

**Assessment of Customer Service Delivery on
Customer Satisfaction: A Case Study in Ethiopian
Electric Utility (EEU) Company Western Region,
Customer Service Centers**

*A Thesis Submitted to the School of Graduate Studies of
Jimma University in Partial Fulfillment of the
Requirements for the Award of the Degree of Master of
Business Administration (MBA)*

BY:

HAMID ABABOR



JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

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OCTOBER 13, 2015

JIMMA, ETHIOPIA

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Mr. Ashenafi Haile (PhD Candidate)

And

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DECLARATION

I hereby declare that this thesis entitled “*Assessment of Customer Service Delivery on Customer Satisfaction: A Case Study in Ethiopian Electric Utility (EEU) Company Western Region, Customer Service Centres*”, has been carried out by me under the guidance and supervision of Mr. Ashenafi Haile (PhD Candidate) and Mr. Mohammed Yasin (MBA).

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

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CERTIFICATE

This is to certify that the thesis entitled “*The Role of Transformational Restructuring on Customer Satisfaction: A Case Study in Ethiopian Electric Utility (EEU) Company Western Region, Customer Service Centres*”, submitted to Jimma University for the award of the Degree of Master of Business Administration (MBA) and is a record of bonafide research work carried out by Mr. Hamid A/Bor A/Qoyas, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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Abstract

Studies show that outstanding customer service organizations focus on a clear goal—satisfying the customer—and design everything else with that aim in mind. The complaints on lack of the services and the quality of services from the customers were indicative of poor service delivery performance in the EEU Company. Therefore, the main objective of this study was assessment of customer service delivery on customers' satisfaction. It also addresses the major problem areas of service delivery and service quality in terms of stretched objective achievement through the survey done in EEU Company, western region retail business; customer service centres' (CSC). The sampling technique adopted in this study was multi stage random sampling. And by using stratified sampling technique the population was stratified in to three tariff categories such as Domestic, Commercial, and Industrial. Finally, the total samples of 376 customers were selected from the stratum by Convenience sampling technique. Primary data from customers by the use of a questionnaire and interviews for officials of the company, secondary data from different sources, were used as the sources and methods of the collected data. The collected data were analysed using descriptive and inferential statistical tools by using SPSS version 16.0. The result from testing of the hypothesized relationships between the variables, using multiple linear regression analysis reveals that customers satisfaction(dependent variables) and the five independent variables of SERVQUAL dimensions is positively related, which is also significant at $p < 0.001$. And, about 56% of total variability in customers' satisfaction is explained by these predictors jointly. Further investigations results in; the effective predictors in the model were tangibles and responsiveness thus should jointly explained 51% of total variability in customers' satisfaction. Majority of the customers were satisfied with the overall service deliveries of the company.

Key words: *Customers Service Delivery, Customers Service Quality (SERVQUAL), Customer Satisfaction.*

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ACRONYMS

APQC - American Productivity & Quality Center

CSC - Customer Service Center

CSI - Customer Satisfaction Index

EEU – Ethiopian Electric Utility

EELPA – Ethiopian Electric Light and Power Authority

EEPCO – Ethiopian Electric Power Corporation

PCF - process classification framework

SERVQUAL – Service Quality

SPSS - Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Now a days, a primary concern of business organizations: private or public is building companies that excel at gaining and keeping customers. Studies show that outstanding customer service organizations focus on a clear goal—satisfying the customer—and design everything else with that aim in mind. From the top-down, these organizations act to provide positive customer experiences. The focus on complete customer satisfaction demands the organization to continuously change in its business process so as to achieve its fundamental objective of existence. Hammer & Champy (1993).

According to Ivancevich and Matteson (1990) changes and fluctuation in an organization are caused by two major forces; external and internal. Some of the external forces include change in market, customer demand and services given, change in technology, new machines, and new processes have revolutionized the way in which many products or services are manufactured and distributed, and new regulations etc. Concerning the internal factors, the changes in an organization may be due to factors that relate to process and behavioural problems. The process problem includes inadequacy in decision making and communication. Low levels of employee's morale and high level of absenteeism and turn over are symptoms of behavioural problems that might necessitate change. If the above two broadly explained causes why organizations undertake changes, how is it implemented?

The nature, scope and intensity of changes in an organization vary considerably. In this regard, Nadler & Tusham cited in Yasmin (2010) have tried to identify two kinds of changes; incremental and strategic changes.

- a. Incremental changes are changes that only affect selected organizational structures, introducing a new production, technology, or developing employees to reduce interdepartmental conflict.

- b.** Strategic changes impact the entire organization and fundamentally redefine what the organization is or change its basic frame work, including strategy, structure, people, processes and in some cases core values. Accordingly organizational restructuring is one of the current strategies which are used by many organizations in order to cope up with the changing environment.

The question of whether an organization achieves the desired objective that necessitated organizational Change requires the evaluation of results that are achieved in the light of objectives. Studies have shown that between 50% and 85% of organizational change efforts fail (Beer and Nohria, 2000). Similarly Paterson, Green and Cary (2002) argue that the rapid pace and massive scope of organizational change in recent years have increasingly taken a psychological toll, not least on those employees who emerge as survivors of the turmoil of change, irrespective of whether it is caused by mergers, acquisitions, corporate rationalizations, delayering, Total Quality Management, Business Process Reengineering or downsizing. So how could the effects of organizational change be measured?

As stated in the introductory paragraph one of the driving forces for recent organizational change is the achievement of customer satisfaction. The concept of customer satisfaction has been widely debated as organizations increasingly attempt to measure it. Customer satisfaction can be experienced in a variety of situations and connected to both goods and services. It is a highly personal assessment that is greatly affected by customer expectations. Satisfaction also is based on the customer's experience of both contacts with the organization (the "moment of truth" as it is called in business literature) and personal outcomes. Some researchers define a satisfied customer within the private sector as "one who receives significant added value "to his/her bottom line—a definition that may apply just as well to public services.

Accordingly, Ethiopian Electric Utility Company (EEU) at its former name Ethiopian Electric Power Corporation (EEPCO) is one of the organizations which went through organizational restructuring in order to achieve its main objective of achieving international standards of customer care through sustained capacity building, operational and financial excellence, and state-of-the-art technologies.

Two years have been passed since it undergone this major change. But, the questions of whether the change achieves intended objectives or not have not yet been investigated.

1.2 Organizational Background

Initially the EEU was established as the Ethiopian Electric Light and Power Authority /EELPA/ on 11th September 1955 Ec. After having 1st round restructuring, it has been reorganized as the Ethiopian Electric Power Corporation on 7th July, 1997. EEPCO was responsible for generating, transmitting, distributing and selling of electricity nationwide. (50th Golden jubilee)

On December 9, 2013 EEPCO had divided into two distinct companies namely Ethiopian Electric Utility (EEU) which shall value innovative, timely, efficient, solution-oriented, and cost effective services and systems, aiming to achieve the highest levels of customer satisfaction. And the other is the Ethiopian Electric Power (EEP) Company which is used for generation of electricity and transmission of generated power up to substation.

The Ethiopian Electric Utility is a public utility company which is undergoing a transformation of its business processes through the management contract. At the initial stage of this organizational transformation program, the former Ethiopian electric power corporation business processes were comprehensively defined without redundancies by using the American Productivity & Quality Center (APQC) process classification framework (PCF). After the restructuring of the company and placement; on the job training and general awareness creation programs for those posted employees has been started in right earnest. In addition to all of those efforts, the main target of this transformation process is about establishing, implementing and sustaining a world class utility management system which is transparent, seamless, accountable, and customer focused service.

Currently EEU has 15 regional departments and under these, Western Region Retail Business has 26 district customer service centers, which, is undergoing a transformation of its business processes through the management contract.

Accordingly, Assessment of customers' service delivery on customers' satisfaction a case of EEU Company, western region retail business customer service centres' (CSC) an overview of its business processes out comes in terms of goals achievement.

1.3 Statement 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). Lack of or failure to meet quality will lead an organization to lose all or some of its customers. A great emphasis is needed for a service to retain all its qualities that customers need(Oakland,2009).

Burke et al (2005) claim that there are two ways service organizations can improve upon service quality. First, a good human resources management policy must be adopted to ensure employees' satisfaction. It is believed that the necessary support from management, employees strive hard to provide high quality services to customers. Also, the organization has to implement its organizational values, policies and procedures to leverage the delivery of high quality to customers.

Quality in a service business has become a measure of the extent to which the service provided meets the customer's expectations Oakland (2009). Customers' expectations are not static, but keep changing. Therefore, organizations need to monitor customers' expectations on a continuous basis and to be innovative in order to respond meaningfully to changes about the customers' expectation (Kotler, 1989:203). Accordingly Customers' satisfaction depends on the extent to which customer's expectations about the product or services are fulfilled and the perception about the service being delivered.

Swan and Combs (1976) sought to identify some of the determinants of satisfaction or dissatisfaction. Their hypothesis was that there are two types of determinants – instrumental (the performance of the physical product) and expressive (the psychological performance of the product) – and that both have to be achieved to satisfy the consumer. They postulated that satisfaction will tend to be associated with expressive outcomes above or equal to expectations and dissatisfaction will tend to be related to performance below expectations for instrumental outcomes.

Another study was undertaken by Smith et al. (1992) using critical incident technique (CIT) and cluster analysis. They suggested that the determinants of satisfaction and dissatisfaction indeed may be different. They did not use the existing service quality characteristics but found that satisfaction is usually generated by service going beyond expectations and dissatisfaction resulted from failure, slowness, disinterest, and rudeness of staff.

Similarly customer satisfaction has been studied by Cronin & Taylor, (1992) using a single item scale in which customer's overall feeling towards a service is asked to measure satisfaction. While others like Parasuraman et al., (1985, 1988) use a multiple item scale satisfaction by using various dimensions.

In our country different studies at different organizations concerning customer satisfaction have been conducted using multiple item scale satisfaction by considering various dimensions. Specifically in EEU, even if these studies have been conducted by different researchers, they failed to consider all of the different services such as bill related, technical work, meter reading, and new connection that are given by EEU organization which are important for maintaining customer satisfaction. For instance, Seyoum (2012) focused only on prepaid meter customer service while Temam & Mesfin (2013) focused only on industrial customer satisfactions. Furthermore there is no any study which was conducted in western region to assess the customer satisfaction.

Accordingly, this study emphasizes on studying customers' satisfaction by assessing the determinants of service quality into typically conceptualize service quality in five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Cronin and Taylor, 1992; Parasuraman et al. 1988; Raajpoot, 2004) across all the services given by the organization. It is hoped that the study will overcome some of the limitations of the earlier studies by trying to answer the following research questions.

- Is there any standard of customers' service quality that guides the effective service delivery process of EEU Company?
- What are the perceptions of customers towards current service delivery of the company looks like?
- Is there any relationship between service quality dimensions and customer satisfaction?

- What are the dominant service quality dimensions that affect customer satisfaction of the Company?
- What are the major problems faced in achieving customer satisfaction in the selected study area?

1.4 General and Specific Objectives of the Study

General Objectives

Assessment of customers' service delivery on customers' satisfaction a case of EEU Company, western region retail business customer service centres' (CSC) is the major research objective in this study.

Specific Research Objectives Include:-

- To assess the existence of customers' service quality standard that guides the effective service delivery process of EEU Company.
- To examine the perceptions of customers towards current service delivery of the company.
- To determine the relationship between service quality dimensions and customer satisfaction.
- To identify the dominant service quality dimensions that affect customer satisfaction.
- To identify the major problems faced in achieving customer satisfaction in the selected study area

1.5 Significance of the Study

The major significance of this study is its contribution to the overall body of knowledge concerning public sector enterprises goal setting of customer satisfaction and the manner they strive to achieve it with specific reference of delivery of quality service. Specifically these studies had the following significances:-

- It will provide a recommendation regarding ways of improving customer satisfaction for electric service provider and for other service rendering organization.
- It will have a significant implication on the understanding on ways of customers' service delivery of quality service and its effect on customer satisfaction for those interested for future studies in the area.
- The study should also develop the necessary skills to complete a research project besides earning of MBA.

1.6 Scope of the Study

Even if the concept of customer service delivery are very wide concept and its application vary from one organization to the other nationwide, this study was delimited to assessment of customers service delivery on customers service implementation outcomes in terms of stretched objectives (goals) achievement and customers satisfaction in EEU, Western region customer service centres.

1.7 Limitations of the Study

Lack of well written document which states the standard of service delivery for the specific activity on stretched objectives makes difficulty of securing the adequate and relevant information at the required level from EEU western region CSC as the target sources to analyze customer service delivery in more detail manner.

Besides, other limitations of the current thesis come from its limited sample size of 376 respondents, which prevented the researcher from examining the detail differences between customers on different tariff categories. So that; the findings may not be representative of the wider population, as customers service delivery.

1.8 Organization of the Study

The study consists of five chapters. The first chapter deals with introductory part which consists of background of the study, background of the organization, statement of the problem, objectives of the study, significance of the study, scope of the study. The second chapter deals with review of related literature, empirical findings, and conceptual model; the third chapter deals with research design and methodology. The fourth chapter presents the analysis and interpretation of assessment of customers' service delivery on customers' satisfaction. Finally, summary of major findings, conclusions, recommendation, and future research direction were forwarded.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Framework

2.1.1 Customer Service and Service Quality

Service: is a process (Grönroos, 2007, Cited in Seyoum, 2012.) involving a series of intangible activities which, most of the cases, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider which are provided as solutions to the customer's problems.

It is also generally characterized by, as commonly understood in marketing, such as its intangibility, variability (heterogeneity), inseparability and perishability. Service is intangible in the sense that it couldn't be touched, smelled, etc. using the senses of our body except experiencing it in the process of value creation; inseparability refers to the fact that it can't be separated from the service provider, as opposed to product offerings; variability on the other hand is to mean that it is highly variable (heterogeneous) throughout its production and delivery process, under the influence that both the customer and the service provider exert (Grönroos, 1990); and perishability denotes that it is specifically designed to satisfy the needs and wants of a customer at a certain point in time after which it can no longer be stored or reclaimed to be reused by the customer.

Service Quality: refers to (Patrick P. et. al 1996, pp. 62), the "difference between customers' expectations for service performance prior to the service encounter and their perceptions of the service received. Service quality theory (Oliver, 1980) predicts that clients will judge that quality is low if performance does not meet their expectations and quality increases as performance exceeds expectations. Accordingly, customers' expectations serve as the foundation on which service quality will be evaluated by customer. In addition, as service quality increases, satisfaction with the service and intentions to reuse the service increases."

Generally, the different literatures define service quality in the following ways:

- ❖ An outcome of evaluation process (Grönroos, 1984), and differences (Asubonteng et al. 1996) in that customers make comparison (Parasuraman et.al, 1988) of their expectation with their perception of the service received;
- ❖ The overall impression of consumers towards the superiority or inferiority of an organization and its services (Bitner, 1990).

Service quality can be both (Grönroos, 1982) technical quality- involves what the customer is actually receiving from the service, and functional quality- involves the manner in which the service is delivered. Marketing research studies resulted in a general agreement that firms providing high service quality have a competitive advantage, and often are more profitable (Bhat, 2005). Moreover, a high level of service quality enhances customer satisfaction, decreases customer defection, and enhances customer loyalty (Jun and Cai, 2001). Studies conducted in Western cultures typically conceptualize service quality in five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Cronin and Taylor, 1992; Parasuraman et al. 1988; Raajpoot, 2004). (R. Ladhari et al. 2011, 952-53)

Tangibles - refer to the appearances or access to personnel, equipment, suppliers, physical facilities, etc.

Reliability- refers to the ability of the service provider to perform the promised service accurately and dependably.

Responsiveness- means providing prompt service and displaying a willingness to help customers.

Assurance- means employee knowledge and ability to inspire confidence and trust.

Empathy- refers to the level of individualized attention the firm gives to its customers. It is vital to making a valid and reliable service quality measure as a corner stone of marketing strategy. This may be done by using the most popular service quality measure for different service industries called SERVQUAL (Patrick A.et al. 1996). SERVQUAL helps to measure the quality of the service provided as perceived by the end-users, i.e. the customers. Especially it would be important to measure customer perceptions of quality before and after the quality action is taken (e.g. before and after the introduction of

organizational restructuring, in this case), by developing the service dimensions from the customer's perspective. This way the company will have an opportunity to see if the goal of say improving customer service has been achieved as a result or not.

