysis to establish the consolidated effects of the independent variables (Empathy, Tangibility, Responsiveness, Reliability and Assurance) on the dependent variable (Service quality).

4.4.1 Assumptions of Multiple Linear Regressions

Multiple linear regressions allow a more sophisticated exploration of the interrelationship among a set of variables. It can be used to address a variety of research questions and indicate how well a set of variables is able to predict a particular outcome (Pallant, 2005). In the context of this study, the researcher employed the standard multiple linear regression. In standard multiple regression, all independent variables are entered into the regression equation at once.

The assumptions of multiple linear regression tested with SPSS and identified as primary concern in this research include; multicollinearity, normality, linearity and homoscedasticity.

The multiple regression analysis was carried out to estimate independent variables on Service quality (dependent variable). Results are presented below in Tables 4.14.

Table 14: Regression analysis for clients’ expectation towards service Quality Model Summary

Model Summary									
Model	R	R Service quality	Adjusted R Service quality	Std. Error of the Estimate	Change Statistics				
					R Service quality Change	F Change	df1	df2	Sig. F Change
1	.707 ^a	.499	.493	3.11094	.499	76.569	5	384	.000

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

Source; ssps output from own survey data

The regression table revealed that R (Correlation Coefficient) is 0.707 means there is a stronger linear relationship between the independent variables which are Empathy,

Tangibility, Responsiveness, Reliability, Assurance and the dependent variable service quality. From the table R-Service qualityuared (coefficient of determination) is 0.499 which implies that 49.9% of the variation in service quality is explained by Empathy, Tangibility, Responsiveness, Reliability and Assurance. It also shows that the values of Empathy, Tangibility, Responsiveness, Reliability and Assurance can perfectly predict the values of the dependent variable by 49.9%. The Adjusted R-service qualityuared of 0.493 suggests that Empathy, Tangibility, Responsiveness, Reliability and Assurance fit to the model by approximately 49%.

Table 15: ANOVA table

ANOVA ^a						
Model		Sum of Service qualityuared	df	Mean Service qualityuared	F	Sig.
1	Regression	3705.169	5	741.034	76.569	.000 ^b
	Residual	3716.328	384	9.678		
	Total	7421.497	389			
a. Dependent Variable: service Quality						
b. Predictors: (Constant), Reliability, Empathy, Tangibility, Assurance, Responsiveness						

Source; ssps output from own survey data

The above ANOVA table (table 151), help us to make sure the above model (on model summary table) statistically significant predictor of the outcome (Service quality) and it is evidenced that the model is statistically predictor of Service quality because the p value isles than .001. Therefore, a significant amount of Service quality is influenced by the five service quality dimensions which constitute Tangibility, Reliability, Responsiveness, Assurance and Empathy. Thus, service quality found statistically and significantly predicts customer satisfaction; and it can be concluded as, the overall regression model is significant.

4.5. Existence and awareness of service quality policy in Jimma public sector

The study sought to find out whether the public sector has a policy on service quality and client care and the extent to which staffs are aware of or familiar with it.

To help put this in the proper perspective, the staff was asked to indicate the number of years they had worked with the public sector. Of the 16 interviewees 10 (62.5%) indicated that they had worked in the public sector for 1 - 15 years; 2(12.5%) had been in the public sector for between 5 and 10 years and 4 (25%) had worked in the public sector for between 1 and 5 years. Majority of the staff interviewed (11) representing 69% were unaware of the existence or otherwise of a service quality policy in the public sector. Of the 30% who answered in the affirmative, only a few could satisfactorily explain what the policy is about. The findings point to the fact that the staff is unaware of the existence of such a policy. It may also be the case that the public sector does not have a service quality at all or that it has but it has not been disseminated and explained to all the staff.

The finding above however does not support the responses of management on the matter. According to one of the interviewees has a service quality policy which has been in existence for the past 5 years. He further added that all staff is aware of the policy and it is being fully implemented. In responding to whether the public sector has a policy on service quality and client care, answered in the affirmative. He continued to explain that the client care component has been in existence for the past ten years, however the policy in terms of those who bring complains and how to quickly deal with such complains finds expression in the Case Handling Manual which has been in operation for the last five years. He further indicated that a Client's Charter has been developed but it is yet to become operational. So it could be that the policy is only known at the Management level or those interviewed are working with and implementing something they actually do not know.

