



ST.MARY'S UNIVERSTY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS

**ASSESSMENT OF SERVICE DELIVERY AND CUSTOMER SATISFACTION AT
ETHIOPIAN SHIPPING AND LOGISTICS SERVICE ENTERPRISE
(LOGISTIC TRANSPORT SECTOR)**

BY:
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JUNE, 2014

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY
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DECLARATION

This is to certify that the thesis prepared by Asfaw Teye entitled: Assessment of service delivery and customer satisfaction at Ethiopian Shipping and Logistics Service Enterprise (ESLSE) in Logistic transport sector and submitted in partial fulfillment of the requirements for the Degree of Masters of Business Administration in Management complies with the regulations of the university and meets the accepted standard with respect to originality and quality.

Name

Signature

Date

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LIST OF ACRONYMS

ESLSE - Ethiopian Shipping and Logistics Service Enterprise
SERVQUAL - Service Quality

ABSTRACT

Service quality and customer satisfaction are very important concepts companies must understand to remain competitive and grow. In today's competitive environment delivering high quality service is the key for a sustainable competitive advantage. Companies need to start paying keen attention and understand their customers. They have to believe customers as core concept of their business and customer satisfaction is the guarantees for the future of Ethiopian shipping and logistics enterprise.

The objective of this study was to assess service delivery and customer satisfaction of Ethiopian shipping and logistics services enterprise focusing on logistic transport sector by identifying the gaps, potentials and constraints for development of effective and efficient transport service. To make this research effective the researcher is used probability sampling techniques to select from customers, employees and management office. Questionnaires and Interviews are used to gather relevant information. Statistical tools like percentage, tables and pie charts are used to analyze the data. The finding of this study indicates that most customers were not satisfied based on the feedback of majority level of customer satisfaction and dimensions of service quality.

In view of this, the researcher has forwarded some recommendations to the enterprise management: the enterprise should come up with appropriate service delivery standards, proper complaint handling mechanisms, relevant training for its staff.

CHAPTER ONE

1. Introduction

1.1 Definition of Some Terms

1. **Logistics:**Its a 'part of the supply chain process that plans, implements, and controls the efficient, effective forward and reverse flow and ,storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements (Proclamation No/2007, A Proclamation to limit the Liability of the Dry Port to the Consignee(def #1, 2 , 3 and 4)
2. **Dry port:** " Dry Port" means the place designated to render dry port service.
3. **Goods: "goods"** means any proper as well as containers, pallets or similar article of transport or packaging supplied by the shipper/consignor.
4. **Dry Port Service:** "Dry Port Service" means the service of unloading of import goods from vehicles or train wagons, the loading of export goods on vehicles or trains, the movement of goods in the dry port from place to place, warehousing, storages of export goods in containers, un stuffing of import goods and storage, or sending to the addressee and render container depot service and includes other related activities.
5. **Customer:** It is a person or organization that purchases service or goods from another organization such as service providers, whole sellers and retailers (wikipedia.org accessed at Dec-23-2009).
6. **Customer satisfaction:** It's a measure of how products and service supplied by a company meet or customer expectation. (Wikipedia.org accessed at Dec -23-2009).
7. **Customer service:** It's a series of activities designed to enhance the level of customer satisfaction that is the feeling that a product or the service has met the customer expectation. (Wikipedia.org accessed at Dec-29-2009).

1.2 Background of the study

In any organization, especially in service rendering firms, the key component of their function is providing quality services to their customers. “Customer service quality is a crucial source of distinctive competence and often considered a key success factor in sustaining competitive advantage in service industries” (Palmer, 2001).

The finding of Mohammad and Alhamadani (2011) indicated that service quality is an important antecedent of customer satisfaction. Parasuraman et al., (1985) “found that service quality is significant predictor of customer satisfaction by using SERVQUAL instrument.” Service quality and customer satisfaction “have been identified as key elements of the service-profit chain” Customer satisfaction happens when a company focuses on quality services. Customer satisfaction produces real rewards for the company, the Customers go back to business again and again because they know its quality; they are also aware that they depend on the people there, and they will get consistent service, which indicates they are satisfied with the activities of the organization, while lack of customer satisfaction produces real liabilities that business can ill afford to ignore.