2.1.2 Customer Experience

One of the main routes to reach in the creation of long lasting competitive advantages is through a stronger focus on the customer. Nowadays, the customer experience factor plays an increasingly significant role in determining the success of any offering. In the previous years, the growing attention on the customer resulted in an increased focus on Customer Relationship Management (CRM). More recently, as the number of contact points between a company and its customers increased, such attention revealed the fundamental importance of monitoring the many experiences that originate from those contact points. (Chiara G., 2007, pp. 395)

Marketers, therefore, underline the critical role service quality plays in the customer's service experience. For instance, researchers demonstrate that better service quality increases perceived service value and satisfaction; improves the service provider's customer retention and financial performance; and also enhances a firm's corporate image (Nguyen and Leblanc, 1998). In addition, researchers also investigated the drivers of perceived service quality such as demographic factors (the effect of culture and personal values). (R. Ladhari et al. 2011, 951–957)

Customer experience generally “originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer's involvement at different levels (rational, emotional, physical and spiritual). Its evaluation depends on the comparison between a customer's expectations and the stimuli coming from the interaction with the company and its offering.”

(P. Asubonteng, et. Al 2007, pp. 397. Cited in Seyoum, 2012)

2.1.3 Customer Satisfaction

Customer satisfaction is a compelling issue because in the service industry customer retention is more important than attracting new customers. Retaining customers has a

stronger impact on company profit than does attracting new customers. Therefore, companies, so as to maximize profits in the long term, should strive for zero defection through customer satisfaction.

There is an increasing tendency to view satisfying customer as going beyond providing just a technically superior product or service, i.e., defect reduction and continuous improvement programs. Quality is also as such defined by the customer's perception, not by the service provider. However, it should also be born in mind that even if the first person who is considered as a customer is the buyer (end user), there are several other people who need to be considered as customer for the reason that their involvement in the production and distribution of the service or product, or project (LR Ireland, 1992, 123-124) affects the quality of the service. Generally, customers may be of: (Cited in Seyoum, 2012)

- Product/service end users- users expectations such as ease of use, safe operation, reliable products, durable goods, and easily maintained products, etc. which all together enhances better functional performance and or greater ease of use compared to other competing products/services.
- Boss (senior management) - the project director expects the project manager to effectively and efficiently undertake the work, including keeping informed every stakeholder as to its progress and potentials that could affect its success and relationship with customers, etc.
- Project team members- the team expects professional leadership of the project manager, safe work environment, clear directions pertaining to work, training for new works, and appropriate rewards for superior performance. Of course, the team members also expect loyalty from the project manager to shield them from outside interference with their work.
- Functional organization-involves an expectation of efficient use of assigned resources (human, material, financial, information, etc.)
- Vendors/suppliers- Vendors and suppliers have a vested interest in providing parts, components, and materials to the project meeting the quality requirements. .These customers have expectations of proper specification practices by project personnel and prompt payment upon delivery.

- Society- a special interest groups and is the guardian of such general areas as the environment and public safety. The issues addressed by society include environmental pollution of rivers and streams, maintenance of a natural habitat, etc.

How well a company addresses each and every requirement of these groups of customers determines the new product/service's success in the market. Therefore, companies should consider customers as their important part of gaining improved quality of customers' satisfaction service.

2.1.4 Rationale for Organizational Change Assessment

The past few years have taught that during a period of high change there are five core management processes: mobilizing, enabling, defining, measuring, and communicating. Mobilizing is the process by which a company and its people are at least brought to the point where they accept the changes that reengineering entails – and at best to where they are ready and willing to make them happen. It's not enough to get your people mobilized, energized, ready and willing every day for a “new day's”. You have got to give them the wherewithal. That require enabling (empowering); redesigning work so that people can exercise their skills and capabilities to the fullest extent possible- then stepping back and letting it happen. Defining a company's ambition is a process that has been on the managerial agenda ever since there has been a profession of management. Reengineering's great contribution to the management process of measurement has been to help keep the accountancy focused on what really matters for the business. Communicating; About what? About the case for change, about the purpose around which we are mobilizing, about the culture and behavior we want and don't want, about the standards and objectives of our performance, about how we are doing against those standards and objectives, about why we are taking certain actions and how those actions serve our purpose. Hammer and Champy, (1993).

Although the change management literature generally recognizes the need for change initiatives, the potential for failure is great.

Practitioners are primarily focus on how to successfully implement change and create more effective organizations. The other perspective is that of the scholars. They tend to focus their efforts on discovering the predictive nature of organizational change and on

building a theory that better describes the phenomenon (Cady and Hardalupas, 1999). There may be differences in perspectives, the fact remains but, that organizations are living in a global economy that is always changing with the advancement of technology. This necessitates the need for organizations to acquire and maintain the ability to adapt to the ever-changing environment.

Change efforts may evoke undesirable responses such as denial and resistance, which will lead to increased stress and decreased organizational commitment. Research suggests that criteria for tracking the likelihood of employees enacting behaviors necessary in a transformational situation (Armenakis & Bedeian, (1999). Cited in Mntungwa, (2007).

2.1.5 Change Effect on Organizations

The reality that organizations have to confront is the old ways of doing business i.e. the division of labor around which companies have been organized no longer work, because the pace of change has accelerated. With globalization of the economy, companies face greater number of competitors, each one of which may introduce product and service innovations to the market. The rapidity of technological change also promotes innovation. Eventually product life cycles have gone from years to months (Hammer & Champy, 1993).

EEU restructuring process decisions are made transparently so the company spends enough time and energy in communicating the objectives of the restructuring to customers and media and also has explained the broad view of the government in trying to address the transformation of the electricity distribution services in order to keep abreast with international trends whilst making electricity an affordable commodity (EEU monthly newspaper, November, 2013).

Critical agendas for change are both idealistic and revolutionary (Tushman and O'Reilly, 1996). The results for organization members might include a growing respect for people as thinking and feeling individuals, the broader sharing of power, control and responsibility and greater responsiveness of all stakeholders including managers, employees, customers, and community.

It is true that many organizational change initiatives fail badly, with unintended and damaging consequences. Although it is recognized that organizations have to change and

restructure in order to maintain or enhance competitiveness in the face of aggressive competition, changing markets or technological breakthroughs. Paterson, Green and Cary (2002) argue that the rapid pace and massive scope of organizational change in recent years have increasingly taken a psychological toll, not least on those employees who emerge as survivors of the turmoil of change, irrespective of whether it is caused by mergers, acquisitions, corporate rationalizations, delaying, Total Quality Management, Business Process Reengineering or downsizing.

During organizational change efforts, it is typical for management to explain the proposed changes to employees and provide assurances regarding possible negative consequences of the change. If explanations and promises made by management are found to be untrue over time, some employees may become cynical about the organization, the leaders of change, and the organizational change effort. Likewise, people who have experienced organizational changes that have not met their expectations or have led to frustration may become cynical the process. (Thompson, Joseph et al., 2000 Cited in Mntungwa, 2007)

2.1.6 Why Organizations Focus on Customer Satisfaction

Businesses monitor customer satisfaction in order to determine how to increase their customer base, customer loyalty, revenue, profits, market share and survival. Although greater profit is the primary driver, exemplary businesses focus on the customer and his/her experience with the organization. They work to make their customers happy and see customer satisfaction as the key to survival and profit. Customer satisfaction in turn centers on the quality and effects of their experiences and the goods or services they receive. (Center for the Study of Social Policy, 2007).

2.1.6.1 Definitions of Customer Satisfaction

The definition of customer satisfaction has been widely debated as organizations increasingly attempt to measure it. So that; customer satisfaction has been defined in different context by different authors. Some definitions are given below :(Cited on Wandaogou & Jalulah, 2011)

- Customer satisfaction is a “psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service” (WTO, 1985);
- CS “as an attitude-like judgment following a purchase act or a series of consumer product interactions.” Youjae Yi, (1990 cited in Lovelock & Wirtz, 2007);
- CS is “a consumer’s post-purchase evaluation and affective response to the overall product or service experience.” (Oliver, 1992);
- “Satisfaction is merely the result of things not going wrong; satisfying the needs and desires of consumers.” (Besterfield, 1994);
- Satisfaction as pleasure; satisfaction as delight (Kanji and Sa Moura, 2002);
- CS is “an experience-based assessment made by the customer of how far his own expectations about the individual characteristics or the overall functionality of the services obtained from the provider have been fulfilled.” (Bruhn, 2003);
- “Satisfaction is a person’s feeling of pleasure or disappointment resulting from comparing a product’s performance (outcome) in relation to his or her expectation.” (Kotler & Keller, 2006 p. 144).

Customer satisfaction can be experienced in a variety of situations and connected to both goods and services. It is a highly personal assessment that is greatly affected by customer expectations. Satisfaction also is based on the customer’s experience of both contacts with the organization (the “moment of truth” as it is called in business literature) and personal outcomes. Some researchers define a satisfied customer within the private sector as “one who receives significant added value” to his/her bottom line—a definition that may apply just as well to public services. (Center for the study of Social Policy, 2007)

Customer satisfaction differs depending on the situation and the product or service. A customer may be satisfied with a product or service, an experience, a purchase decision, a salesperson, store, service provider, or an attribute or any of these. Some researchers completely avoid “satisfaction” as a measurement objective because it is “too fuzzy an idea to serve as a meaningful benchmark.” Instead, they focus on the customer’s entire experience with an organization or service contact and the detailed assessment of that experience. For example, reporting methods developed for health care patient surveys often ask customers to rate their providers and experiences in response to detailed

questions such as, “How well did your physicians keep you informed?” These types of surveys provide “actionable” data that reveal obvious steps for improvement.

Customer satisfaction is a highly personal assessment that is greatly influenced by individual expectations. Some definitions are based on the observation that customer satisfaction or dissatisfaction results from either the confirmation or disconfirmation of individual expectations regarding a service or product. To avoid difficulties stemming from the kaleidoscope of customer expectations and differences, some experts urge companies to “concentrate on a goal that’s more closely linked to customer equity.” Instead of asking whether customers are satisfied, they encourage companies to determine how customers hold them accountable.

In the public sector, the definition of customer satisfaction is often linked to both the personal interaction with the service provider and the outcomes experienced by service users. (Center for the study of Social Policy, 2007)

As the result four customer networks were developed as part of the initiative:

The process of obtaining a service and the way it is delivered can have a major impact on the users’ experience. The qualities of relationships and staff have central to positive outcomes.

Because customer satisfaction is a highly variable assessment that every individual makes based on his/her own information, expectations, direct contact and interaction, and impact, it makes sense to involve and consult consumers when designing customer satisfaction approaches.

2.1.6.2 Customer-Oriented Mission and Culture

Not surprisingly, a primary concern of business research and literature is building companies that excel at gaining and keeping customers. Studies show that outstanding customer service organizations focus on a clear goal—satisfying the customer—and design everything else with that aim in mind. From the top-down, these organizations act to provide positive customer experiences. The focus on complete customer satisfaction permeates the organization:

(Center for the study of Social Policy, 2007)

A. Customer-Focused Mission Statements

The management and customer service literature hammer home the importance of a guiding vision that is clearly communicated through an organizational mission statement and set of principles. An effective mission statement accomplishes three purposes:

1. It focuses and guides employee actions

By providing a constant touch-stone for employees, the mission statement has a powerful role in reinforcing customer service. According to marketing expert Barry Feig, a strong mission statement both inspires and challenges employees. It can also help employees feel that they are part of something important, another operating principle of high-performing companies.

2. It helps set and manage customer expectations

The Customer service Plan then goes on to provide service goals, guarantees, and promises for customers and employees. It is continually updated based on information from customer research, including focus groups discussions and surveys.

3. It contributes to instilling a culture of customer orientation

Frequently cited as a company that exemplifies superior customer service. By looking on leadership of the company a comprehensive program of quality management that grew to permeate the organization that defined the new direction begins with a clear statement.

B. Customer-Oriented Culture

Creating and instilling a “culture” of customer service in which employees are encouraged and expected to go to great lengths to satisfy customers is another hallmark of a successful organization. High performing organizations work to create an environment where employees focus on customer satisfaction in each encounter, every day. For many organizations, including public sector social services, this requires “a massive culture shift away from what is convenient for the organization to what is needed by the service users.”

C. Total Customer Experience

Business experts recommend focusing on the entire customer experience with each service contact. “It is the totality of the buying experience that will keep customers coming back for more.” More than just the basics of customer service create a favorable experience for the customer; everything, conscious and unconscious, can affect it.

Successful service companies attend to every detail to ensure that the customer's physical, social, and psychological experience is pleasant.

D. Customer Service Standards and Accountability

Standards of customer service identify and communicate what constitutes satisfactory performance for all employees and customers. "Behavioral change requires standards, not suggestions." Once those are in place, an organization can develop consistency by "clearly communicating what is expected and, based upon those expectations, reinforce positive behaviors and hold employees accountable for sub-standard service delivery." Organizations take different approaches to identifying customer service standards and they vary in detail. Customer service standards provide a framework for performance management and accountability. In many areas, customer satisfaction ultimately boils down to the customer's contact with frontline staff. Capable, empowered frontline staff put customer-focused mission statements, standards and culture into practice.

2.1.7 Customer Satisfaction Index

Customer satisfaction has become a vital concern for companies and organizations in their efforts to improve product and service quality, and maintain customer loyalty within a highly competitive market place.

At the national level, the customer satisfaction index (CSI) is a nationwide gauge of how adequately companies and industries in general satisfy their customers. In addition, CSI's can be used at the lower industry or even company level facilitating comparison of companies within an industry. These indicators complement traditional measures of economic performance (e.g., return on investment, profits and market shares) providing useful diagnostics about organizations, and their customers evaluations of the quality of products and services. (Cited in Girona, 2002).

2.1.8 Backgrounds of customer satisfaction

1) Perceived Quality

In 1996, the American Customer satisfaction index (ACSI) model was expanded to delineate two general types of perceived quality, product quality (hardware) and service quality (software/human ware) (Fornell et al., 1996). Perceived product quality is the

evaluation of recent consumption experience of products. Perceived service quality is the evaluation of recent consumption experience of associated services like customer service, conditions of product display, range of services and products etc.

2) Value

The literature in this area has recognized that customer satisfaction is dependent on value (Howard & Sheth, 1969). Value is the perceived level of product quality relative to the price paid or the “value for money” aspect of the customer experience. Value is defined as the ratio of perceived quality relative to price (Anderson et al., 1994). Value is expected to have a direct impact on satisfaction (Anderson & Sullivan, 1993; Fornell, 1992) and to be positively affected by perceived quality. To ensure that the effects of a price-quality relationship are not confounded, quality and value are measured relative to each other (Anderson et al., 1994).

3) Image

Image refers to the brand name and the kind of associations customers get from the product/brand/company. This construct was first introduced in the Norwegian Customer Satisfaction Barometer (NCSB) model (Andreassen & Lindestad, 1998a; Andreassen & Lindestad, 1998b). New research indicates that it is an important component of the customer satisfaction model (e.g., Martensen et al 2000). The impact of quality on image (or vice versa) is not usually estimated. According to Johnson et al., (2001), image has been modelled to affect perceptions of quality (Andreassen & Lindestad, 1998a). However, in most research papers this affect is not modelled, thus we consider image and product and service quality to be all exogenous factors.

4) Expectations

Expectations refer to the level of quality that customers expect to receive and are the result of prior consumption experience with a firm’s products or services. Johnson et al., (2001) noted that the effect of expectations is non-significant in a number of industry sectors. Similarly, Martensen et al., (2000) showed that customer expectations of post office products and services in Denmark have a negligible impact on consumer satisfaction.

2.1.9 Consequences of consumer satisfaction

1. Complaints

This factor refers to the intensity of complaints and the manner in which the company manages these complaints. It is expected that an increase in customer satisfaction should decrease the incidence of complaints (American Society for Quality, 1998; Fornell et al. 1996).

2. Loyalty

Customer loyalty is the ultimate dependent variable in the model and is seen to be a proxy measure for profitability (Reichheld & Sasser, 1990). Increasing customer loyalty secures future revenues and minimizes the possibility of defection if quality decreases. In addition, word-of-mouth from satisfied loyal customers exaggerates the firm's overall reputation and reduces the cost of attracting new customers (Anderson & Fornell, 2000). Loyalty is measured by repurchase intention, price tolerance and intention to recommend products or services to others. It is expected that better image and higher customer satisfaction should increase customer loyalty. In addition it is expected that there is a reciprocal relationship between complaints and loyalty. When the relationship between customer complaints and customer loyalty is positive it implies that the firm is successful in turning customers who complain into loyal customers. Conversely, it is expected that when the relationship is negative the firm has not handled complaints adequately.

2.1.10 Introducing Customer Choice and Competition

Advocates of "reinventing government" recommend injecting some of the market dynamics that businesses experience into the public arena. One strategy suggested for motivating government agencies to improve performance is the introduction of customer choice in public services.