4.6 Staff and management perspectives on service quality

The study also sought to gather some perspectives of the staff of public sector on the concepts of service quality. This was thought to be necessary because the researcher is of the view that a good understanding of the two concepts by the staff, who are the internal customers of public sector, will put them in a better stead in enhancing service delivery. The

staff interviewed had some understanding of service quality, most of them could not clearly explain what constitute these two concepts.

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

On the relationship between service quality and customer satisfaction, all staff interviewed were of the view that service quality impacts on customer satisfaction. That is to achieve customer satisfaction; service quality has to be improved upon. This in general agrees with the understanding of clients with regard to these concepts and their relationships.

These positions are therefore consistent with the position of researchers and practitioners who view service quality as an antecedent to customer satisfaction. Below are statements of some staff on service quality, customer satisfaction and their relationships:

- “Service quality is providing credible and accurate information to clients”.
- “Service quality is delivering the best out of many options to the clients”.
- “Service quality is the ability to satisfy the needs of clients”.
- “Service quality is the way an organization meets the demands of clients and how professional the staff are”.
- “Prompt delivery of service constitutes service quality”.
- “Customer satisfaction is where the client is content with the services delivered by the Office sector”.
- “Customer satisfaction is achieved when the clients gets the reliefs he seeks”
- “When you deliver quality service the client will certainly be happy but he will not be happy if the service is poor”.
- “The relationship between service quality and customer satisfaction is that quality service delivery has a strong impact on customer satisfaction”.
- “The more quality service is rendered the more satisfied the client will be”.

(Source: interview session, March, 2020)

On the part of office managements, one of the interviewed management explained that in public sector the key components of service quality include trust, speed and efficiency. He explained that “public sector, my Keble’s for instance, is a public institution and that public service is a trust and one has to be at one’s best.” According to him it is essential to ensure that clients and their needs are attended to without undue delays. He was of the view that one thing which has endeared the organization to the public is its ability to expeditiously process and deal with cases and problems brought to it by the publics and the relatively less formal nature of its processes and proceedings. He further explained that in addition the organization handles cases with professionalism, dexterity, impartiality and confidentiality and religiously abide by the tenets of natural justice. He concludes that “all these are aimed at ensuring efficient delivery of quality services.”

The responses of the interviewee were corroborated by the other interviewed manager where his is encapsulated in the following statement: “For me when a client walks into the offices of my public sector we should be able to create an atmosphere receptive enough to allow him or her to say whatever he wants to complain about. We should here him out with all respect and he should walk out of the doors of the organization feeling that somebody has cared to listen to him. That alone is sufficient for the person”. He continued that, “most complainants coming to our organization are unhappy, so we should not add to their unhappiness by our attitude and misconduct”. According to him service quality is also about keeping the client informed of how you are handling his complaint. He concludes that with public sectors timeliness is an essential component of quality service and client satisfaction. In his response to the relationship between the two concept he indicated that the quality of the service is in the promptness, “the respectfulness and the speed with which the matter is disposed of”. He contents if all these are followed not the client will be dissatisfied.

CHAPTER FIVE

5. CONCLUSION AND RECOMANDATION

5.1. Summary of findings

The primary objective of this research was to assess the effect of service quality on customer's satisfaction in selected kebles of Jimma town municipality. Both primary and secondary data were used as source of information and the data are collected through questionnaires, interviews and documents. The questionnaires were coded, entered, and analyzed using the SPSS version.20. The data collected from close ended questionnaires were analyzed and interpreted by using frequency, percentage, bar chart, Pearson's product correlation and multiple linear regression models: Multicollinearity test, model summary ,Heteroscedasticity test, Linearity test. Hence, based on the review of literature and analysis of the data, the study came up with the following findings:

- Tangibility is significantly related to Service quality.
- Reliability is significantly related to Service quality.
- Responsiveness is significantly related to Service quality.
- Assurance is significantly related to Service quality.
- Empathy is significantly related to Service quality.

The results of the regression and correlation tests conducted established a positive relationship between service quality and customer satisfaction. Further, the first research question which is stated "what is the relationship between service quality and customer satisfaction" was answered. The multiple regression for the expectation values showed that a percentage rise in all the dimensions will lead to increase in customer satisfaction.

The correlation test conducted for the expectation values indicated that tangibility, reliability, empathy, assurance and responsiveness have stronger relationships with customer satisfaction. The quantitative analysis, supported by the qualitative data gathered led to the following conclusions:

- ❖ That Tangibility significantly related to Service quality.
- ❖ That Reliability significantly related to Service quality.
- ❖ That Responsiveness is significantly related to Service quality.