(Denton, 1998, PP.8 and PP.14-15)” Berry et al., (1990) “pointed out that since customers are the “sole judge of service quality”, an organization can build strong reputation for quality service when it can constantly meet customer service expectations.” Good customer satisfaction has an effect on the profitability of nearly every business. For example, when customers receive good service, each will typically tell nine to ten people. However, customers who receive poor service will typically relate their dissatisfaction to between fifteen and twenty others (Naik: 2010). “Customer satisfaction is known to be one of the most important and serious issues towards

success in today's competitive business environment, as it affects company market shares and customer retention" (Ooi, et al., 2011).

According to Hansemark and Albinson (2004) "satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some needs, goals or desire".

Though the ultimate goal of every service giving industry is satisfying customers, more often, many of the service delivering organizations are flailed to satisfy customers as result of not understanding customers' interest well. Hence, this dilemma creates job difficulty to most business organizations that focus on customer relations (Munusamy et al, 2010).

This study there fore assesses service delivery and customer satisfaction of Ethiopian Shipping and Logistics service Enterprise in Logistic transport Sector.

1.3 Background of the Study organization

By decision of the Federal Democratic Republic of Ethiopia and counsel of Ministers regulation number 255/2004 E.C. dated as of November 21-2011 a new company the Ethiopian Shipping and Logistics Services Enterprise (ESLSE) was established to provide efficient and cost effective shipping, Logistics and port related services. The new company is redesigned up on the foundation of merging three companies working for more than 40 years in the sector. Namely

- 1) Ethiopian Shipping Lines S.C.
- 2) Maritime and Transit Service Enterprise
- 3) Dry port Service Enterprise (Djibouti).

The new company is an expression of a highest service rendering capacity that aims to meet the nations demand for international standard services in huge magnitude in import and export trading. The new company is

business friendly and is ever ready to provide its customer at 24hour promote and to standard solution.

Some of the Activities of Shipping Sector, Logistics Sectors (Multi-modal Transport) and Dry Ports

- 1. The Shipping sector:** It provides uninterrupted sea transport service, in and around the above ports, despite all inconvenience it may face, or any instability in the neighboring countries around.
- 2. Multimodal transport service:** It provides multi modal transport service/inland service/as to make the customers shall rest assure to receive their cargo with out any inconvenience
 - A. Air cargo agency:** Renders agency services for importers and exporters by performing customers and formalities of air cargos. Air Consolidation Cargos that could be easily damaged and needed for immediate consumption will be consolidated safely and shipped by air to their destination.
 - B. Stevedoring:** provides efficient loading and discharging service of import and export cargos with modern port equipment.
 - C. Bagging:** Equipped with modern and sufficient bagging machines, bagging cargos like fertilizers and wheat in the required size.
 - D. Shore Handling:** it includes safe storage of discharged cargos from vessels in port until they have been transported to their destination point.
- 3. Djibouti Dry Port:** makes promote notification to port authorities whenever its principal ship call to port and process all due formalities. It makes all the necessary provision available for the ship and their crew. It prepares timely notification for importers and facilitates smooth flow and recollection of containers to and from the port.

1.4 Statement of the problem

Customer satisfaction is the key for the success of businesses and all marketing mix elements. To deliver quality service required competent in dynamics in the internal and external business environment through information gathering, analysis and action aimed at increasing customer satisfaction which makes quality service practice critical for any organization. Among those different types of service which need quality service transportation is one of the kind. Ethiopian shipping and logistics service at logistic transport sector is one of the most cargo transporter in Ethiopia import cargos from Djibouti port to different dry ports found in different selected regions. Dry ports, like Modjo, Comet, samara, Mekele, Gelan, Combolcha, Adama Nazareth and in to bonded warehouse specially for those customer get license permit from Ethiopian custom authority with the help of its own trucks and hired trucks from higher transportation companies. Due to the rapid growth of Ethiopia economy and the globalization of the world the amount and the types of cargos deliver to Ethiopia increased in higher rate and Ethiopian shipping and logistics enterprise in logistics transport sector uses its own efforts in order to satisfy its customer.