A rationale for service privatization is stimulation of competition among service providers. However, customer satisfaction is rarely included in the performance requirements of government contracts with private organizations. (Cited on Yasmin, 2010)

2.1.11 Applying customer satisfaction research to the public

Few public agencies systematically monitor customer satisfaction or even focus on it as a policy, management or practice goal. High turnover rates and poor morale in the human services workforce signal that the public sector has far to go in treating employees well or in equipping them to provide exemplary customer service. The other fundamental challenges are:

Who are the customers? According to leading experts on the movement to “reinvent government,” thinking in terms of public service customers is a recent development, and there is much confusion about who the customer is. (Osborne and Plastrik, 2007 cited in Center for the study of social policy, 2007) maintain that the “primary customer is the individual or group” the organization’s work is “primarily designed to help” often the public at large. Public agencies also may have secondary customers—groups that benefit from the work, but less directly than primary customers, these may be the community at large, employers who will someday hire graduates, and others. In addition, public organizations and systems have many stakeholders who have an interest in the agency’s performance but are not customers.

Lack of market economy; for the most part, public agencies do not compete for customers and market share. Their survival and growth depend on the appropriation of tax revenues determined by elected officials at the federal, state and local levels, not the satisfaction of the individuals they serve.

Monopoly on services; government agencies are generally monopolies. They are not subject to the performance challenges that competitors provide. Public sector customers are captive. With some exceptions, they cannot go elsewhere if they are dissatisfied with the services they receive.

Mission defined by legal rights and mandates; rather than shaped by customer-driven demands; the mission and priorities of public organizations are determined by law. Unless customers have legal rights to services and government agencies have legal mandates to provide them, public organizations may have little motivation to please customers and limited flexibility to respond to customer complaints.

Accountability to elected officials; private sector businesses are accountable to both the customers and their owners—usually through a board of directors that represents

shareholders. In the public sector, elected officials represent the interests of citizens. Even in the business world, “accountability to owners trumps accountability to customers.” For public organizations, accountability to elected officials (the funders) is likely to take priority over customer satisfaction.

Public customers’ lack of political power; according to Osborne and Plastrik, “some conflict between what customers want and what elected officials want is inevitable.” For customers to influence public agencies’ performance, they need the capacity to influence elected officials. To motivate public agencies to change, service consumers (who usually are experiencing personal crises) often must work with public officials and through the political process. For those in need, this may be an unrealistic expectation, especially when service users are provided no assistance in making their voices heard. Potential Strategies for Improving Customer Satisfaction in Public Organizations and Vulnerable Neighborhoods

The characteristics and strategies of successful customer service organizations apply to public as well as entities:

- Customer-focused mission statements’,
- Customer-oriented organizational culture,
- Attention to the total customer experience,
- The key role of frontline staff and strategies for promoting complete customer satisfaction by staff, and
- Strategies for monitoring and improving customer satisfaction.

In addition to directly applying these business-derived strategies to the public sector, emerging strategies are being developed to counteract some of the challenges that public service customers experience.

2.2 Empirical Reviews

Findings are clearly applicable to public sector service organizations, and examples of governmental or nonprofit organizations are provided throughout this report. In addition, the public sector is under increasing pressure to apply business practices to improve their performance. As many governments worldwide increasingly contract out services to private providers, they are working to assure service quality. Elected officials are eager

to respond to constituent demands for more efficient, effective and user-friendly public services, and government agencies are under increasing pressure to improve their own public service performance.

The workgroup suggested a set of principles to be considered for an eventual Charter of User Involvement. The cornerstone principle is user involvement as a right and a responsibility that should be enforceable and accessible. To put these principles into practice will require fundamental changes in public services, including: (Center for the study of social policy, 2007)

- More fully informed citizens. “Public agencies must find much more innovative ways of informing people about their rights, listening to their ideas and proposals and helping them to navigate through bureaucratic labyrinths.”
- Putting user involvement at the core of agencies’ missions and tasks.
- Public policies that create national cultures of user involvement and consistent commitment from different sectors of society.
- Users as recipients and actors who, in addition to having the right to be involved, are responsible for playing a full and active part in services.
- User involvement in evaluation of service outcomes, including selection of criteria for evaluation.

(Yonatan, 2010) concluded that: " Respondents have ranked the overall importance level of the five dimensions in determining a quality banking service. Thus, according to the point score by each dimensions Reliability s rated the most important dimension at the three banks in determining a quality banking service Also Assurance and Responsiveness will take the second and third position. Tangibles and Empathy are assumed to be least important in determining quality banking service.

It is interesting to note that customers rated empathy dimension as the least important.

At the

same time, empathy has received the highest negative gap score. This could be due to the fact that management do not pay much attention to this dimension realizing that this is not very important to customers. "

Temam A.,M.I. (2013) study has the objective of assessing industrial customers’ satisfaction on service quality using SERVQUAL model. It also addresses the problems of quality gaps through the survey done at EEPCO, South Addis Ababa Region

Industrial customers. They did present as: the study was conducted using a descriptive survey method where the respondents were industrial customers and frontline managers. The sample size was 333 industrial customers and these were selected using simple random sampling technique. Front line managers were selected through ~~purposive sampling~~. Moreover, structured questionnaires and interviews are tools used to gather relevant information and statistical tools like percentage, tables and charts are used to analyze the data. The study shows performance of EEPCO in providing quality service to its industrial customers is not in a situation to meet their expectations. In all dimensions of the SERVQUAL; tangibles, reliability, responsiveness, empathy, and assurance, it's found that there is a negative gap between service expectations and service perceptions. Therefore, the Corporation should come up with an appropriate service delivery standards, proper complaint handling mechanisms, relevant training for its employees, and strengthening decision making power of employees. Decision makers also have to exert maximum effort in quality improvement programs so that the corporation ensures industrial customers satisfaction. "

Zeritu F.(2010) concluded that; "the corporation has a service quality gap with every dimension of the service quality. However, the empathy dimension is relatively better than others, the satisfaction level of customers in the area is highly affected by poor performance of the Corporation in its new customer handling practice, service failure recovery procedure and complaint handling process in the Corporation. Therefore, the Corporation service delivery process to satisfy the needs of its customers is below the average expectation of the customers. Also The Corporation does not give adequate training to its employees on how to serve their customers properly and it does not try to empower them, a substantial number of customers do not trust employees in the transaction they know that, some employees of the corporation have unwanted behavior which may open a door for corruption of individuals and public wealth."

Seyoum (2012) concluded for service quality of EEPCO that: "For the prevalent gap of expectation against perception of prepaid customers' service, different contributing factors (challenges) of prepayment service were identified. Some of these are: sub-standardized tangible offerings of the prepayment service itself (technical and non-technical aspects), including, but not limited to, defective and less user friendly meter and card, high employee turnover and job rotation without any prior arrangement, lack

of adequate training and supply of necessary material, information and other supportive resources (of reliable service), lack of quick and efficient response to customers' complaints, inflexible working hours, senior management's inaction, especially in putting pressure on the technology (prepayment) supplier, lack of visibility (awareness) and simplicity of the service to potential customers, due to the absence of an adequate promotion, and lack of persistent and reliable network."

2.3 Conceptual Model

In this study, based on a thorough review of literature, the models and concepts employed are presented in Figure 1. It is based on the two main concepts of this study: restructuring of EEU customer service delivery performance and customer satisfaction. According to existing literature review, customer satisfaction is conceptualized as cumulative service delivery performance encounter experiences at least for the past twelve months (Fornell, 1992; Anderson et al., 1994a, b; cited in Wang & Lo, 2002).

Customer services are also conceptualized as a process of customer evaluation as they use the services, and this evaluation is based on customer expectation and perceived performance. Based on the empirically validated expectation disconfirmation model (Danaher and Haddrell, 1996), a disconfirmation scale was deemed appropriate to measure customer satisfaction.

Independent Variables

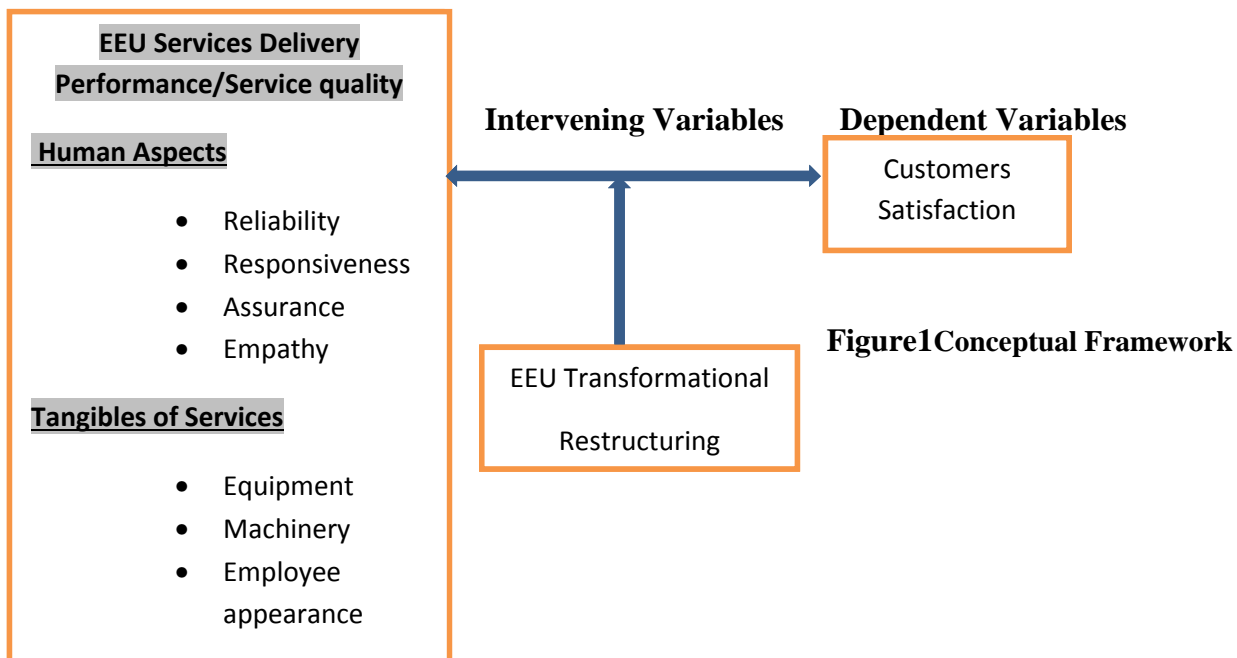


Figure1 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The typical design in these cases is a survey. Because these designs are appropriate in the case of social and behavioural sciences (Thorne, 2004).

3.2 Study Area and Target Population

The Population of this study were customers of EEU in western region. According to the report from western region collection office as of December, 2014; there were a total of 18,405 customers available in the four selected customer service centres (CSC) which were categorized in to Domestic, Commercial, and Industrial customers.

3.3 Source and Type of Data

Primary data was collected from sampled EEU customers by the use of a questionnaire administered by the researcher which include; demographic inquiries of the customers, their opinion on EEU customers services, the level of customers satisfaction on EEU services, and customers opinion concerning how the service delivery of the organization might be improved and semi structured interviews to employees and officials of the organizations based on their reliability to the issue under investigation. Also, Secondary data were collected from magazines, organizational reports, and other records were conducted.

3.4 Sampling Techniques and Sample Size Determination

Due to the large population size and vastness of the geographical area, the sampling technique adopted in this study was multi stage random sampling. This method is appropriate in such cases because it is easier to administer and a large number of units

can be sampled for a given cost (Kothari, 1990). Accordingly, Western region have 26 customer service centres (CSC) which were categorized based on different criteria in to four levels; such as level A, level B, level C, and level D. Because of similarity of service delivery and type of customers within the CSC only one from each level was selected randomly. After the selection of CSC the population grouped on the basis of common characteristics in order to do so the study was used stratified sampling technique, and then the population were stratified in to three tariff categories such as Domestic, Commercial, and Industrial. Finally, representative samples of respondents were selected from each stratum by stratum by Convenience sampling technique. In order to do so the sample size determined statistically, at 95% confidence level with a 5% margin of error is assumed (CR Kothari, 2004). Given this level of confidence and the assumed margin of error, the sample size has been determined using the following formulae:

Where,

$$n = \frac{Z^2 \cdot p \cdot q \cdot N}{(e)^2 \cdot (N-1) + Z^2 \cdot p \cdot q}$$

Z=degree of confidence 95% = 1.96

$$n = \frac{(1.96)^2(0.5)(0.5)(18405)}{(0.05)^2(18405-1) + (1.96)^2(0.5)(0.5)}$$

e = Standard error 5%

n = Sample size

p = Population proportion

q = 1 -P

n= 376

The total number of customers under each strata as of December, 2014 for Domestic, Commercial, and Industrial tariff categories for selected CSC is 15543, 2494, and 268. And the proportional allocation sample size under each stratum was 317 Domestic, 51 Commercial, and 8 Industrial customers respectively.

3.5 Data Analysis and Presentation Techniques

Data collected was analysed using descriptive and inferential statistical tools. The analysis was conducted by the help of Statistical Package for Social Science (SPSS) application software. Descriptive statistical tools such as mean, percentage, and frequency were applied in order to assess perception of customers on service delivery of the company. And to examine the relationship between the variables in this study;

inferential statistical tools such as: correlation and multiple liner regression were applied. Finally, the analysis results were presented using tables.

3.5 Ethical Consideration

- First consent was earned from the officials of the organization and the respondents.
- After getting their consent, the objective of the research was explained to them and they were assured that the information they give will be kept confidential and not disclosed to anyone and will be used only for the purpose of this research.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

The primary focus of this study is assessment of customer service delivery on customers' satisfaction in EEU western region at selected four customer service centers. Accordingly, in this chapter the researcher attempts to present the practically observed facts about the service delivery, customer satisfaction with the data collected from customers and management by using tools mentioned in chapter three. To do so, 376 questionnaires were distributed to customers and 346(92%) complete responses were returned from the branches and interview was conducted for eight officials of the company. The results obtained in the study are presented, analyzed, and interpreted for the regions in the study area. The study starts by presenting background information of the respondents' on demographic profile. And finally a summarized analysis is done to see the overall experiences of service delivery quality of the company. In this analyses SPSS v.16.0 and excel spreadsheets are used to make the necessary calculations.

4. Test of Reliability and Normality of Residuals – normal p-p plot

Before applying statistical tools; testing of the reliability of the scale is very much important as it shows the extent to which a scale produces consistent result if measurements were made repeatedly. This is done by determining the association between scores obtained from different administrations of the scales. Its value varies from 0 to 1 but the satisfactory value is required to be more than 0.6 for the scale to be reliable (Cronbach, 1951). In this study, the Cronbach's alpha scale is used as a measure of reliability of the scales that measures all the variables. For service quality yield and customer satisfaction, the Cronbach's alpha values are as follows:

Service quality yield Cronbach's alpha =0.858 and for customers satisfaction Cronbach's alpha was = 0.706. Since; the Cronbach's alpha values for all the variables considered are

greater than 0.6 this indicates the items have measured what they were supposed to measure and also the items in each of the domains are well understood by the respondents.

Normality of residuals assumes that for any value of the independent variable, the residuals around the regression line should be normally distributed (Cohen et al, 2003, p.120). Accordingly; as shown in figure 2, the residuals appear to be close to the straight line, which means that the residuals are normally distributed and the assumption for normality of the data distribution is met.

Table 4.2.1 Distributions of Biographic Data

Questions		Frequency	Percent (%)	
Sex	Male	232	67.1	
	Female	114	32.9	
	Total	346	100.0	
Age	20-30 Years	19	5.5	
	31 -40 Years	60	11.8	
	41 -50 Years	153	44.2	
	51--65 Years	120	34.7	
	> 65 Years	6	1.7	
	Total	339	98.0	
	Missing	System	7	2.0
	Total	346	100.0	
Educational Level	Grade 10 & Below	65	18.8	
	Certificate	55	15.9	
	College Diploma	83	24.0	
	1st Degree	94	27.2	
	Above 1st Degree	10	2.9	
	Others	17	4.9	
	Total	324	93.6	
	Missing	System	22	6.4
	Total	346	100.0	

Source: Author, Computed from survey data, 2014

4.2 Descriptive Analysis

As indicated in table 4.2.1 from the total number of (346) respondents (customers), 232(67.1%) of them were males and 114(32.9%) of respondents were female.

Most of the respondents, 153(44.2%) age were 41-50 years, the next dominant age group were 120(34.7%) 51– 65 years which indicate that most customers of the company age group has been categorized in these range. Thus, the larger numbers of these respondents are expected to have a lot of experience about the service delivery practice of the company and they can easily measure their satisfaction level.

As observed from table 4.2.1 also show that; the educational level of customers of the company indicated that 94(27.2%) were first degree holder, 83(24%) were college diploma holder. Whereas; 65(18.8%) were grade 10 and below, 55(15.9%) respondents were certificate, and 17(4.9%) were others. This indicates that most of the company customers are educated and should be expected to have a good understanding of quality service delivery.