- ❖ That Assurance is significantly related to Service quality.
- ❖ That Empathy is significantly related to Service quality.

Responses were gathered from clients, staff and management to find out the perspective of each of them on the concepts of service quality and customer satisfaction. Data collected and analyzed led to the realization that all of the three respondent groups view the two as similar constructs and added that service quality is a major determinant of consumer satisfaction, service quality can be achieved or ensured by improving on consumer satisfaction.

Data was also collected to find out whether clients intend to return to the public sector if it became necessary. This was also in a way to give indicators to whether they were satisfied with their experiences with the public sector or not, it was found that all clients will seek the service of the public sector again if it becomes necessary.

Finally, the study attempted to find out whether in ensuring quality service delivery the Office sector encounters any challenges. The data gathered from both primary and secondary sources indicated that public sector like most public sectors is constrained in its bid to ensure quality service delivery. The constraints identified by the study are as follows: logistical constraints, poor service conditions, low application of information communication technology, poor budgetary allocation, poor office environment, inadequate training opportunities and lack of enforcement powers are the main.

5.2. Conclusion

Our empirical findings provide several service quality implications for municipal service delivery were found that in moderate practical guidelines for employee to improve quality attributes that would increase citizen satisfaction. From a strategic standpoint, municipal officials can determine the relative importance of the five service quality dimensions in predicting citizen satisfaction. By doing so, municipal officials can determine which service quality dimension(s) they should pay most attention to.

The study sought to find out the relationship between service quality and customer satisfaction in selected public sector. It also sought to identify the significant drivers of service quality for customer's satisfaction in the public sector using the SERVQUAL model. The findings established a positive relationship between service quality and customer satisfaction. It was established that all the service quality dimensions or attributes are significantly correlated to customer satisfaction.

Finally, constraints and challenges the Office sector faces in ensuring service quality were identified. Recommendations have been offered and they include the following: ensuring improvements and reducing the service quality gaps through intensifying training for staff among others.

5.3. Recommendations

Each kebeles effectively deliver on its mandate of promoting, protecting and enforcing fundamental human rights, administrative justice and promoting accountability and transparency in public service sector it needs to improve upon its service quality. It has been undeniably established that to achieve organizational survival and competitive advantage, customer service quality is key. From the study, the relationship between customer satisfaction and service quality has been clearly established; therefore, service quality should be enhanced in order to achieve customer satisfaction. Specifically, the following recommendations have been made.

5.3.1. Improvement in service quality dimensions

From the study, it was found that service quality dimensions are positively related to customer satisfaction. The result indicates that the all measuring dimensions are significantly related to service quality, in other words, they are major determinants of service quality. It is therefore recommended that the selected kebeles invests more of its resources and concentrate on improving service quality of customers.

The study specifically recommends that the speed and promptness in attending to clients and in disposing of their complaints should be further improved ; staff should be encouraged to be more supportive of and helpful to clients; staff should be given more training to enable them demonstrate the required knowledge, competence and professionalism. To this end resources should be committed to improving the physical facilities and acquire the needed logistics and equipment to facilitate the public sector work; staff should show personalized attention to client; staff should be able to communicate more effectively with clients and the incidence of missed deadlines should be reduced as much as possible.

5.3.2. Reduction of service quality gaps

The study also recommends that measures should be put in place to reduce the negative service quality gaps. The negative gaps are indicative of the fact that clients are dissatisfied. Specifically, the service quality gaps for all service quality dimensions recorded negative values. This means that client's expectations with regards to these dimensions are unmet and it is recommended that since continuous improvement is required to remain competitive, the Office sector should also work to improve on those factors as well.

5.3.3. Strengthen service quality

Majority of the clients rated for service quality and client care as average, which certainly cannot by any criteria be described as the best. It is therefore important to strengthen the systems to improve service quality and client care. This should be taken very seriously as the clients who are the end-users of the public sector services appear not to be highly satisfied, despite the high ratings by the staff and management.