Several studies have been done on service quality and customer satisfaction in service organization in Ethiopia. However, most of these studies were conducted on other service organization like banks, hotels and Ethiopian electric power corporation. Only few studies have been done on logistic transport sector for instance, *Fekadu M. Debela(2013)* conducted research on *logistics practice in Ethiopia*, the result indicates that ESLSE at logistic transport sector faces various problems especially with rendering quality service by a well designed delivery system for their customers and this study is not sufficient to give generalization about logistics transport service with few studies. So, the researcher wanted to

assess the service delivery and customer satisfaction of Ethiopian Shipping and Logistic Service Enterprise in Logistic transport sector.

Hence, the researcher tries to study issues related to the following research questions:

Thus the questions to be answered in this study are

- ❖ What are the levels of customers' satisfaction in logistic transport sector?
- ❖ What are the main factors that affect customer satisfaction?
- ❖ To what extent the customers aware about imported cargos?
- ❖ Is the logistic transport sector capable to accomplish its task properly in terms of service delivery?

1.5 Objectives of the study

The objective of this study is to assess service delivery and customer satisfaction at Ethiopian shipping and logistics enterprise in logistics transport sector. In addition to the major objective, the study has the following specific objectives:

- ❖ To investigate whether the customers are satisfied by the logistic transport sector.
- ❖ To identify the majors' factors that affects customer satisfaction.
- ❖ To inspect whether the customers have sufficient awareness about the enterprise duties.
- ❖ To asses whether the logistic sector provides the service properly.

1.6 Significance of the study

Primarily the researcher belief that the out come of the study would help to Ethiopian shipping and logistics service enterprise at logistics transport sector devise ways to improve service delivery and increases customer satisfaction in the transport sector. In addition to the above main purpose it's served as the reference material and can be a path for other who is interested to conduct further study on this area.

1.7 Delimitation of the Study

Area and Department delimitation

Due to most of the activities are completed here in the head office located at Legahar and hence the research delimited to the operation department which consists of two divisions. These are:

- 1) Operation service division
- 2) Customer service division

1.8 Limitation of the Study

All the customers of the Ethiopian shipping and logistics service enterprise in logistic transport sector were not taken as the subject of the study. Even if the enterprise has many offices to make the research complete information from all dry port offices as well as Djibouti office, due to some constraints like money and time, the researcher has restricted him self only to head office which is located in Addis Ababa specifically found around Leghare for obtaining the information which help to make the research.

1.9 Organization of the Paper

The study has five chapters

Chapter One: Contains definition , back ground of the study, back ground of the organization , statement of the problem, objective of the study , significance of the study, delimitation of the study, limitation of the study and organization of the paper.

Chapter Two: Contains literature review and conceptual frame work.

Chapter Three: Research design and methodology which includes research design, population, sample size and sampling techniques, questionnaire, sources of data collection.

Chapter Four: Includes the data analysis and interpretation part of the study.

Chapter Five: Contains the final portion of the study including Summary of Finding, Conclusion and Recommendation.