Table 4.2.2 Electric Energy Bill Payment

Questions		Frequency	Percent (%)
On which of the following tariff categories you are registered for?	Domestic	290	83.8
	Commercial	48	13.9
	Industry	8	2.3
	Total	346	100.0
Do you pay your electric energy bills on time?	Yes	293	84.7
	No	50	14.5
	Total	343	99.1
	Missing System	3	.9
Total	346	100.0	
How long did it take you to pay your electric energy bills before restructuring?	Between 1 – 10 Minute	109	31.5
	Between 11 – 20 Minute	73	21.1
	Between 21 – 30 Minute	55	15.9
	Between 30 – 60 Minute	44	12.7
	Above 60 Minute	53	15.3

		Total	334	96.5
	Missing	System	12	3.5
	Total		346	100.0
How long does it take you to pay your electric energy bills after restructuring?		Between 1 –10 Minute	131	37.9
		Between 11 –20 Minute	82	23.7
		Between 21 – 30 Minute	40	11.6
		Between 30 – 60 Minute	27	7.8
		Above 60 Minute	48	13.9
		Total	328	94.8
	Missing	System	18	5.2
	Total		346	100.0
If your answer for Q.5 is ‘No’, have you ever had your electric lines disconnected because of not paying on time before restructuring?		Yes	143	41.3
		No	46	13.3
		Total	189	54.6
	Missing	System	157	45.4
	Total		346	100.0
If your answer for Q. 8 is ‘yes’, how long it take for reconnection?		Between 1 – 6 hours	71	20.5
		Between 7 – 12 hours	64	18.5
		1-2 days	9	2.6
		3-5 days	18	5.2
		Above 5 days	14	4.0
		Total	176	50.9
	Missing	System	170	49.1
	Total		346	100.0
If your answer for Q.5 is ‘No’, have you ever had your electric lines disconnected because of not paying on time after restructuring?		Yes	147	42.5
		No	49	14.2
		Total	196	56.6
	Missing	System	150	43.4
	Total		346	100.0
If your answer for Q. 10 is ‘yes’, how long it take for reconnection?		Between 1 – 6 hours	93	26.9
		Between 7 – 12 hours	46	13.3
		1-2 days	8	2.3
		3-5 days	17	4.9
		Above 5 days	9	2.6
		Total	173	50.0
	Missing	System	173	50.0
	Total		346	100.0

Source: Author, Computed from survey data, 2014

As depicted on table 4.2.2, Tariff categories of the respondents appears to be a reasonable consideration of EEU company because the company is due attention of strategy formulation basically revenue maximization and types of electric line extensions based on the expected tariff size of its customers. Accordingly; 290(83.8%) of the respondents are domestic customers that implies majority of the customers are domestic and they have lower but progressive bill tariff categories which are allocated to energy bill payment according to their electric energy consumptions., while 48(13.9%) of the respondents are commercial ,based on EEU bill tariff these customers are relatively paying the energy bill in the higher tariff categories, and 8(2.3%) of the respondents are industrial customers; the company profile indicates that these customers are nominated to be 20/80 (twenty, eighty) which means, they are expected to be twenty percent of the total customers however, the company collects eighty percent of its revenue from these customers due to their high electric energy consumption.

Also; as shown on the above table 293(84.7%) of the respondents were pay electric energy bill on time which implies most of the bill generated or available for sale should expected to be error free, and customers have been to take responsibility on time payment. Whereas; 50(14.5%) of the respondents were not pay the electric energy bill on time. So that; most of the respondents pay their bills on the standard time that is one month time line set by the company that maintain customers' satisfaction.

Table 4.2.2 also shows that questions related with the time took to pay electric bills, accordingly; 109(31.5%) of the respondents replied that it took 1 -10 minutes, 73(21.1%) replied 11 -20 minutes, and 53(15.3) of them took more than an hour before restructuring. Whereas; after restructuring 131(37.9%) of the response shows that it took 1 -10 minutes, 82(23.7%) respond it took 11 -20 minutes, and 48(13.9%) respond they are waiting more than an hour.

But; the organization set the standard time on its stretched objectives for waiting time to keep its customers satisfaction is within 10 minutes. On the other hand, even if the respondents result shows there are a progress on waiting time after restructuring but it was only 37.9% which is less than an average of the customers were served within the standard time line.

Likewise, the above table shows that finding of questions related to the action of the company on customers who were not paying on time for their electric usage. As a result; 147(42.5%) of the respondents replied; electric lines disconnected because of not paying on time before restructuring and 49(14.2%) replied the lines were not disconnected. Those customers whose lines disconnected also asked for reconnections response time. Accordingly; 71(20.5%), and 64(18.5%) respond their lines were reconnected after fulfilling of their bill payment obligations between 1- 6 hours, and between 7 – 12 hours respectively before restructuring. Similarly; among those respondents who did not pay their bills on time, 143(41.3%) of them have had their lines disconnected and 46(13.3%) did not disconnected. Of them of line disconnected 93(26.9%), and 46(13.3%) responded that their lines were reconnected after fulfilling of their bill obligations between 1- 6 hours, and between 7 – 12 hours after restructuring respectively.

These result shows that the company actions on disconnection and reconnections of lines before restructuring were 41.3% and 20.5% of the disconnected lines were reconnected within 1-6 hour. On the other hand; after restructuring the result revealed on disconnection and reconnections of lines were 42.5% and 26.9% of the disconnected lines were reconnected within 1-6 hour. It concluded that there are progresses after restructuring on corrective action that should result in compliant resulted from not on time payment and on time response for reconnection. But still there are gaps to meet the standard time set by the company for line disconnection and reconnection that is within a month and within one to six hour.

Table 4.2.3 Customer response to Technical Work Problems

Questions		Frequency	Percent (%)	
Have you ever come across any EEU technical work problem that needed to be fixed by the company technicians?	Yes	320	92.5	
	No	24	6.9	
	Total	344	99.4	
	Missing	System	2	.6
	Total		346	100.0
If 'Yes' for Q 12. How fast was their response before restructuring?	Between 1-12 hours	124	35.8	
	Within 24 hours	96	27.7	
	Within 48 hours	50	14.5	
	Within 72 hours	15	4.3	

		Above 72 hours	49	14.2
		Total	334	96.5
	Missing	System	12	3.5
		Total	346	100.0
If 'Yes' for Q 12. How fast was their response after restructuring?		Between 1 – 12 hours	169	48.8
		Within 24 hours	44	12.7
		Within 48 hours	39	11.3
		Within 72 hours	9	2.6
		Above 72 hours	58	16.8
		Total	319	92.2
	Missing	System	27	7.8
		Total	346	100.0
In your opinion how was the performance of the technicians in terms of giving quality service before restructuring?		Very Satisfying	40	11.6
		Satisfying	143	41.3
		Not Satisfying	154	44.5
		Total	337	97.4
	Missing	System	9	2.6
		Total	346	100.0
In your opinion how was the performance of the technicians in terms of giving quality service after restructuring?		Very Satisfying	27	7.8
		Satisfying	189	54.6
		Not Satisfying	110	31.8
		Total	326	94.2
	Missing	System	20	5.8
		Total	346	100.0

Source: Author, Computed from survey data, 2014

As shown in table 4.2.3 320(92.5%); majority of the respondents have had faced technical work problem that needed to be fixed by the company technicians. Accordingly; 124(35.8%), and 96(27.7%) were respond that the technicians' speed when they were called before restructuring was within 12 hours and within a day respectively.

Whereas; after restructuring 169(48.8%), and 44(12.7%) of the respondents respond the technicians' speed when they were called were within 12 hours and within a day respectively. It is determined that there are an improvement after restructuring on technicians' speed when they were called; even better than the standard time set by the company that is within a day. So that; more than an average result shows that the organizations are keeping customers satisfactions on technical works.

The above table also shows that the performances of the technicians in terms of giving quality service before restructuring were 154(44.5%) which were not satisfying, 143(41.3%), and 40(11.6%) were satisfying, and very satisfying. From the result it observed that the sum of satisfaction percentage was 52.9% which is more than an average of customers are satisfying on performances of the technicians.

Table 4.2.3 also shows that the performances of the technicians in terms of giving quality service after restructuring were 189(54.6%) of the respondents were satisfied, and 27(7.8%) of the respondents were very satisfied. On contrary; 110(31.8%) of the respondents claimed that the performances of the technicians in terms of giving quality service after restructuring were not satisfying. From the result it observed that even if after restructuring the percentage of respondents increased but the organization should be asses the root problems of customers who have been not satisfied on the performances of the technicians in terms of giving quality service and ensure customers satisfaction on this dimension.

Table 4.2.4 Customer response towards Meter Reading

Questions		Frequency	Percent (%)	
Did the meter readers of the company read your meter correctly and properly?	Yes	194	56.1	
	No	148	42.8	
	Total	342	98.8	
	Missing	System	4	1.2
	Total	346	100.0	
If your answer for Q.17 is 'No', what kind of problem does you face because of your meter had not read properly?	Energy bill payment overstated	86	24.9	
	Energy bill payment understated	52	15.0	
	Make difficulty for	25	7.2	

		follow up of the integrity of meter		
		Both 1,2,and 3	11	3.2
		Both 1 and 2	30	8.7
		Both 1 and 3	23	6.6
		Both 2 and 3	14	4.0
		Total	241	69.7
Missing	System		105	30.3
Total		346	100.0	

Source: Author, Computed from survey data, 2014

As illustrated in table 4.2.4, majority of the respondents 194(56.1%) believed; meter readers of the company read their meter correctly and properly. But; 148(42.8%) of the respondents claimed that their meters were not being read correctly and properly.

Customers were also asked to list down the main problems that they faced due to not read their meters properly include; 86(24.9%) respond due to energy bill payment overstated, 52(15%) respond due to energy bill payment understated, and 25(7.2%) of the respondent replied that they faced difficulty for follow up of the integrity of their meter, and the other respondents faced different combinations of the above mentioned problems causes the customers to complaints like wastage of time for appealing on the described problems, unable to set their electric consumption budget plan etc.

Table 4.5 Overall customers' satisfaction towards service delivery of CSC

Questions		Frequency	Percent (%)	Mean
Generally, the CSC services on energy bill payment system are satisfying.	Strongly disagree	21	6.1	3.3468
	Disagree	83	24.0	
	Neutral	21	6.1	
	Agree	197	56.9	
	Strongly agree	24	6.9	
	Total	346	100.0	
The overall technical performances of technicians of the CSC in terms of giving quality services are satisfying.	Strongly disagree	44	12.7	
	Disagree	63	18.2	
	Neutral	32	9.2	
	Agree	177	51.2	

	Strongly agree	30	8.7	
	Total	346	100.0	3.2486
Generally, the CSC services on meter reading are satisfying.	Strongly disagree	23	6.6	
	Disagree	77	22.3	
	Neutral	23	6.6	
	Agree	191	55.2	
	Strongly agree	32	9.2	
	Total	346	100.0	3.3815
The time required to become a customer of EEU facility as per the company's schedule are satisfying i.e. within maximum of 21 days.	Strongly disagree	34	9.8	
	Disagree	71	20.5	
	Neutral	75	21.7	
	Agree	135	39.0	
	Strongly agree	31	9.0	
	Total	346	100.0	3.1676
The overall experience of the customer service currently given by the company is satisfying.	Strongly disagree	27	7.8	
	Disagree	61	17.6	
	Neutral	69	19.9	
	Agree	157	45.4	
	Strongly agree	32	9.2	
	Total	346	100.0	3.3064

Source: Author, Computed from survey data, 2014

According to Ivancevich and Matteson (1990) changes and fluctuation in an organization are caused by two major forces; external and internal. Some of the external forces include change in market, customer demand and services given, concerning the internal factors, the changes in an organization may be due to factors that relate to process and behavioural problems that might necessitate change. If the above two broadly explained causes why organizations undertake changes, how is it implemented?

EEU had been started implementation of different programs in order to ensure on service provision standards of the company. As secondary documents and different officials on interview session confirmed; EEU has been undertake different strategies to improve its service standards and it implements various reform programs at different time to improve service standards of each activity under investigation. In order to do so the

company have been implemented changes like employee reshuffling, civil service reform, quick wins, BPR for BPR implementation the company service standard set on its stretched objectives for different activities, BSC, and currently transformational restructuring. In order to achieve its main objective of achieving international standards of customer service delivery and to ensure customers satisfaction through sustained capacity building, operational and financial excellence, and state-of-the-art technologies. Two years have been passed since it undergone this major change. But; the question of whether the change achieve intended objectives or not, should have been investigated as an intervening variables in this research.

Table 4.5 shows overview of the overall customers' satisfaction of the region on different variables. Accordingly; 197(56.9%) of the respondents were agree, and 24(6.9%) were strongly agree on the statement the CSC services on energy bill payment system are satisfying. Whereas; 83(24%) of the respondents disagree, 21(6.1%) were strongly agree, and 21(6.1%) of the respondents were neither agree nor disagree that the CSC services on energy bill payment system are satisfying. Even if, overall assessment of bill payment system infer that majority of the respondents were satisfied but the company should be due attention for those respondents who have been dissatisfied by assessing the root problems and give possible solution in order to ensure their satisfaction.

On the other hand; 177(51.2%) of the respondents were agree and 30(8.7%) of the respondents were strongly agree on the statement that the overall technical performance of technicians of the CSC in terms of giving quality services are satisfying. These result shows that more than average of the respondents were satisfied with the overall technical performance of technicians of the CSC. On contrary; 63(18.2%) of the respondents were disagree, 44(12.7%) of the respondents were strongly agree, and 32(9.2%) of the respondents claimed on the statement the overall technical performance of technicians of the CSC in terms of giving quality services are satisfying. From these results the researcher infers; about 40% of the respondents were dissatisfied in overall technical performance of technicians of the CSC in terms of giving quality services so that in order to ensure the achievement of organizational objectives; the company should be undertake further investigation.

The respondents also respond on the statement; the CSC services on meter reading are satisfying. Thus; 191(55.2%) and 32(9.2%) of the respondents were agree and strongly

agree respectively. However; 77(22.3%) of the respondents were disagree, 23(6.6%) of the respondents were strongly disagree, and 23(6.6%) of the respondents' were neither agree nor disagree on the statement the CSC services on meter reading are satisfying. Even if; significant percentage of the respondents were satisfied on the overall services of meter reading of the company; but dissatisfactions of other respondents who claimed on this variable should be investigated for further improvements and achieve customers' satisfaction.

Table 4.5 also depicted that the level of agreement and disagreement on the overall customers perception on the time required to become a customer of EEU facility as per the company's schedule are satisfying that is the time required for new connections of kilowatt hour meters of EEU is within a maximum of 21 days.

For that reason; 135(39%) of respondents agreed and 31(9%) of respondents were strongly agree. On contrary; others claimed on the statement such as 75(21.7%) of the respondents were neither agree nor disagree, 71(20.5%) of the respondents were disagree, and 34(9.8%) of the respondents were strongly disagree on the time required to become a customer of EEU facility as per the company's schedule are satisfying. Therefore; the percentage of agreement that is 48% which is approximately only half of the respondents are satisfied; which implies there are almost half of the customers are dissatisfied on the time required to become customers of the company so that the organization should be further investigate the time required for new connection of customers in order to ensures customers satisfaction.

Finally; respondents respond on the statement; the overall experience of the customer service currently given by the company is satisfying. Consequently; 157(45.4%) agreed and 32(9.2%) of the respondents were strongly agree. On contrary; 69(19.9%) of the respondents were neither agree nor disagree, 61(17.6%) of the respondents were disagreed, and 27(7.8%) of the respondents claimed that they were strongly disagree respectively. From the result the researcher infers that; even if; majority of the respondents were satisfied with the overall experience of the customer service currently given by the company; whereas; other respondents whose satisfaction were not meet. From these, the organization should undertake the problems and settle; in order to improve its services standard to ensure customers satisfaction.

Table 4.5.1 Customers' Responses on Tangibility Dimension of Service Quality

Questions		Frequency	Percent (%)	Mean
Generally, the physical facilities and employees are neat and clean.	Strongly disagree	9	2.6	3.3728
	Disagree	73	21.1	
	Neutral	64	18.5	
	Agree	180	52.0	
	Strongly agree	20	5.8	
	Total	346	100.0	
Generally, EEU company facility provides an environment that is free from danger, risk, or doubt.	Strongly disagree	38	11.0	3.1156
	Disagree	78	22.5	
	Neutral	60	17.3	
	Agree	146	42.2	
	Strongly agree	24	6.9	
	Total	346	100.0	
The effort that I must make is minimum to receive the services offered.	Strongly disagree	36	10.4	3.0578
	Disagree	93	26.9	
	Neutral	58	16.8	
	Agree	133	38.4	
	Strongly agree	26	7.5	
	Total	346	100.0	

Source: Author, Computed from survey data, 2014

As indicated in table 4.5.1, 180(52%) and 36(5.8%) of the respondents agree and strongly agree with the statement that; in EEU the physical facilities and employees are neat and clean. Whereas; 73(21.1%), 64(18.5%), and 9(2.6%) of the respondents were disagree, neutral, and strongly disagree with the statement. From these figure it is possible to say that more than an average (57.8%) of the respondents ensure that in the company the physical facilities and employees are neat and clean.