5.3.4. Measures to address challenges and constraints

The study also identified some challenges and constraints which together conspire to work against achieving high service quality in the selected kebeles. To address these challenges, it is recommended that:

- 1) Conditions of service for staff should be enhanced to motivate them to give off their best. It is important that the staff (internal clients) is satisfied and their needs taken care of, as this will translate into a motivational factor for them to ensure high of service delivery.
- 2) Management apart from enhancing the extrinsic motivation packages, (such as increased pay, allowances, fringe benefits etc) should also consider intrinsic motivation programmes such as recognition, appreciation, acceptance by fellow employees opportunities for promotion, career development and progression and consultation on important matters.
- 3) The government should as a matter of necessity increase the annual budgetary allocations for the organization. It was realized that over the years the organization has always had its budget heavily slashed. This certainly will tell adversely on its operations. It is thus

recommended that the government should endeavor to increase the organization's budget to enable it deliver on its mandate.

- 4) Acute logistical constraints were also identified and it is recommended that a special programme should be embarked upon to resource the offices of the organization, especially at the kebeles level. The offices in the kebel especially are faced with serious logistical challenges making it difficult for them to offer quality services to meet the expectations of their client.
- 5) Every office now has a computer but the cars are woefully inadequate to go round all the organizations
- 6) Finally, it is recommended that the government of Ethiopia should support the kebeles with the necessary resources to fully implement the strategic plan it has developed.

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Appendix-A

Jimma University

Collage of Business and Economics

Department of Public Management

Dear Respondent:-

This questionnaire is prepared in order to gather the necessary information (data) that will help to study on Assessment of quality dimension and service delivery satisfaction in selected kebles in Jimma town municipality. Filling this questionnaire may take not more than 30 minutes pleas stick and /or write your response. The sharing of your knowledge and experience as you answer the questionnaire will be valuable to me and as such will be treated with the strictest confidence. No reference will be made to any individual and the information will be reported in an aggregated form.

Thank you for your cooperation.

Instructions:

- No need of writing yourname
- You are kindly requested to give genuine responses by Put a tick (√) mark in the box that corresponds your choice from the givenalternatives
- For **open-ended questions**, please write your ideas in the space provided

Questionnaires to be filled by Customers

Part One: - Demographic characteristics

1) What is your gender?

Male

Female

2) How old are you?

Below 30 years 30- 39 years. 40- 50 years. 51-60 years. above 60 Years

3) What is your marital status?

Married Single widowed Divorced

4) What is your level of education?

Secondary Diploma Degree Masters Professional other

5) Employment status?

Agriculture Trader Government employee privatecompanyemployee

Others

Part 2: Quality public service delivery Practice

Below are statements about service quality and customer satisfaction in Jimma municipality. Please read each of the items and put a tick (✓) mark in the box corresponding to the scale that best describes your degree of agreement or disagreement with the statement.

5=strongly agree, 4=agree, 3=undecided, 2=disagree and 1=strongly disagree

Dimension	No	Questions/ Statement	Scales				
			5	4	3	2	1
		Quality of public service delivery					
Tangibility	1	The organization had up to date equipment for data management and decision making.					
	2	The service deliverer has modern and updated equipment's in the office that facilitates service delivery supported technology					
	3	Delivering the services is neat, disciplined, and professional in their appearances.					
	4	Facilities consistent with the office according to rule and regulation of government.					
Reliability	5	The office responds with time frame for each individual based on the customers need and interest.					
	6	The service provider gives the required services at the designed and promised time					
	7	The service provider has sincere interest to solve the problem of the customer.					
	8	I think that Sufficient man power and material is kept to avoid the interruption of service provision.					
	9	Reassuring when problems arise in the office there is a guide line (SOP) to solve problem.					
Responsiveness	10	The service provider is ready to respond to your request as required.					
	11	Service provider tell customers exactly when service will be performed					

	12	Service deliverer are always willing to help you					
	13	Organization experts are never busy to reply to you as their customer requests.					
Empathy	14	Service provider are knows what customer needs are and give for customer individual attention					
	15	Employees have the best interest of the customers in mind.					
	16	Service deliverer of the organization are empathic to issues you bring to them, well understand you and your problem					
	17	Service provider gives orientation about the service and the cost related with the service					
	18	The organization provide individualized attention.					
	19	The organization operate at regular time.					
	20	Office employees are acknowledge your need or frustration when solving problems					
	21	Service deliverer are caring for your emotion while service encounter					
	22	Employees of the municipality are empathic to issues you bring to them					
Assurance	23	Service provider of the organization greet you positively just as you enter the office					
	24	Service deliverer have adequate knowledge to serve customers					
	25	Service deliverer of the office are flexible in solving your problem and treats you equal to others request					
	26	employees of the organization are flexible in solving your problem					
	27	Municipality is good at keeping your privacy secret as needed					

If you have any additional comments, please specify -----

Part 3: Compliant Handling Mechanism/Perception

Below are statements about the Compliant Handling Mechanism. Please read each of the items and put a tick (√) mark in the box corresponding to the scales that describe the extent/level to which the mentioned problem prevails in your organization.