CHAPTER TWO

Literature Review

2.1 Service

2.1.1 Nature and Characteristics of Services

Services have four distinctive characteristics that greatly affect the design of marketing program. These are Intangibility, inseparability, variability and perishability(Marketing management 12th edition, Kotler Philip and Keller Kelvin Lane, 2006)

- A. Intangibility;** unlike physical products, service can not be seen, tasted felt, heard or smelled before they bought. The person getting a force –fit can not see the results before the purchase.
- B. Inseparability:** Services are typically produced and consumed simultaneously. This is not sure of physical goods which are manufactured, put in to the inventory, distributed multiple resellers and consumed later. If a person renders the service, then the provider is part of the service. Because the client is also present as the service is produced, provider-client interaction is a specific feature of service marketing.
- C. Variability:** Because services depend on who provides them and when and where they are produced, they are highly variable. Service buyers are aware of this variability and often talk to other before selects a service provider.
- D. Perishability:** Service can not be stored. Perish ability is not a problem when demand is steady, when demand fluctuate, service firms have problems. For example public transportation companies have to own much more equipment because of rush-hour demand than of demand were even through out the day.

2.1.2 Quality Service Measurement

Service quality has become a key strategic factor for companies to differentiate their products and services from other competitors by using service quality as a process that customers evaluate. Many researchers suggest that customers assess service quality by comparing what they feel a seller should offer and compare it against the seller's actual service performance (Gronroos, 1983). The importance of quality to firms and customers is unequivocal because of its benefits contributing to market share and return on investment (Parasuraman, et al. 1985).

According to Gronroos (1994) there are three dimensions of service quality, the technical quality, the function quality and the corporate image: The technical quality, which involves what the customer, is receiving from the service delivery. This can be measured by the consumer in a rather objective manner.

Functional quality which involve the manner in which the service is delivered. This concerns the psychological interaction between the buyer and the seller is perceived in a very subjective way, and would include elements such as:

- a) Attitudes and behavior of employees;
- b) Approachability of service personnel;
- c) Accessibility of service;
- d) Appearance and personality of personnel;
- e) Relationship between employees, and;
- f) Interrelationships between employees and customers.

Corporate image dimension of quality is the result how consumers perceive the firm, and it is expected to be built up mainly by the technical and functional quality of its services and will eventually affect service perceptions.

2.1.3 Measuring Service Quality

According to para suracmar, Zetham and Berry as cited (1993), here are five identified criteria used to measure service quality.

Monitoring, controlling and improving the quality, is essential to the firms' market orientation. When evaluating service quality, consumer examines five dimensions; tangibles, reliability, responsiveness, assurance and empathy.

1. Tangibles- Physical evidence of the service; physical facilities, tools and equipments; appearance of providers; appearance of other customers in the service facility are the tangibles

2. Reliability - Consistency of performance and dependability; performs service right at the first time; honors its promises; keeps accurate records, corrects billing, and performs services at the designated times are the parameters of reliability.

3. Responsiveness - It is the willingness of the firm's staff to help customers and to provide them with prompt service. Readiness to provide the service; timeliness; setting up appointments promptly is the symptoms of responsiveness.

4. Assurance- Knowledge, competence and courtesy of employees; trust and confidence; required skills and knowledge; politeness, respectfulness, considerate, friendliness; trustworthiness, believability, honesty are signs of assurance.

5. Empathy- Caring; individualized attention, approachability, easiness of contact; effort in understanding the customers' needs are signs of empathy.

For each dimension, the SERVQUAL scale provides a score for customer expectations (E) and a score for customer perceptions (P) of service quality. The differences between the two scores on each dimension are called gap scores. The key to optimizing service

quality is to maximize these gap scores and the associated gap equation ($Q = P - E$).

To meet the quality dimension, every company must improve its service quality, Kotler and Keller 2006, recommended some points regarding how to improve service quality which are listing what the customer want, putting reliability as a service priority ,better service design ,encouraging customers to know the company's weaker side and develop problem solution system.

2.1.4 Gaps in Service Designing and Delivery

According to Love Lock and Wirtz 2005 :433&434 there are seven gaps in service delivery. These are

1. Gap -1.The Knowledge gap it's the difference between what service providers believe customer expect and customers actual needs and expect.

2. Gap -2.The Standard gap is the difference between management perception of the customer expectation and the quality standards established for service delivery.

3. Gap -3.The delivery gap it's the difference between specified delivery standard and the service provider's actual performance of the standards.