Table 4.5.1 also depicted that; 146(42.2%) and 24(6.9%) of the respondents were agree and strongly agree on the statement that EEU company facility provides an environment that is free from danger, risk, or doubt. On the other hand, 78(22.5%), 60(17.3%), and 38(11%) of the respondent were disagree, neither agree nor disagree, and strongly disagree on the statement. Since; from these responses it concluded that less than an average (49.1%) of the respondents ensures that EEU company facility provides an environment that is free from danger, risk, or doubt.

The above table also shows that 133(38.4%) of the respondents agree and 26(7.5%) of the respondents strongly agree on the statement that the effort that they must make is minimum to receive the services offered. But; 93(26.9), 58(16.8%), and 36(10.4%) of the respondents were disagree, neutral, and strongly disagree on the statement respectively. The result revealed that only (45.9%) of the respondents which is less than an average were approved on the effort that they must make is minimum to receive the services offered by EEU.

Generally; statements rise on tangibility service quality dimension in relation with service quality of the company which incorporate; the appearance of the company representatives, facilities, materials, and equipment from the result; it observed that most of the respondents were agreed on each of the statements on tangibility dimensions of EEU; which implies most of them are satisfied in this dimension. These can be supported by the theory of a high level service quality helps the Corporation to enhancing (Jun and Cai,2001cited in Temam A. & Mesfin L.) the overall customer experience in the form of boosting customer satisfaction, decreasing customer defection and enhancing customer loyalty, which are more important in the long term.

Table 4.5.2 Customers' Responses on Reliability Dimension of Service Quality

Questions		Frequency	Percent (%)	Mean
Generally, the employees provide service reliably, consistently, and dependably.	Strongly disagree	21	6.1	3.2110
	Disagree	97	28.0	
	Neutral	47	13.6	
	Agree	150	43.4	
	Strongly agree	31	9.0	
	Total	346	100.0	
Generally, the employees are trustworthy, believable, and honest	Strongly disagree	17	4.9	3.3266
	Disagree	81	23.4	
	Neutral	56	16.2	
	Agree	156	45.1	
	Strongly agree	36	10.4	
	Total	346	100.0	
The company has a convenient/ flexible operating hour.	Strongly disagree	12	3.5	3.3497
	Disagree	59	17.1	
	Neutral	104	30.1	
	Agree	138	39.9	
	Strongly agree	33	9.5	
	Total	346	100.0	
The price charge to use EEU Facility is fair.	Strongly disagree	43	12.4	3.5954
	Disagree	25	7.2	
	Neutral	211	61.0	
	Agree	43	12.4	
	Strongly agree	43	12.4	
	Total	346	100.0	
The company has a convenient/easy to reach vending outlets.	Strongly disagree	26	7.5	3.3121
	Disagree	69	19.9	

	Neutral	46	13.3
	Agree	181	52.3
	Strongly agree	24	6.9
	Total	346	100.0

Source: Author, Computed from survey data, 2014

Table 4.5.2 indicates the reliability dimension of service quality of the company. Accordingly 150(43.4%) and 31(9%) of the respondents agreed and strongly agreed on the statement that the employees provide service reliably, consistently, and dependably. Whereas; 97(28%), 47(13.6%), and 21(6.1%) of the respondents claimed on the statement that they were disagree, neither agree nor disagree, and strongly disagree for the employees provide service reliably, consistently, and dependably in EEU company.

On the above table respondents respond on the statement about the organizations employees; trustworthy, believable, and honest. Accordingly; 156(45.1%) and 36(10.4%) of the respondents agreed and strongly agreed for the statement organizations employees are trustworthy, believable, and honest. However; 81(23.4%), 56(16.2%), and 17(4.9%) of customers respondents of EEU were disagree, neutral, and strongly disagree about employees of EEU trustworthy, believable, and honest.

Concerning the statement that company has a convenient/ flexible operating hour; 138(39.9%) and 33(9.5%) of the respondents were agree and strongly agreed. Whereas; 104(30.1%) of the respondents were neither agree nor disagree on these statement. This implies that almost half of the customers' (49.4%) of the respondents confirm that EEU Company has a convenient/ flexible operating hour for those customers who are unable to go on the normal eight working hour for the services rendered by the company like; working on weekends, twenty four hour emergency service, etc.

Respondents were also asked on the statement; the price charge to use EEU company facility is fair. Thus, 211(61%) of customers respondents agreed and 43(12.4%) strongly agree; but; 43(12.4%) of the respondents disagreed. Consequently; significant number of the respondents, (73.4%) convinced on the fairness of the price paid for EEU facility.

On the other hand; 181(52.3%) of the respondents were agree but; 69(19.9%) of the respondents were disagree on the statement that the company has a convenient/easy to

reach vending outlets. The result shows that more than average of the respondents was agreed on the statement.

To conclude from customers respondents about statements under investigation on reliability dimension; it was observed that most of the respondents were agreed on each of the statements. This implies most of them were satisfied on reliable electric power currently delivered from EEU Company but dissatisfactions of other respondents who claimed on those variables should be investigated in order to improve perceptions of quality electric supply to ensure customers satisfaction.

Table 4.5.3 Customers' Responses on Responsiveness Dimension of Service Quality

Questions		Frequency	Percent (%)	Mean
Generally, the employees are willing and able to provide service in a timely manner.	Strongly disagree	21	6.1	3.2081
	Disagree	102	29.5	
	Neutral	42	12.1	
	Agree	146	42.2	
	Strongly agree	35	10.1	
	Total	346	100.0	
The company tries to respond to customers complaints properly.	Strongly disagree	13	3.8	3.3960
	Disagree	77	22.3	
	Neutral	40	11.6	
	Agree	192	55.5	
	Strongly agree	24	6.9	
	Total	346	100.0	
The customer contact personnel have good reception ability and politeness.	Strongly disagree	12	3.5	3.5231
	Disagree	67	19.4	
	Neutral	48	13.9	
	Agree	166	48.0	
	Strongly agree	53	15.3	
	Total	346	100.0	

Generally, the employees listen to me and speak in a language that I can understand.	Strongly disagree	5	1.4	3.6243
	Disagree	59	17.1	
	Neutral	38	11.0	
	Agree	203	58.7	
	Strongly agree	41	11.8	
	Total	346	100.0	
Generally, the employees make the effort to understand my needs.	Strongly disagree	6	1.7	3.5087
	Disagree	65	18.8	
	Neutral	63	18.2	
	Agree	171	49.4	
	Strongly agree	41	11.8	
	Total	346	100.0	
The customer service center's staff overall efficiency and effectiveness is satisfying.	Strongly disagree	4	.2	3.2225
	Disagree	123	35.5	
	Neutral	35	10.1	
	Agree	160	46.2	
	Strongly agree	24	6.9	
	Total	346	100.0	

Source: Author, Computed from survey data, 2014

Table 4.5.3 assesses the respondents' response on the indicator of responsiveness of staffs for different customers request such as willingness of firm's staff to provide services; timeliness, setting up appointments, punctually, and others. As a result; 146(42.2%) of the respondents were agree and 35(10.1%) of the respondents were strongly disagree with the statement that EEU employees are willing and able to provide service in a timely manner. On the contrary, 102(29.5%), 42(12.1%), and 21(6.1%) of the respondents were disagree, nether agree nor disagree, and strongly disagree on the statement respectively. From this description, it is possible to infer that even if the percentage of agreement of respondents are more than half; the level of disagreement and neutral should also have been given possible consideration.

On the other hand; 192(55.5%) and 24(6.9%) of the respondents were agree and strongly agree with the statement that EEU company tries to respond to customers complaints properly. Whereas; 77(22.3%), 40(11.6%), and 13(3.8%) of the respondents were disagree, neutral, and strongly disagree on the statement respectively. From the result the researcher supposed that even if the percentage of agreement were 62.4% which indicate the majority of the respondents were satisfied in this aspect of employees' responsiveness the rest should also be supposed to considered for the reason why company felt to satisfy them by trying to respond to their complaints properly by taking all the possible remedial actions.

Table 4.5.3 also contains perception of customers responsiveness on the statement the customer contact personnel of EEU has good reception ability and politeness. Accordingly; 166(48%) were agree, similarly 53(15.3%) were strongly agree on the statement. While; 67(19.4%), 48(13.9%), and 12(3.5%) of the respondents claimed they came across dissatisfied, nether satisfied nor dissatisfied, and strongly dissatisfied with reception ability and politeness of the company's employees'.

From the data of table 4.5.3, it can be considered that the percentage of agreement and disagreement of customers of EEU on the statement that employees of EEU listen to and speak in a language that customers can understand. Consequently; 203(58.7%) and 41(11.8%) of the respondents agree and strongly agree on the statement. However; 59(17.1%), 38(11%), and 5(5.1%) of the respondents claimed on the statement and their response were disagree, neutral, and strongly disagree on the statement respectively. The result reveal that majority (70.5%) of the respondents ensured that employees of EEU listen to and speak in a language that the customers can understand.

Table 4.5.3 also depicted that the percentage of agreement and disagreement on the customers perception on EEU employees towards the statement on the effort of staffs to understand customers' needs. For that reason; 171(49.4%) of the respondents were agree and 41(11.8%) of the respondents were strongly agree with the statement. Conversely; 65(18.8%), 63(18.2%), and 6(1.7%) of the respondents were disagree, neutral, and strongly disagree on the statement the employees make the effort to understand their needs. From the result it is possible to reveal that 61.2% of the respondents were satisfied. But; the other respondents claimed for the service quality dimensions of EEU employees' responsiveness to make the effort to understand

customers' needs. So that; the company should due attention for the reason why they felt to be understand customers' needs for future corrective action.

Statement on customer service center's staff overall efficiency and effectiveness as a variable of responsiveness also shown on the above table. Thus; 160(46.2%) agreed and 24(6.9%) of the customers respondents were strongly agree. while; 123(35.5%) of the respondents were disagree, 35(10.1%) of the respondents were neither agree nor disagree, and 4(1.2%) of the respondents were strongly disagree on the statement that customer service center's staff overall efficiency and effectiveness is satisfying. Therefore; even if the percentage of agreement that is 53.1% which is approximately only half of the respondents are satisfied; which implies there are almost half of the customers who have been dissatisfied with this service quality dimension that the organization should be asses CSC staff's overall efficiency and effectiveness in order to deliver quality customer services which ensures customers satisfaction.

Generally; the respondents' perceptions on different variables that measure the responsiveness of staffs of EEU on different variables of service delivery quality on responsiveness such as information accessibility, the prompt service being delivered, and willingness of employees to support customers and others. Even though; human responsiveness sometime can be affected by emotion; which causes low productivity. The result obtained from variables on responsiveness' dimension from the respondents reveal that majority of the respondents were agreed on each of the statements. These indicate that most of the customers are satisfied with responsiveness of the staffs on quality service delivery process of EEU. Whereas; the company should also due attention for those claimed for staff service delivery which is not responsive to kept customers satisfaction.

Table 4.5.4 Customers' Responses on Assurance Dimension of Service Quality

Questions		Frequency	Percent (%)	Mean
Generally, the employees are competent (i.e. knowledgeable and skillful).	Strongly disagree	11	3.2	3.3988
	Disagree	54	15.6	
	Neutral	95	27.5	
	Agree	158	45.7	
	Strongly agree	28	8.1	
	Total	346	100.0	
Generally, the employees are approachable and easy to contact.	Strongly disagree	23	6.6	3.2890
	Disagree	86	24.9	
	Neutral	48	13.9	
	Agree	146	42.2	
	Strongly agree	43	12.4	
	Total	346	100.0	
Generally, the employees are courteous, polite, and respectful.	Strongly disagree	15	4.3	3.4133
	Disagree	78	22.5	
	Neutral	36	10.4	
	Agree	183	52.9	
	Strongly agree	34	9.8	
	Total	346	100.0	
Generally, the employees are patient in handling customers.	Strongly disagree	22	6.4	3.4393
	Disagree	51	14.7	
	Neutral	65	18.8	
	Agree	169	48.8	
	Strongly agree	39	11.3	
	Total	346	100.0	

Source: Author, Computed from survey data, 2014

Table 4.5.4 shows respondents perception on assurance dimension on different service quality variables. Accordingly; 158(45.7%) agreed and 28(8.1%) of the respondents were strongly agree on the statement that the employees are competent (i.e. knowledgeable and skillful). On the contrary; 95(27.5%) neither agree nor disagree, 54(15.6%) of the respondent disagree, and 3.2(3.2%) of them were strongly disagree.

Furthermore, 146(42.2%) and 43(12.4%) of the respondents were agree, and strongly agree on the statement that states the employees are approachable and easy to contact. However; 86(24.9%), 48(13.9%), and 23(6.6%) of the respondents were disagree, neutral, and strongly disagree on the statement; EEU employees are approachable and easy to contact.

Respondents were also asked on the statement; employees of EEU Company are courteous, polite, and respectful. Thus; 183(52.9%) of customers respondents agreed and 34(9.8%) strongly agree; but 86(24.9%), 48(13.9%), and 23(6.6%) of the respondents claimed that they were disagreed, neither agree nor disagree, and strongly disagree that employees of EEU Company are courteous, polite, and respectful.

Finally; respondents respond on assurance variable that state the employees of EEU Company are patient in handling customers. Consequently; 169(48.8%) agreed and 39(11.3%) strongly agreed on the statement. On contrary; 65(18.8%), 51(14.7%), and 22(6.4%) of the respondents claimed that they were neither agreed nor disagreed, disagreed, and strongly disagreed on the statement which states that employees of EEU Company are patient in handling customers.

In general; based on all indicators (competence and courtesy of employees; trust and confidence; required skills and knowledge; etc.) that measure assurance dimension of service quality which were identified for EEU company for assessments of customers satisfaction; accordingly majority of the respondents were agreed on each of the statements raised for investigation on assurance of staffs. Whereas; other respondents who were not satisfied on skills and knowledge, trustworthiness, believability, honesty, etc. of EEU employees on quality service delivery. So the organization should asses the problems and work hard on how to settle it and ensure customers satisfaction.

Table 4.5.5 Customers’ Responses on Empathy Dimension of Service Quality

Questions	Frequency	Percent (%)	Mean	
Generally, the customer service center give services by giving individual attention/being treated individually for key customers.	Strongly disagree	18	5.2	
	Disagree	88	25.4	
	Neutral	58	16.8	
	Agree	149	43.1	
	Strongly agree	33	9.5	
	Total	346	100.0	3.2630

Source: Author, Computed from survey data, 2014

Table 4.5.5 shows that, 149(43.1%) of the respondents agree and 33(9.5%) of the respondents were strongly agree on the statement about the customer service center give services by giving individual attention/being treated key customers individually. On contrary; 88(25.4%) of the respondents were disagree, similarly 58(16.8%) of the respondents were neither agree nor disagree, and 18(5.2%) of the respondents were strongly disagree that they claimed on the statement EEU customer service centers are caring and give services by giving individual attention/being treated individually for key customers. Even if; more than an average of the respondents’ are satisfied with the current service delivery of EEU Company by giving individual attention to key customers but other respondents were dissatisfied and claimed on this variables. So that; they should be investigated in order to improve perceptions of them by assessing their individual demand on quality electric supply to ensure customers satisfaction.

4.3 Correlation and Multiple Linear Regression Analysis

Table 4.3.1 Pearson Correlation between Variables

		Customer Satisfaction	Tangibles	Reliability	Responsiveness	Assurance	Empathy
Customers satisfaction	Pearson Correlation	1	.534**	.581**	.705**	.549**	.547**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	346	342	342	342	342	316
Tangibles	Pearson Correlation	.534**	1	.664**	.614**	.438**	.565**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	342	342	342	342	342	316
Reliability	Pearson Correlation	.581**	.664**	1	.726**	.554**	.709**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	342	342	342	342	342	316
Responsiveness	Pearson Correlation	.705**	.614**	.726**	1	.784**	.644**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	342	342	342	342	342	316
Assurance	Pearson Correlation	.549**	.438**	.554**	.784**	1	.547**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	342	342	342	342	342	316
Empathy	Pearson Correlation	.547**	.565**	.709**	.644**	.547**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	316	316	316	316	316	316

** . Correlation is significant at the 0.01 level (2-tailed).

4.3.1 Pearson Correlations Analysis

The correlations of the variables are shown in table 4.3.1 above. As it can be seen from the correlation results, all correlations are statistically significant. The positive correlation (+) shows an increase in values for one variable is associated with an increase in values for other variables. On the contrary, the negative correlation (-ve) shows an increase in values for one variable is associated with a decrease in values on another variable. This table consists of six variables in which customers satisfaction is the dependent variable, and the following five variables are independent variables: 1) Tangibles, 2) Reliability, 3) Responsiveness, 4) Assurance, and 5) Empathy, almost all of the service quality dimensions have positive or significant relationship or correlation with customers' satisfaction. Accordingly; the highest Pearson coefficient was 0.705 and the lowest was 0.534. The highest correlation between independent and dependent variable was between customers' satisfaction and responsiveness, with the Pearson coefficient 0.705. On the other hand, the lowest correlation between independent variable and the dependent variable was customers' satisfaction with reliability, which was 0.534.