Judgments by yes or no

Variable	No	Statement /question	Scale	
			yes	no
		Compliant Handling Mechanism		
Compliant handling system	29	Organization has a system to receive and give feedback		
	30	You are always told what is expected of you		
	31	Timely information dissemination is the sign of the organization		
Improvements	32	You can say the municipality use your feedback as input to improve the service for the next time		
	33	You repeatedly complain the same/ similar problem to the organization.		
	34	You are encouraged by Service provider to tell your feelings on the service you are provided		
Encounter	35	Organization has a person or a committee who receive complaints feed back		
	36	Municipality has habit of seeking feedback from you		
	37	Organization resolves complaints effectively		

If you have additional comments on Compliant Handling Mechanism in your organization, please specify -----

Part 4: Public Service Delivery Principles/expectation

Below are statements about the Information on the Practices of the Public Service Delivery Principles in the administration office. Please read each of the items and put a tick (√) mark in the box corresponding to the scales that describe the extent/level to which the mentioned problem prevails in your organization.

Principle	No	Statement /question	Scales	
			Yes	No
		Information on the Practices of the Public Service Delivery Principles in the office		
	38	The office has regular consultation hours with you		

39	The consultation hours and days are convenient to you		
40	When you go to the office to be served, the Service provider are politely receiving and serving you		
41	Usually the organization gives you reliable and complete information on what you ask and do.		
42	Whenever you go to the organization for service, you can easily identify division of job together with their responsibilities and the body/person that is responsible for the service type		
43	Feedback for your complaints and grievances are usually fast ; the employees of the office are sympathetic to your problem and apologize for mistakes or your grievances		
44	Organization provides service cost effectively and efficiently and strive to reduce the expenses you incur in the service process		

Part 5: Factors Affecting Service Quality

Below are statements about Factors Affecting Service Quality in the administration office. Please read each of the items and put a tick (√) mark in the box corresponding to the scales that describe the extent/level to which the mentioned problem prevails in your organization.

5=Excellent, 4=Very good, 3=Good, 2= Poor, 1= very poor

Variable	No	Statement /question	Scales				
			5	4	3	2	1
Service Quality		Service Quality					
	45	The organization has working hours convenient to all of its customers					
	46	I am satisfied with the organization services.					
	47	I am satisfied with the performance of the firm employees					
	48	I am satisfied with the organization employees' professional					

		competence					
	49	I am satisfied with the quick service of the firm.					
	50	I am satisfied with the respectful behavior of employees.					
	51	I am satisfied with the overall level of satisfaction of the service quality of the organization systems?					

If you have any additional comments, please specify -----

Interview and Focus Discussion Group (FGD) Questions for Employees of Jimma town Municipality

1. As an expert and responsible civil servant, how can you suggest about your Administrations offices Practices of public service delivery and customer satisfaction?

2. Do you feel that your customers are satisfied /happy with the service they receive from the administration office? -----

3. What are frequent complaints raised by customers to your office? How does your office respond to it? Is there a system that receives customers complain/grievances and gives feedback on regular basis in the municipality office? -----

4. When do you give feedback to your customer’s grievances and how? -----

5. Are the resources enough to meet customers’ satisfaction? If not, specify the resources you lake and where from to avail those? -----

6. Does your administration has training plan for employees of your office and do you think that the training is vital for both employees and customers related to facilitate service delivery and improve customer satisfaction? -----

7. What mechanism is usually used by your office to improve performance and delivery of

services? And how do you think about its effectiveness? Any other issues you can raise regarding service delivery and customer satisfaction of your office? -----

8. Have you ever made any reform in service delivery system in order to satisfy your Customers? -----

9. What solutions do you suggest to minimize and alleviate the problems in line with customers 'dissatisfactions?-----

List of Interview Question for Customers

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

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

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

4. What do you think is the problem in the Municipality office? Among those problems which one do you encounter frequently? -----

5. When you are dissatisfied with the Municipality office and what are steps do you like to take? -----

6. How the Municipality office responds to your feelings? -----

10. What do you think are possible solution to these problems? How? -----

11. What solutions do you suggest to minimize and alleviate the problems in line with customers 'dissatisfactions? -----