4. Gap -4.The Internal Communication gap is the difference between what the company advertising and sale personnel think are the products feature performance and service quality level and what the company actually offers.

5. Gap -5. Perception gap is the difference between what is in fact delivered and what customers perceive; they received (because they are unable to measure the service quality accurately).

6. Gap -6.The interpretation gap is the difference between what a service provider communication efforts promise and what a customer thinks was promised by this communication.

7. Gap-7.The service gap is the difference between what customers expect to receive and their perception of the service that is delivered.

Gap 1,5 and 6 represent external gap. These gaps are the gap between customers and the company must see customer's expectation and what they receive in the actual service delivery.

Gap 2,3 and 4 represent internal gap. These are the gaps between departments with in the organization .the main reason for this is the gap of communication among departments, difference between specified delivery and service provider's actual performance and management problem.

Gap 7 at any point in service can damage relation ship with customer. Narrowing service gap is the most crucial to improve the quality of the service.

2.1.5 The gap modules of Service Marketing

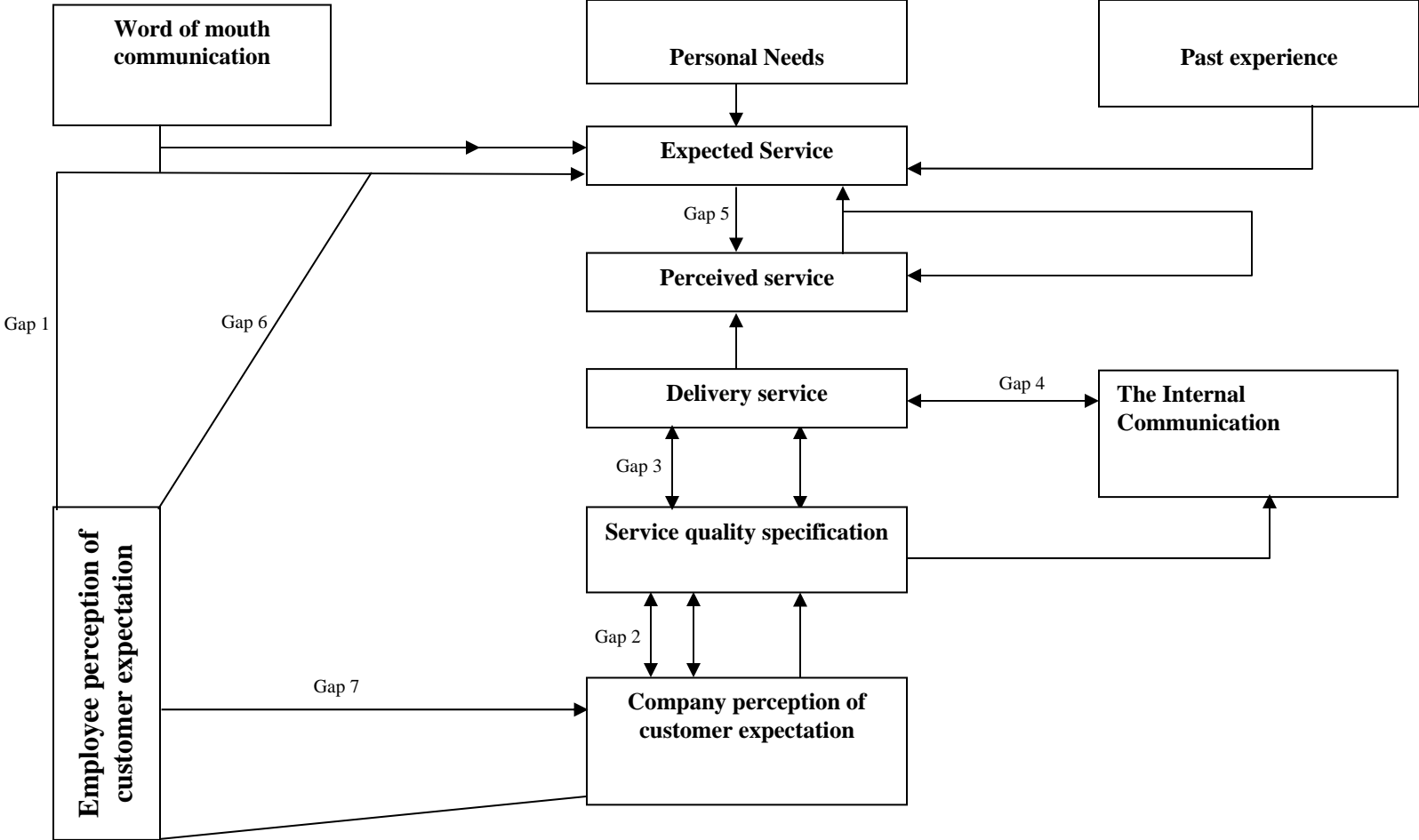


Fig 1 Model of service quality gaps (Zeithaml and Bitner, 2003: Lorry 1999.1uk & Layton 2005)11

2.1.6 Service recovery

The process of service recovery refers to the manner in which a service provider handles a service problem during the course of service recovery (i.e. how it was delivered). The explanation above suggested that the importance of firms of ensuring that if something goes wrong, then there is a mechanism in place to record it. Service recovery involves what a service provider does in response to service failures. Lovelock and Wirtz (2004) defined service recovery as an umbrella for systematic effort by a firm to correct a problem following service failure and return customer good will. Service providers are frequently exhorted to strive toward a 'Zero defects' service; the ability to "get it right first time" is thought to offer significant benefits to organizations in terms of both customer evaluations and costs of delivery.

In practice, it is often difficult to imagine how inherent heterogeneity in service provision.