The correlation of dependent variable and each independent variable shows; the correlation coefficient between customers' satisfaction and tangibles is 0.534. This shows that customers' satisfaction increased while the tangible dimension of the service quality increased. Likewise; the correlation coefficient between customers' satisfaction and empathy is 0.547 which shows that there is a positive correlation between customers' satisfaction and empathy. On the other hand; the correlation coefficient between customers' satisfaction and assurance is 0.549. This tells the existence of a positive correlation between these variables. There is also a positive significant correlation between customers' satisfaction and reliability of service delivery of EEU which is a significant coefficient 0.581. In addition to this, there is positive relationship between customers' satisfaction and responsiveness of the company service delivery with a correlation coefficient of 0.705. This shows that, customers' satisfaction increased when responsiveness of EEU for service delivery increased.

4.3.2 Multiple Liner Regression Analysis

Table 4.3.2 Summary of Model 1 with 5 predictions variables

Model Summery b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.754 ^a	.568	.561	2.64213	.568	81.516	5	310	0.000

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

b. Dependent Variable: Customers Satisfaction

Overall fit of the model are shown in table 4.3.2 above provides an overview of the results. This summary table provides the value of R and adjusted R square for the model that has been derived. For these data R square and adjusted R square has a value of .568 and .561 respectively. It can be seen from these that the weighted combination of the predictor variables; Tangibles, Reliability, Responsiveness, Assurance, and Empathy explained approximately 56% of the variance of customers satisfaction. Or about 56% of total variability in customers' satisfaction is explained by the previous mentioned predictors jointly. Using the standard regression procedure where all of the predictors were entered simultaneously into the model, R Square Change went from zero before the model was fitted to the data to .568 when the variable was entered.

Table 4.3.3 Significance test of the Model 1 using ANOVA

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2845.271	5	569.054	81.516	.000 ^a
	Residual	2164.071	310	6.981		
	Total	5009.342	315			

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

b. Dependent Variable: Customers Satisfaction

Table 4.3.3 shows the test of significance of the model using an ANOVA (analysis of variance); accordingly; the F statistic for the model, which indicating a significant model. Through 5 predictors, the regression effect has 5 degrees of freedom. The regression effect is statistically significant, where $F(5, 310) = 81.516$, $p < .001$, indicating that prediction of the dependent variable is proficient better than can be done by chance. This result indicates very strong evidence that the model has a strong illustrative power of prediction. It could be also said that since the F value is significant, and then all the five variables jointly influence the dependent variable that is customers' satisfaction in the population.

Table 4.3.4 Standardized Coefficients, Significance, and VIF of Model 1
Coefficients b

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1(Constant)	3.087	.669		4.613	.000		
Tangibles	.148	.069	.110	2.140	.033	.524	1.909
Reliability	.126	.068	.123	1.845	.066	.314	3.189
Responsiveness	.367	.054	.529	6.757	.000	.228	4.392
Assurance	.018	.063	.017	.282	.778	.377	2.653
Empathy	.167	.195	.047	.858	.391	.459	2.179

Table 4.3.4 shows the details of the results and describes the relations between the dependent and independent variables. All the coefficients are positive and they show that there is a positive relation between the dependent variables and the independent variable. In other words, the model predicts that by increasing the independent variables by one unit, the dependent variable will also increase by values indicated in the beta column of the coefficients table. But, if looking at the significance of the five independent variables distinctly, the results seem to be different.

These results should be seen initially at the t statistics, when coefficient of $t > 1.96$ with a significance less than 0.05 ($p < 0.05$), that indicates the independent variable is a significant predictor of the dependent within the sample. As it can be seen from table 9, two of the t values of independent variables responsiveness and tangibles have $t > 1.96$ ($t = 6.757$ and $t = 2.14$). This means that they are both effective predictors in the model. But, when looking at the t value of the other independent variables such as reliability, assurance, and empathy, they can be seen that $t = 1.845$, $t = 0.282$, and $t = 0.047$ respectively. So that; these results suggest that reliability, assurance, and empathy are not effective predictors in the model.

Similarly; responsiveness and tangibles variables results show that their p values are less than 0.05, which also confirms that they are significant and have predictive ability for the

dependent variable, or they are both significant predictors for customers' satisfaction. In contrary to this, the other independent variables: reliability, assurance, and empathy their p value $p=0.066$, $p=0.778$, and $p=0.391$ which are greater than 0.05. So that the outcomes suggest that they are not significant predictors in the multiple regression models. The rationale of this is that their predictive efforts are being accomplished by the other variables in the analysis. Although; there are no hard and fast rules about what values of the VIF should be cause for concern, Myers (1990) suggest that a value of 10 is a good value at which to worry. What's more, Bowerman & O'Connell (1990) suggest that if the average VIF is greater than 1, then multi collinearity may be biasing the regression model. Related to the VIF is the tolerance static which is its reciprocal ($1/VIF$). As such, values below .1 indicates serious problems, although Menerd (1995) suggest that values below .2 are worthy of concern (Andy Field 2005, p175). Accordingly; it can be seen that all the independent variables' tolerance level is more than 0.1 and the VIF is less than 10, therefore, there is no significant relationship among the independent variable.

Table 4.3.5 Multi Collinearity of Model 1

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Tangibles	Reliability	Responsiveness	Assurance	Empathy
1	1	5.831	1.000	.00	.00	.00	.00	.00	.00
	2	.057	10.109	.40	.07	.00	.00	.02	.36
	3	.045	11.368	.01	.74	.00	.00	.11	.17
	4	.040	12.101	.34	.05	.01	.02	.30	.24
	5	.017	18.268	.23	.12	.54	.10	.20	.21
	6	.010	24.632	.01	.01	.45	.87	.37	.02

a. Dependent Variable: Customers Satisfaction

However, while it comes to the condition index, Cohen et al. (2003, p. 424) claims condition index values that exceed 30 (> 30), indicate high problems of multi collinearity. Garson (2012) agrees that when condition index is greater than 30, there is an indication for serious problems regarding multi collinearity, however he argues that even condition indexes greater than 15 indicate possible collinearity issues.

According to Garson's (2012) guidelines, condition index of tangibles, reliability, and responsiveness have the value of $k= 10.109$, $k=11.109$, and $k= 12.101$ which is < 15 . But, even if the condition index value for reliability is less than 15 it cannot fulfill the others criteria for fitness of the model for instance it could be assumed that there might be a high correlation between responsiveness and reliability ($r = 0.772$) and that multi collinearity may cause a problem when interpreting the results.

After removing of the three independent variables from the first hypothesized model and the independent variable or customers satisfaction measured by the remaining two predictors the result have been shown as follows:

Table 4.3.6 Correlations of Model 2**Correlations**

		Customers satisfaction	Tangibles	Responsiveness
Pearson Correlation	Customers satisfaction	1.000	.534	.705
	Tangibles	.534	1.000	.614
	Responsiveness	.705	.614	1.000
Sig. (1-tailed)	Customers satisfaction	.	.000	.000
	Tangibles	.000	.	.000
	Responsiveness	.000	.000	.
N	Customers satisfaction	342	342	342
	Tangibles	342	342	342
	Responsiveness	342	342	342

** Correlation is significant at the 0.01 level (2-tailed).

Table 4.3.6 shows the correlation between customers' satisfaction and the two independent variables such as tangibles and responsiveness. As it can be seen from the above results, all correlations between the variables are statistically significant. Accordingly; the output shows that customers satisfaction is positively related for both tangibles and responsiveness with a coefficient of $r = .534$ and $r = .705$, which is also significant at $p < 0.001$.

Table 4.3.7 Summary of Model 2 with 2 prediction variables

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
2	.716 ^a	.513	.510	2.75550	.513	178.617	2	339	.000

- a. Predictors: (Constant), Responsiveness, Tangibles
- b. Dependent Variable: Customers Satisfaction

Table 4.3.7 shows the results for the multiple linear regression of hypothesized model 2. It seems that the R Square and Adjusted R Square values are R Square= .513 and adjusted R Square= .510 respectively. So that the weighted combination of the predictor variables that is tangibles and responsiveness should jointly explained 51% of total variability in customers' satisfaction.

Table 4.3.8 Significance test of model 2 using ANOVA

ANOVA ^b					
Model 2	Sum of Squares	df	Mean Square	F	Sig.
Regression	2712.393	2	1356.196	178.617	.000 ^a
Residual	2573.949	339	7.593		
Total	5286.342	341			

- a. Predictors: (Constant), Responsiveness, Tangibles
- b. Dependent Variable: Customers Satisfaction

The overall significance of model 2 is measured by the analysis of variance (ANOVA). Accordingly ; the results indicate that the regression effect has 2 degrees of freedom. The Regression effect is statistically significant, where $F(2,339) = 178.617$, $p < .001$, showing that prediction of the dependent variable which is very unlikely to have happened by chance.

Table 4.3.9 Standardized Coefficients, Significance, and VIF of Model 2

Descriptive Statistics			
	Mean	Std. Deviation	N
Customer sat.	15.7105	3.93732	342
Tangibles	8.9854	3.01167	342
Responsiveness	22.5000	5.65361	342

Coefficients b

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
2 (Constant)	4.322	.621		6.963	.000		
Tangibles	.213	.063	.163	3.401	.001	.623	1.605
Responsiveness	.421	.033	.604	12.588	.000	.623	1.605

a. Dependent Variable: Customers Satisfaction

Table 4.3.9 shows weight of the standardized coefficient or beta and the significance level of each predictor. Accordingly; responsiveness increase by one standard deviation, customers' satisfaction increase by .604 standard deviations. Similarly, tangibles increase by one standard deviation, customer satisfaction increase by .163 standard deviations. And the predictor variables p values are less than 0.05.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, & RECOMMENDATIONS

As many literatures on service delivery shows, the success of any service delivery organizations is measured and judged by customers. In this study; indicators for the availability of quality service delivery that bring about customer satisfaction were identified. Finally, in order to answer the basic research questions rose in chapter one of this study, analysis of primary and secondary data have been done and interviews with western region EEU officials conducted. Finally; the following summary of major findings, conclusions, and recommendations were drawn as follows:

5.1 Summary of Major Findings

- Biographic data result shows: from the total number of (346) customers respondents, 232(67.1%) of them were males and 114(32.9%) of respondents were female, Most of the respondents, 153(44.2%) age were 26-40 years, which indicated that most customers of the company were above adolescent age, and the educational level of customers indicated that 94(27.2%) were first degree holder, 83(24%) were college diploma holder respectively.
- Tariff categories of the respondents appears to be a reasonable consideration of EEU company because the company is due attention of strategy formulation basically revenue maximization and types of electric line extensions based on the expected tariff size of its customers. Accordingly; 290(83.8%) of the respondents are domestic customers and 293(84.7%) of the respondents were pay electric energy bill on time which implies most of the bill generated or available for sale should expected to be error free. and customers have been done their electric consumption payment on time. On the other hand EEU set the standard time on its stretched objectives for waiting time for bill payment to keep its customers satisfaction is within 10 minutes; even if there were a progress after organizational restructuring: but only 37.9% of the customers were served within the given standard time line. The same is true for disconnection and reconnection

of line that standard time have been set were within a month for disconnection up on nonpayment of bill and 1 to 6 hours for reconnection but; even if the result reveals progresses after restructuring but only 42.5% and 26.9% of the respondents were served within standard time.

- From the result the investigator observed that even if after restructuring the performances of the technicians in terms of giving quality service increased but the organization should be assess the root problems for customers who have been not satisfied on these dimensions and ensure their satisfaction.
- 194(56.1%) of the respondents confirmed that meter readers of the company read their meter correctly and properly. Among those claimed that their meters were not read correctly and properly majority of them faced the problem of their energy bill payment overstated.
- The researcher infers that; majority of the respondents were satisfied with the overall experience of the customers service currently given by the company; with the average mean of approximately 3.29 which is above expected average mean (3.00) which have been used in these thesis for the rest of SERVQUAL dimension measurement.
- Statements raised on tangibility service quality dimension in relation with service quality of the company which incorporate; the appearance of the company representatives, facilities, materials, and equipment. From the result; the researcher observed that most of the respondents were agreed on each of the statements; which implies most of them are satisfied in this dimension with the average mean of approximately 3.18.
- It was observed that most of the respondents were agreed on each of the statements on reliability dimension of SERVQUAL so that the reliability of electric power currently delivered from EEU Company is reliable and the average mean was approximately 3.36.
- Willingness of firm's staff to provide services; timeliness, setting up appointments, punctually, and others to express responsiveness dimension of SERVQUAL statements raised; as a result majority of the respondents were satisfied with an average mean of approximately 3.41.

- Results from respondents also show that an average mean of approximately 3.38 for assurance and 3.26 for empathy dimensions of SERVQUAL statements were also obtained for EEU.
- From the above the researcher should concluded that even if the results of average mean obtained on all dimensions of SERVQUAL shows above expected average mean; but it does not mean that all the customers are satisfied so EEU should be investigate all the problems of other respondents who claimed on perceptions of service delivery and take corrective action to ensure their satisfaction.
- The correlation output shows customers' satisfaction i.e. dependent variables and the five independent variables of SERVQUAL dimensions is positively related, which is also significant at $p < 0.001$.
- Overall fit of the model are shown; R square and adjusted R square have a value of .568 and .561 respectively. Which means the weighted combination of the five predictor variables, about 56% of total variability in customers' satisfaction is explained by these predictors jointly.
- The regression effect is statistically significant, where $F(5, 310) = 81.516$, $p < .001$. Showing that prediction of the dependent variable which is very unlikely to have happened by chance.
- Further investigations for the beta coefficients and other tests of fitness of the model shows the effective predictors in the model were tangibles and responsiveness respectively. As a result R square and adjusted R square value were .513 and .510 respectively for the new hypothesized model that means tangibles and responsiveness should jointly explained 51% of total variability in customers' satisfaction.

5.2 Conclusions

- EEU has set stretched objectives and taken as the base line for organizational restructuring and performance of employees based on which service delivery standards were developed. But, only some of the respondents replied that they were served within the developed service standard.
- Interview result reveals that lack of adequate human and material resources including physical facility as a result customers become dissatisfied.
- Majority of the customers were satisfied with the overall service of bill payment but only few were served within the standard service time set.
- Almost half of the respondents claimed dissatisfied on overall technical work and performance of technicians of the CSC.
- Meter reading problems subject the customers to complaints.
- Customer satisfaction has been studied by using a multiple item scale service dimensions, tangibles, reliability, responsiveness, assurance, and empathy. As a result:
- The dependent and independent variables have:
 - Strongly positive relationship.
 - Significant at $p < 0.001$.
 - About 56% of total variability explained by these predictors jointly.
- The average mean for the quality of the services delivery and customer satisfaction reveals above expected result.
 - But it does not mean that all the customers are completely satisfied.
- The effective predictors in the model were tangibles and responsiveness.

5.3 Recommendations

- It has been found that EEU has developed customer service quality standards.
 - However, efforts should be put forward to meet those standards in the actual process of service delivery.
 - In addition the company should set service quality standard taking experiences from other country electric service provider companies and customize accordingly.
- Coming to customers' perception on the current service delivery the company;
 - Should put an effort on effective resources management especially on the provision of sufficient materials and human resources in order to make conducive working environment for employees and to improve customers' satisfaction.
- Revenue from bill payment is the major source of income for EEU Company, so efforts should be made to improve the bill payment process to a maximum level.
- EEU should also solve meter reading problems by:
 - Increasing number and efficiency of meter reading employees.
- The company should design how customers exert minimum efforts to receive the service offered.
- In addition, during delivery of all the services mentioned in the study the company customer contact personnel should have;
 - Good reception ability, politeness, and effectiveness to satisfy the customers.
 - Effort to listen carefully and understand customers' problems and render services in timely and effective manner.

- EEU should assess service quality (SERVQUAL) dimensions which were used in this investigation to varying degrees to enhance service delivery performance.
- Last but not the least; important consideration should be given to tangibles and responsiveness as important predictors of SERVQUAL dimensions. Because, about 51% of total variability in customers' satisfaction is explained by these predictors jointly.

5.4 Future Research Direction

The current study results demonstrated positive correlation between the five predictors of SERVQUAL dimensions and customers' satisfaction. Furthermore multicollinearity issues were existed, which forced the researcher to remove reliability, assurance, and empathy from the predictive model, in order to gain more accurate regression coefficients. Therefore; future research should be considered for such collinearity issues when designing a prediction model especially on tangibles and responsiveness as important predictors of SERVQUAL dimensions in order to ensure high quality service for customers' satisfaction.

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Appendix A

JIMMA UNIVERSITY

COLLEGE OF BUSINESS & ECONOMICS

DEPARTMENT OF MANAGEMENT

QUESTIONNAIRE FOR CUSTOMERS

Dear Customer, My name is Hamid A/bor from Jimma University; this questionnaire is designed to collect information regarding impact of transformational restructuring implementation; outcomes in terms of its stretched objectives (goals) achievement and customer's satisfaction service in Ethiopian Electric Utility (EEU) company western region Customer Service Center. Your genuine response to the following questions is extremely important for the successful completion of intended graduation research purpose. All information you give will be kept confidential and not disclosed to anyone. No need to write your name so; please be sincere with your responses.

Part I:-Biographic data (Circle Your Choice)

1. Sex

- A. Male B. Female

2. Age

- A. 20 – 30 years B. 31 – 40 years C. 41 – 50 years D. 51 – 65 years E. >65years

3. Educational level:

- A. Grade 10 & below B. Between grade 11- 12 C. Certificate
D. Diploma E. 1st Degree F. above 1st Degree

Part II: Questions Related to Electric Energy Bill Payment (Circle Your Choice)

4. On which of the following tariff categories you are registered for:

- A. Domestic B. Commercial C. Industry

5. Do you pay your electric energy bills on time?

- A. Yes B. No

6. How long did it take you to pay your electric energy bills before restructuring?
- A. Between 1 – 10 Minute B. 11 – 20 Minute C. 21 – 30 Minute
D. 30 – 40 Minute E. Above 40 Minute
7. How long does it take you to pay your electric energy bills after restructuring?
- A. Between 1 – 10 Minute B. 11 – 20 Minute C. 21 – 30 Minute
D. 30 – 40 Minute E. Above 40 Minute
8. If your answer for Q.5 is 'No', have you ever had your electric lines disconnected because of not paying on time before restructuring?
- A. Yes B. No
9. If your answer for Q. 8 is 'yes', how long it take for reconnection?
- A. Between 1 – 6 hours B. 7 – 12 hours C. 1 – 2 days
D. 3 – 4 days E. above 4 days
10. If your answer for Q.5 is 'No', have you ever had your electric lines disconnected because of not paying on time after restructuring?
- A. Yes B. No
11. If your answer for Q. 10 is 'yes', how long it take for reconnection?
- B. Between 1 – 6 hours B. 7 – 12 hours C. 1 – 2 days
D. 3 – 4 days E. above 4 days

Part III: - Question's related to Technical Problems (Circle Your Choice)

12. Have you ever come across any EEU technical work problem that needed to be fixed by the company technicians?
- A. Yes B. No
13. If 'Yes' for Q 12. How fast was their response before restructuring?
- A. Between 1 – 12 hours B. within 24 hours C. within 48 hours
D. 72 hours days E. above 72 hours
14. If 'Yes' for Q 12. How fast was their response after restructuring?
- A. within 12 hours B. within 24 hours C. within48 hours
D. within 72 hours E. above 72 hours

15. In your opinion how was the performance of the technicians in terms of giving quality service before restructuring?

- A. Very Satisfying B. Satisfying C. Not Satisfying

16. In your opinion how was the performance of the technicians in terms of giving quality service after restructuring?

- A. Very Satisfying B. Satisfying C. Not Satisfying

Part IV: - Questions Related to Meter Reading (Circle Your Choice)

17. Did the meter readers of the company read your meter correctly and properly?

- A. Yes B. No

18. If your answer for Q.17 is 'No', what kind of problem does you face because of your meter had not read properly: - (Choosing more than one option is permitted)

- A. Energy bill payment overstated B. Energy bill payment understated
C. Make difficulty for follow up of the integrity of meter

Part V: - The following questions intended to measure customer satisfaction level regarding the services they subscribe from EEU. Please indicate your perception on each item as indicated below according to the service quality dimension Scaling from “strongly disagree”=1 disagree=2 neutral=3 agree=4 to strongly agree=5 Point scale)

Part V: A; Questions related with service provision process of EEU company.

S.No.	Descriptions	1	2	3	4	5
1	Generally, the CSC services on energy bill payment system are satisfying.					
2	The overall technical performance of technicians of the CSC in terms of giving quality services are satisfying					
3	Generally, the CSC services on meter reading are satisfying.					
4	The overall performance of the CSC in timely provision of KWHM or new connection is satisfying.					
5	The overall process of service delivery experience and customer service given by the company is satisfying.					

Part V: B; Questions related with service quality of the company in relation to the following service quality dimension.

S.No.	Descriptions	1	2	3	4	5
1	Tangibles					
1.1	Generally, the physical facilities and employees are neat and clean.					
1.2	Generally, EEU company facility provides an environment that is free					

	from danger, risk, or doubt.					
1.3	The efforts that I must make are minimum to receive the services offered.					
2	Reliability					
2.1	Generally, the employees provide service reliably, consistently, and dependably.					
2.2	Generally, the employees are trustworthy, believable, and honest.					
2.3	The company has a convenient / flexible operating hour.					
2.4	The price charge to use EEU facility is fair.					
2.5	The company has a convenient/easy to reach vending outlets.					
3	Responsiveness					
3.1	Generally, the employees are willing and able to provide service in a timely manner.					
3.2	The company tries to respond to customers complaints properly.					
3.3	The customer contact personnel have good reception ability and politeness.					
3.4	Generally, the employees listen to me and speak in a language that I can understand.					
3.5	Generally, the employees make the					

	effort to understand my needs.					
3.6	The customer service center's staff overall efficiency and effectiveness is satisfying.					
4	Assurance					
4.1	Generally, the employees are competent (i.e. knowledgeable and skillful).					
4.2	Generally, the employees are approachable and easy to contact.					
4.3	Generally, the employees are courteous, polite, and respectful.					
4.4	Generally, the employees are patient in handling customers.					
5	Empathy					
5.1	Generally, the customer service center give services individual attention/being treated individually.					

Appendix B

Semi Structured Interviews for Managers and Employees of the CSC.

- 2.** Do you think organizational restructuring implementation in your company brought significant change in customer satisfaction? If so, how? And why?
- 3.** What strategy was used before restructuring in order to achieve the stretched objectives of the organization to meet service standard of the company?
- 4.** What makes restructuring different from the previous strategy used in order to achieve the stretched objective of the organization?
- 5.** Do you believe restructuring brings the expected level of change in customers satisfaction?
- 6.** Is there the stretched objective of the organization before and after restructuring implementation have a change?
- 7.** What factors do you think EEU customers satisfaction most of the time affected by?
- 8.** Do you evaluate your customers' satisfaction from time to time? If so, how?
- 9.** Do you think your customers are satisfied with the services that the company currently provides if not; what are the main problems to satisfy the customers?
- 10.** What problems do you come across while implementing organizational restructuring in EEU in relation with achieving the stretched objective of the company, if any?
- 11.** What problems and opportunity have been there for achieving the customers' overall service delivery of the company, if there are any?
- 12.** What solutions do you suggest to minimize and alleviate the problems in line with customers' dissatisfactions?

Appendix C

ጅማ ዩኒቨርሲቲ

የብዝሃነትና ዕኩዮሚክስ ፋኩልቲ

የማኔጅመንት የትምህርት ክፍል

የደንበኞች መጠይቅ

የተከበሩ ደንበኞች

ይህ መጠይቅ የተዘጋጀው በ ተማሪ ሃሚድ አ/ቦር በብዝሃነት አድምንስትሬሽን የሁለተኛ ድግሪ ለሚሟላት በጅማ ዩኒቨርሲቲ የሚሰራ ጥናት ለማካሄድ ነው። በመሆኑም በኢትዮጵያ ኤሌክትሪክ አገልግሎት የማዋቅር ለውጥ ከመተግበሩና ከተገበረ በላይ በደቡብ ምዕራብ ሪጅን ላይ ባሉ የደንበኞች የአገልግሎት መስጫ ማዕከላት ላይ ያለውን ውጤት ተደራሽ ግብን ከማሳሳት ረገድና የደንበኞችን ዕርቅ ከመጨመር አንጻር ያለውን ልዩነት መመልከት ነው። ስለሆነም ዕርሶ የምስጢት ምላሽ ለጥናቱ ስኬተማነት አሉባዊ አስተዋጽኦ ዕንዳለው አውቀውና ምስጢራዊነቱም የተጠበቀ መሆኑን ተገንዝበው፣ ስምዎትን መጻፍ ሳያስፈልግ በተቻለ መጠን ዕውነተኛና የተሟላ ምላሽ ብሰጡ ጥናቱን አካሂደው ለመጨረስ ትልቅ ዕገዛ ያደርጋል።

ለትብብርዎ አመሰግናለሁ።

ክፍል አንድ:- የግል መረጃ (ምርጫዎትን ያክቡ)

1. የባ ሀ. ወንድ ለ. ሴት
2. ዕድሜ ሀ. ከ 20-30 አመት ለ. ከ31-40 ዓመት ሐ. ከ 41-50 ዓመት
መ. ከ 51-65 ዓመት ሠ. ከ65ዓመትበላይ
3. የትምህርት ደረጃ :-ሀ. ከ 10ኛ ክፍል በባች ለ. ከ11-12ኛ ክፍል ሐ. ድፕሎማ
መ. የመጀመሪያ ድግሪ ሠ. ከመጀመሪያ ድግሪ በላይ ሸ. ሌላ < ለ ይጥቀሱ--
ክፍል ሁለት:-በመስሪያ ቤቱ ከኤሌክትሪክ ክፍያ ጋር ተያይዞ የቀረቡ ጥያቄዎች
4. የኤሌክትሪክ ክፍያዎ በየትኛው የባርፍ መደብ ይመደባል?
ሀ. በመኖሪያ ለ. በንግድ ሐ. በዕንዳስትሪ
5. የኤሌክትሪክ አገልግሎት ሂሳቦዎን በወቅቱ ይከፍላሉ?
ሀ. አዎ ለ. አይደለም

6. የአገልግሎት ክፍያዎን ለመክፈል ከመዋቅር ለውጥ በፊት ምን ያህል ጊዜ ይፈጅባል?

ሀ. ከ 1 - 10 ደቂቃዎች ለ. ከ 11 - 20 ደቂቃዎች ሐ. ከ 21 - 30 ደቂቃዎች

መ. ከ 31 - 60 ደቂቃዎች ሠ. ከ 60 ደቂቃዎች በላይ

7. የመዋቅር ለውጥ ከተተገበረ በ | ላ የኤሌክትሪክ የአገልግሎት ክፍያ ለመክፈል ምን ያህል ጊዜ ይፈጅባል?

ሀ. ከ 1 - 10 ደቂቃ ለ. ከ 11 - 20 ደቂቃ ሐ. ከ 21 - 30 ደቂቃ

መ. ከ 31 - 60 ደቂቃ ሠ. ከ 60 ደቂቃ በላይ

8. ለጥያቄ ቁጥር 5 የሰጡት ምላሽ «አይደለም» ከሆነ ሕሳቦዎን በወቅቱ ባለመክፈልዎ ከመዋቅር ለውጥ ትግበራ በፊት የኤሌክትሪክ አገልግሎት ተቋርጦት ያውቃል?

ሀ. አዎ ለ. አይደለም

9. ከላይ ለተጠቀሰው ጥያቄ መልስዎ «አዎ» ከሆነ አገልግሎቱን ለማስቀጠል ምን ያህል ጊዜ ይፈጅባል?

ሀ. ከ 1 - 6 ሰዓት ለ. ከ 7- 12 ሰዓት ሐ. ከ 1-2 ቀናት

መ. ከ 3 - 5 ቀናት ሠ. ከ 5 ቀናት በላይ

10. ለጥያቄ ቁጥር 5 የሰጡት ምላሽ «አይደለም» ከሆነ ሕሳቦዎን በወቅቱ ባለመክፈልዎ ከመዋቅር ለውጥ ትግበራ በ | ላ የኤሌክትሪክ አገልግሎት ተቋርጦት ያውቃል?

ሀ. አዎ ለ. አይደለም

11. ከላይ ለተጠቀሰው ጥያቄ መልስዎ «አዎ» ከሆነ አገልግሎቱን ለማስቀጠል ምን ያህል ጊዜ ይፈጅባል ?

ሀ. ከ 1 - 6 ሰዓት ለ. ከ 7 - 12 ሰዓት ሐ. ከ 1 - 2 ቀናት

መ. ከ 3 - 5 ቀናት ሠ. ከ 5 ቀናት በላይ

ክፍል ሦስት:- የቴክኒክ ብልሽትና የጥገና አገልግሎትን የሚመለከቱ ጥያቄዎች

12. የድርጅቱን የጥገና ባለሙያ የሚጠይቅ የቴክኒክ አገልግሎት ብልሽት በቤትዎ ወይም በአካባቢዎ ውስጥ ከሥራ ሂደት ለውጥ ትግበራ በፊት አጋጥሞዎ ያውቃል?

ሀ. አዎ ለ. አይደለም

13. ለጥያቄ ቁጥር 12 የሰጡት ምላሽ «አዎ» ከሆነ በጥገና ባለሙያዎቹ ከመዋቅር ለውጥ በፊት በምን ያህል ጊዜ ውስጥ ምላሽ ተሰጠዎት?

ሀ. ከ 1 - 12 ሰዓት ለ. በ 24 ሰዓት ውስጥ ሐ. በ 48 ሰዓት ውስጥ

መ. በ 78 ሰዓት ውስጥ

ሠ. ከ 78 ሰዓት በላይ

14. ለቁጥር 12 የሰጡት ምላሽ «አዎ» ከሆነ የጥገና ባለሙያዎቹ ከመዋቅር ለውጥ በ|ላ በምን ያህል ጊዜ ውስጥ ምላሽ ይሰጣሉ?

ሀ. ከ 1 - 12 ሰዓት

ለ. በ 24 ሰዓት ውስጥ

ሐ. በ 48 ሠዓት ውስጥ

መ. በ 78 ሰዓት ውስጥ

ሠ. ከ 78 ሰዓት በላይ

15. በዕርሶዎ ግምት የጥገና ባለሙያዎቹ የሚሠጡት የአገልግሎት ጥራት ከመዋቅር ለውጥ በፊት፤

ሀ. በጣም የምያረፉ ነበር

ለ. የሚያረፉ ነበር

ሐ. አያረፉም ነበር

16. በዕርሶዎ ግምት የጥገና ባለሙያዎቹ የሚሰጡት የአገልግሎት ጥራት ከመዋቅር ለውጥ በ|ላ፤

ሀ. በጣም የምያረፉ ነበር

ለ. የሚያረፉ ነበር

ሐ. አያረፉም ነበር

ክፍልአራት:-የቆጣሪ ንባብን የምመለከቱ ጥያቄዎች

17. የድርጅቱ የቆጣሪ አንባብዎች ቆጣሪውን በወቅቱና በትክክል ያነባሉ?

ሀ. አዎ

ለ. አይደለም

18. ለጥያቄ ቁጥር 17 የሰጡት ምላሽ «አይደለም» ከሆነ ምን አይነት ችግር አስከተለዎታት?