[//www.greatbrook.com/service_recovery.htm](http://www.greatbrook.com/service_recovery.htm) accessed on 7 Jan 2010.

2.1.7 Outcomes of Service Recovery

The customer complaint behavior and service quality literature suggest that the outcomes of service recovery are to improve customer satisfaction and improved service quality perception leading to positive behavior intention such as continuously uses the service and trust full the firm, to maintain the business relationship with the customer. They also constitute the primary objective of service recovery but it is important that maintaining customer loyalty should not be seen in isolation. It should be rooted in the firm's overall strategy of delivering superior service and creating customer

value. From an economic point of view, long term customer loyalty is very important. Loyalty and the resultant repeat purchases, impact on the bottom line (Rechheld, 1993). The result of it all is market share gains, improved revenue, lower marketing cost to attract to new customers an lower service delivery cost per customer.

2.2 Customer Satisfaction

2.2.1 Factors that Influence Customer Satisfaction

There are many factors that affect customer satisfaction. Such factors include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, billing clarity and quick service (Hokanson, 1995). From the studies carried out in many countries, factors like: transport goods quickly, safely, economically and reliably are the key constructs affecting the customer's satisfaction with logistics transport services. Building customer relationship is a backbone for all organizations in general, and companies in service industries in particular. Issues like: customer satisfaction, service quality, customer perception, customer loyalty, is the main concerns of the nowadays service companies, which improves organization's performance and translates into more profits.

2.2.2 Customer Relationship Marketing

Customer Relationship Marketing is a practice that includes all marketing activities directed toward establishing, developing, and maintaining successful customer relationships. Building and maintaining relationships with

customers has become a key strategic point with service industries. Therefore, relationship marketing develops long-term relationships and improves corporate performance through customer loyalty and customer retention.