(ከአንድ በላይ መምረጥ ይቻላል)

ሀ. የአገልግሎት ክፍያ በዛብኝ

ለ. የአገልግሎት ክፍያ አነሱበኝ

ሐ. የቆጣሪውን ደህንነትና አቆጣጠር ለመከባተል አልቻልኩም

ክፍል አምስት፡- የምክተሉት ጥያቄዎች በድርጅቱ የምሰጠውን የደንበኞች አገልግሎት የእርዳታ መጠንና የአገልግሎት አሰጣጥ ጥራትን የምለኩ ስሆኑ ለያንዳንዱ ጥያቄ ያሎዎትን አመለካከት ከቀረቡት ምርጫዎች መካከል አንዱን በመምረጥ ምልክት ያድርጉ።

ተ.ቁ.	ጥያቄዎች	በጣም አልሰማማም	አልሰማማም	እርግጠኛ አይደለሁም	እስማማለሁ	በጣም እስማማለሁ
1	ለኤሌክትሪክ አገልግሎት የምከፈል ክፍያ የመክፈል አቅምን ያገናዘበ ነው።					
2	የኤሌክትሪክ አገልግሎት ያገኘሁት ድርጅቱ ባስቀመጠው የጊዜ ገደብ ማለትም በ 21 ቀናት ውስጥ ነው።					
3	በድርጅቱ የምሰጡትን አገልግሎቶች ለማግኘት የማወጣው ጉልበት አናሳ ነው።					
4	በድርጅቱ ሠራተኞች የምሰጡ አገልግሎቶች ለታመን የምችልና ቀጣይነት ያለው ነው።					
5	ሠራተኞቹ በፍቃድ ስነትና በወቅቱ አገልግሎት ይሰጣሉ።					
6	ሠራተኞቹ በእውቀትና ክህሎት የታነፁ ናቸው።					
7	ሠራተኞቹን ቀርበው ለመስተናገድ የምጋቢዙ ናቸው።					
8	ሠራተኞቹ መልጻም ስነ ምግባር፣ ትህትና እና አክብሮት አላቸው።					
9	ሠራተኞቹ በደንበኛ ማስተናገድ ላይ ትዕግስት አላቸው።					
10	ድርጅቱ በአግባብ የደንበኞችን ቅሬታ ለመፍታት ይሞክራል።					
11	የደንበኞች አገልግሎት ሠራተኞች መልካም የአቀባበል ችሎታና ትህትና አላቸው።					
12	ሠራተኞቹ ያዳምጡኛል እንዲሁም በምረዳው ቋንቋ ይናገራሉ።					

ተ.ቁ.	ጥያቄዎች	በጣም አልሰማማም	አልሰማማም	እርግጠኛ አይደለሁም	እስማማለሁ	በጣም እስማማለሁ
13	ሠራተኞቹ ታማኝና የምታመኑ ናቸው ።					
14	ሠራተኞቹ ፍላጎቴን ለመረዳት ጥረት ያደርጋሉ።					
15	በአገልግሎት መስጫ ማዕከሉ የምሰጡ አገልግሎቶች ላይ በትክክል መስተንግዶ ማግኘት ይቻላል።					
16	በድርጅቱ የደንበኞች አገልግሎት ሠራተኞች ቅልጥፍናና ተደማጭነት አርክ ነው።					
17	ድርጅቱ ምቹና እንደሁኔታው ልለወጥ የሚችል የሥራ ሰአት አለው።					
18	ድርጅቱ ምቹና በቀላሉ መደረስ የሚሁልበት የሽያጭ አገልግሎት መስጫ ጣቢያ አለው።					
19	ድርጅቱ የሚጠቀምባቸው ቁሳቁሶች የአከባቢውን ደህንነት ከአደጋ ስጋት እና ጥርጣሬ ነፃ ያደርጋሉ።					
20	የድርጅቱ ሠራተኞች እና የመስሪያቤቱ ቁሳቁሶች ንፁህና የፀዱ ናቸው።					
21	በአጠቃላይ በድርጅቱ የደንበኞች አገልግሎት አሰጣጥ ልምድ አርክ ነው።					

Appendix D

Normal P-P Plot of Regression Standardized Residual

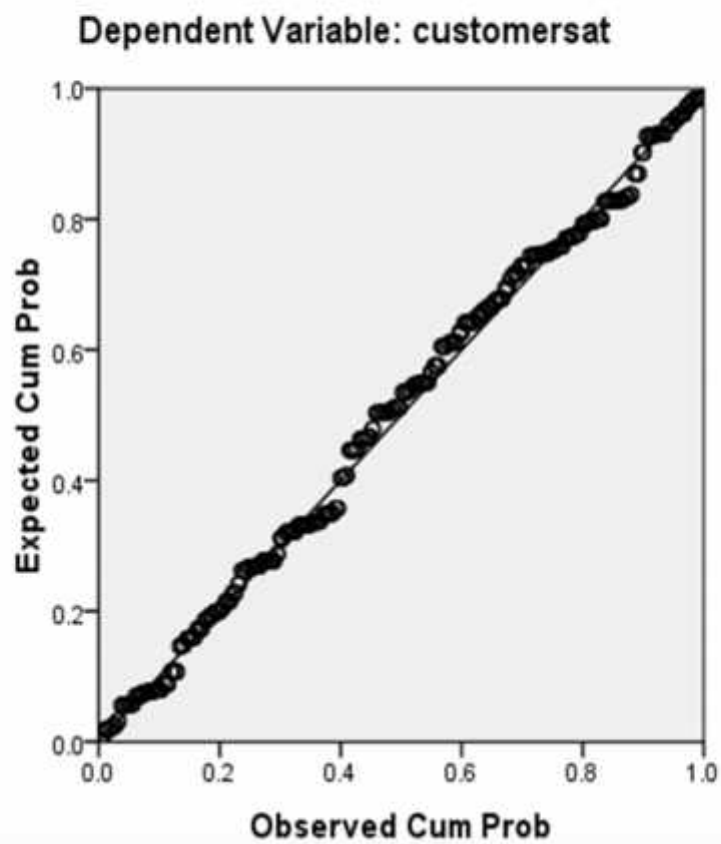


Figure 2 Normal P-P plot of Regression Standardized Residual

Appendix E

የኢትዮጵያ ኤሌክትሪክ አገልግሎት
በማርኬትንግና ሽያጭ የሥራ ሂደት የተቀመጡ ተደራሽ ግቦች
Stretched Objectives and Performance

ተ.ቁ	የሥራ መግለጫ Task Description/need	ተፈላጊ ወጤት Desired out comes	ከሥራ ሂደት ለውጥ በፊት Before BPR	የጥራት መለኪያ Quality Measure/ /
1	ለቅሬ ምላሽ መስጠት/Complaint handling/	ፈጣን ምላሽ መስጠት /Promt response/	በአምስት ቀን ጊዜ ውስጥ ምላሽ መስጠት respond customers within 5 working days	የቅሬታ ፎርም በትክክል መሞላቱ /የደንበኛው ሙሉ ሥም አድራሽ ፊርማ /የቅሬታው ዓይነት ቀንና ሰዓት ቅሬታውን የተቀበለው ሙሉ ስምና ፊርማ/ እና ትክክልኛ መፍትሄ ለደንበኛው መስጠቱ
2	የግምት ሒሳብ ማሳወቅ /providing an estimation of charges	በአጭር ጊዜ ለደንበኞች ትክክለኛውን ግምት ማሳወቅ /Customer will be served with appropriate estimation in minimal time/	በአንድ ቀን ውስጥ ለደንበኛው ትክክለኛ ግምትን ማሳወቅ /Provide appropriate estimation charges within three hours/	የደንበኞች መረጃ ሙሉ የያዘና በዕቃ ግምቱ ላይ በሰፊ ጊዜ ዝርዝር መሰረት ማከናወን የሂሳብ ግምቱን ያለምንም ስርዝ ድልዝ ማከናወን ግምቱን ያወጣው ሰራተኛ ስምና ፊርማ ማስቀመጥ ደንበኛው በቀጠሮው ቀን ክፍያ ለመፈፀም መጥቶ መመለስ የለበትም
3	የዕቅድ ይል የሚቆረጥበት ጊዜ ማሳወቅ /Giving notice of supply interruption/	ለደንበኛው በቂ የዝግጅት ጊዜ መስጠት/ Giving customers sufficint notification time/	ለደንበኛው ከ10 ቀን በፊት ይል የሚቆረጥበትን ጊዜ ማሳወቅ /Customer are notified before 10days	ከሶስት ቀን ቀደም ብሎ በኤሌክትሪክ ማረፊያ ፎርም ላይ የአካባቢውን ሁኔታ የሚያሳይ ስኬት የሚቀረጠውን መስመር /Feeder No./ ሥራው የሚፈጀውን ጊዜና ሥራውን በሀላፊነት የሚከናወነው ሰራተኛ ስምና ፊርማ የመሳሰሉትን መረጃዎች በመሙላት ለሚመለከተው ክፍል ማድረስ
4	ስለ ቆጣሪ ትክክለኛነት ጥያቄ መልስ /Responding to meter accuracy queries/	ለደንበኛው ጥያቄ ወቅቱን የጠበቀ ና ተገቢውን ምላሽ መስጠት /Customers will gete appropriate response time to the queries/	ስለ ቆጣሪ ትክክለኛውን ጥያቄ መልስ በአስር ቀን ውስጥ መስጠት /respond to metere accuracy requests within ten working days/	ከቆጣሪው ትክክለኛ መረጃ መሰብሰብ /የቆጣሪው ሁኔታ ጥሩ መሆኑን መመልከት የዲ.ሲ.ክ ዙረት ሰዓት አዲዲ መሆኑን ያለጭነት መዘፋፈን ህገወጥ ድርጊት በቆጣሪውና ተዛማጅ ዕቃዎች ላይ አለመፈፀሙን ከብል ሽቦ ማስገቢያው ሰክረው መጠበቁና ጥሩ ሁኔታ ላይ መሆኑን የቆጣሪው

				የጭነት መጠን አወቀማቲክ ፊወዝ በጭነቱ ልክ መሆኑ ግርፍን ማረጋገጥ በትክክል መተሻገን ቆጣሪው አለ መንጋደዱን ቆጣሪውን ለንባብ ምቹ መሆኑን የቆጣሪ ዲጃት ትክክለኛ መሆኑን የተወሰደው የማስተካከያ ዕርምጃ በተሰበሰበው መረጃ መሰረት /አሁን የተነበበውን በፊት ከተወሰደው ንባብ ጋር ትክክለኛነቱን ማመሳከር ፋይሉን ሲስተም ውሳይ ያለውን መረጃ ትክክለኛነት ከሜትሩ ተሪክ ጋር ማነፃፀር ፎርማቱ ምቹ ፈለገው መሰረት መሞላት የቅድመ ክፍያ ቆጣሪው ማሳያ መስተወጥ በትክክል መስሪዝራቱን ማረጋገጥ/
5	የቆጣሪ ማሻሻያ /Responding to metere improvement	ለደንበኞች ጥያቄ ወቅቱን የጠበቀ ና ተገቢውን ምላሽ መስጠት /Customers will get appropriate response timely to the queries/	የነጠላ ፊወዝ ቆጣሪዎችን በሰባት ቀን ውስጥ መለወጥ /Respond within 7 days for single phase/ service drop only የሶስት ፊወዝ ቆጣሪዎችን በአስራ አራት ቀን መለወጥ/Respond within 14 days for three phase/ service drop only	ደንበኛው በትክክል ፎርም ላይ መሙላቱ በGPS የደንበኛው ዳታ ያለ ስህተት ርቀቱን መለከት ስርዝ ድልዝ በሌለው የዕቃ ዝርዝር አና ዋጋ ትምና ቆጣሪው በትክክል በልኬት መስራቱ /ሽፋን ሽቦ ከግልጽ ሽቦ ጋር በክላምኝ መገናኘቱ የሽቦው አወጣጠር ከበየት ጣሪያው ማገናኛው ጋር በኮፒ አጥብቆ ማያያዝ ኬብሉ በ90 ዲግሪ ተጥፎ መስራቱ የኬብሉ ጫፍ ከቆጣሪው ስክርድ ጠብቆ መገናኘት ቆጣሪው ቀን ብሎ አንዲገጠም
6	ለደንበኞች ጥያቄ ምላሽ መስጠት /Responding to queries from customers/	ለደንበኞች ጥያቄ ወቅቱን የጠበቀ ና ተገቢውን ምላሽ መስጠት /Customers will get appropriate response time to the queries/	ለደንበኛው ጥያቄ በሶስት የስራ ቀን ውስጥ ተገቢውን ምላሽ መስጠት /Respond to customers queries within 3 working days/	ትክክለኛ ምላሽ መስጠቱና ደንበኛው ፎርም ላይ በትክክል መሙላቱ
7	/ቀጠሮ መስጠት /Making and keeping appointments	Respect and respond to customer appointment timely as per the schedule /ለደንበኞች አክብሮት በመስጠት በቀጠሮ ጊዜ መልስ መስጠት/	ከአንድ ጊዜ ባልበለጠ ተለዋጭ የቀጠሮ ቀን ከሰባት ቀን ውስጥ ማሳወቅ/keeps an appointment and notifies the change at least in 7 workeng days in advance	በተባለው ቀጠሮ ሰዓት ማስተናገድ አና ትክክለኛ መረጃ ለደንበኛው መስጠቱና መረከቱ
8	አዲስ ሒይል ማገናኘት	የነጠላ /ሶስት/ ፊወዝ	የነጠላ ፊወዝ ቆጣሪዎችን በሶስት ቀን	ደንበኛው በትክክል ፎርም ላይ መሙላቱ

	/Providing new supply/	ቆጣሪዎችን ለደንበኛው መስጠት/ Deliver power supply timely for customer request/	ወስጥ መለወጥ/Respond within 7 days for single phase/service drop only የሶስት ፊደል ቆጣሪዎች በአስራ አራት ቀን መለወጥ/Respond within 14 days for three phase /service drop only	የደንበኛው ዳተ ያለ ስህተት ርቀቱን መለከት ስርዝ ድልዝ በሌላው የዕቃ ዝርዝር እና ዋጋ ትመና ቆጣሪው በትክክል በልኬት መስራቱ /ሽፋን ሽቦ ከግልፅ ሽቦ ጋር በክላምፕ መገናኘቱ የሽቦው አወጣጥር ከቤት ጣሪያው ማገናኛው ጋር በኮኅ አጥብቆ ማያያዝ ኬብል በ90 ዲግሪ ተጥፎ መሰረቱ የኬብሉ ጫፍክ ቆጣሪው ስክርድ ጠብቆ መገናኘት ቆጣሪው ቀን
9	የቆጣሪ ማዛወሪያ ሥራ /Relocating the existing supply /meter/	ለደንበኛው ጥያቄ ወቅቱን የጠበቀ ና ተገቢውን ምላሽ መስጠት/Customer be served with appropriate minimal time	የነጠላ ፊደል ቆጣሪዎችን በሰዓት ቀን ማዛወር /Relocating the existing supply meter within 7 working days for 1 phase /ፊደል ቆጣሪዎች በ14 ቀን ማስገባት /Respond within 14 days for three phase /service drop only/	ደንበኛው በትክክል ፎርም ላይ መሙላቱ በሀሐመ የደንበኛው ዳተ ያለ ስህተት ርቀቱን መለከት ስርዝ ድልዝ በሌላው የዕቃ ዝርዝር እና ዋጋ ትመና ቆጣሪው በትክክል በልኬት መስራቱ /ሽፋን ሽቦ ከግልፅ ሽቦ ጋር በክላምፕ መገናኘቱ የሽቦው አወጣጥር ከቤት ጣሪያው ማገናኛው ጋር በኮፒ አጥብቆ ማያያዝ ኬብሉ በ90 ዲግሪ ተጥፎ መሰራቱ የኬብሉ ጫፍ ክቆጣሪው ስክርድ ጠብቆ መገናኘት ቆጣሪው ቀን ብሎ አንዲገጠም
10	ኤሌትሪክ ማገናኘት /Reconnecting supply following payment/	ወቅቱን የጠበቀ የሐይል መገናኘት/Reconnect supply timely/	በአንድ ቀን ውስጥ ይል ማገናኘት/Reconnect supply within 1 day/	የሚሞሉት መረጃ ተከፍሏል የሚል ማህተም መመተቱን ፎርማቶች በትክክል መሞላተቸው ሀላፊነት ያለው ሰራተኛ ስምና ፊርማ ስራው መጠንቀቁ /ሽቦችን ከስክርድ ጋር አጣብቆ ማገናኘት ወይም ኬብሉ ከሽቦው ጋር በክላምፕ መገናኘቱ ስም ፊርማና ቀን ስራውን የሰራው ሰው መሙላቱ ትክክለኛ ኤሌትሪክ ለደንበኛው መድረሱ
11	ቆጣሪ ማንበብ/meter reading/	ትክክለኛ ንባብ/Correct reading/	ቢያንስ በ3ወር አንድ ጊዜ የተነበበ ቆጣሪ /At Least once in 3 month/	የተመዘገበው ዳተ ትክክል አስተማማኝ መሆኑ ሁሉም ዳተዎች ሙሉና ንባብ የተመዘገበ ክፍያው የተገለፀ መፃፍ ያለበት ስም የአንባቢው ስም ፊርማ ከስፈለገ ማስተወሻ ቢያዝ ትክክለኛ መረጃ ትክክለኛ የንባብ መረጃ በወቅቱ ለደንበኛው ማሳወቅ /የንባብ ደብተር/
12	ገቢ መሰብሰብ /Revenue collection/	ገቢ ተሰብሳቢን ማሳደግ/Increase revenue collection/	ወቅ ዋ ተሰብሳቢ ቢልን ና ውዝፍ ተሰብሳቢን ከ30 ቀን መሰብሰብ /Billing lag & Account receivable lag below 30 days/	የማረጋገጫ ሪፖርትና በአጁና ያለው ገንዘብ አኩል መሆን የቢሉ ቁራጭናLCA ዝርዝር ሪፖርት 100% መዛመዳቸው