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2.2.3 Customer Satisfaction

Customer Satisfaction has been a central concept in marketing literature and is an important goal of all business activities. Today, companies face their toughest competition, because they move from a product and sales philosophy to a marketing philosophy, which gives a company a better chance of outperforming competition. Kotler (2000) defined satisfaction as: “a person’s feelings of pleasure or disappointment resulting from comparing a product perceived performance (or outcome) in relation to his or her expectations”. According to Hansemark and Albinsson (2004) “satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some need, goal or desire”. Customer satisfaction has a positive effect on an organization’s profitability. Companies need to develop strategies of how to handle dissatisfied customers. Businesses cannot afford under any condition to lose customers, because the cost of replacing the lost customer with a new customer is bigger. Therefore, companies must find ways of winning back the unsatisfied customers by designing special programs for service recovery. Companies should handle customer

complaints with care and not seeing them as a time consuming.

2.2.4 Customer Expectations

According to Oliver (1981)"... expectations are consumer-defined probabilities of the occurrence of positive and negative events if the consumer engages in some behavior me behavior” Expectations play an important role in the satisfaction formation. The extent to which a product or service fulfills a customer’s need and desire may play an important role in forming feelings of satisfaction because of the impact of confirmation or disconfirmation that have on satisfaction. Consumers expect to be delivered quality products and services; therefore companies try to offer quality products and services.

2.2.5 Customer Perception

Perception is an opinion about something viewed and assessed and it varies from customers to customers, as every customer has different beliefs towards certain services and products that play an important role in determining customer satisfaction. Customer satisfaction is determined by the customers’ perceptions and expectations of the quality of the products and services. Customer perception and customer satisfaction are very closely linked together, because if the perceived service is close to customer’s expectations it leads to satisfaction. Satisfied customers provide recommendations; maintain loyalty towards the company and customers in turn are more likely to pay price premiums (Reichheld, 1996).

2.2.6 Customer Loyalty

Customer loyalty is a crucial factor in companies' growth and their performance. Loyalty is linked with the repeat business. Thus, a customer is loyal when he is frequently repurchasing a product or service from a particular provider. Oliver defines loyalty as "A deeply held commitment to re-buy or re-patronize a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause switching behavior" (cited by Kotler, 2000). Customers that are very satisfied with a company are very likely to remain with that company that leads to future revenue for the company. It is now a widely accepted business theory that customer retention optimizes profitability; the cost of acquiring new customers is higher than the cost of retaining existing customers. Therefore, the aim of a service company is to satisfy their customers.

2.2.7 Customer Dissatisfaction

When customer did not meet their needs or did not accomplish the expectations it leads to dissatisfaction. If the client is dissatisfied the results can be no action or total ignorance of the emotions or react on it. The actions can be public. First of all, ask for a refund or any other way of compensation straight from the company which have supplied the product or service. Secondly, complain to the authorities and governance of the company. Thirdly, if the dissatisfaction is caused by the damage or serious risk client can take legal actions in order to seek a redress.

The second possible way of the action is a private reaction. Dissatisfied clients can be make anti commercial for the company with spreading the information about their negative

experience to their relatives and friends. This way is the most powerful way of advertising and it can play positive role with promoting the good emotions and experience, however, it is also spreading fast when the client is negative and dissatisfied. Moreover, the most obvious and common way of the client behavior is to stop using the product or service and never come back to that certain company. (Grigoroudis, Siskos 2010, 2)

2.2.8 Conceptual Frame work

In service rendering firms the key component of their function is providing quality services to their customers. Parasuraman et al., (1985) “found that service quality is significant predictor of customer satisfaction by using SERVQUAL instrument”.

The aim of this section is to summarize the idea got from past literature and to bring out the contributions. Thus part starts with the idea generated and the contribution follows.

The general idea from the past literature is that there is a relationship between customer satisfaction and service quality; also that service quality could be evaluated with the use five service quality dimensions and the most useable is the SERVQUAL scale, it has been stated that service quality is the overall assessment of a service by the customers, (Eshghi et al., 2008, p.121). Also, the five dimension of SERVQUAL model has been proven to be the main yardstick used by most of the researchers in the evaluation of service quality (Wilson et al., 2008, p. 79; Bennett & Barkensjo, 2005, p.101, Negi, 2009; Wang & Hing-Po, 2002).

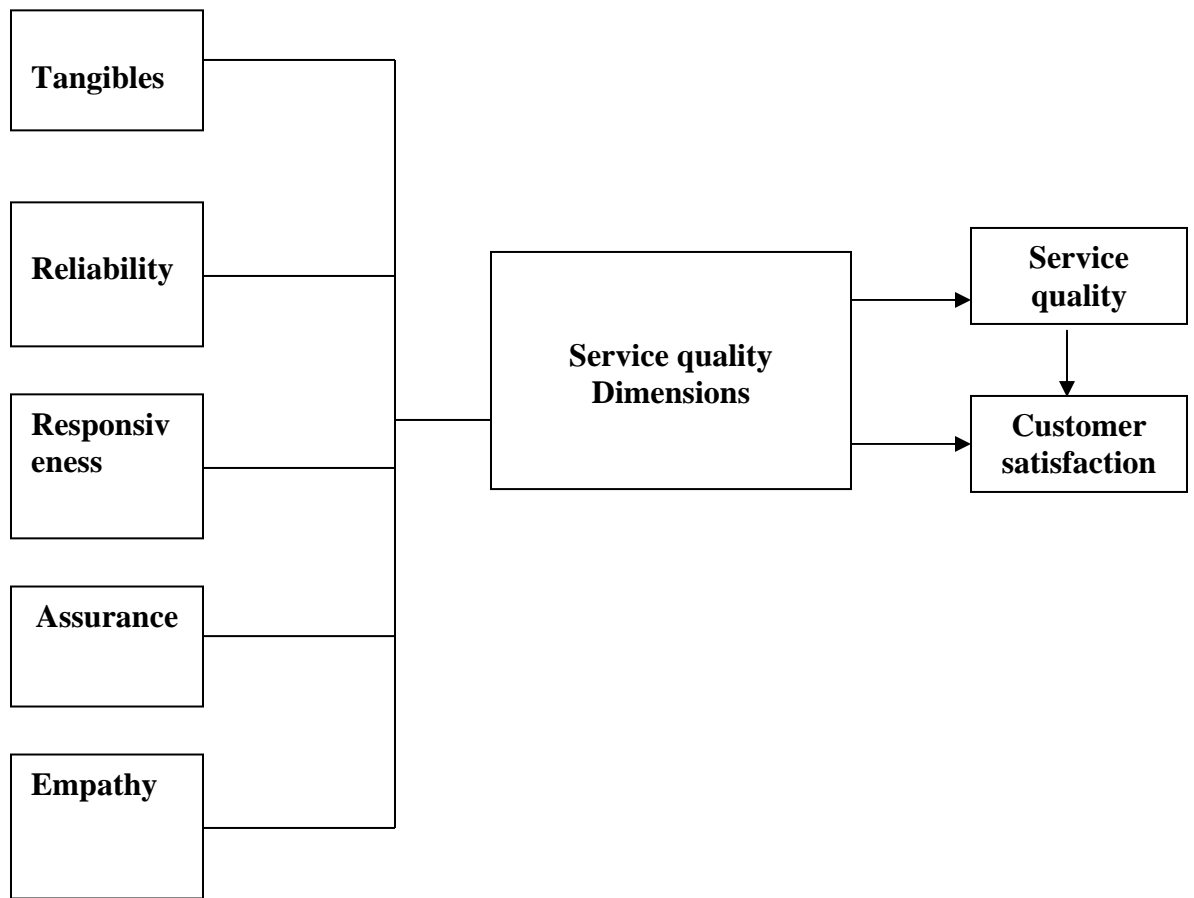


Fig 2 The relation ship between service quality and customer satisfaction.

CHAPTER THREE

3.1 Research Design and Methodology

The aim of this section is to highlight the overall methodological considerations of the thesis. It presents brief explanation of the research methodology used in the research and it includes research design, population, sample size and sampling techniques, questionnaire, sources of data collection, method of data analysis.

3.2 Research Design

Research design is a frame work or blue print for conducting a research. It contains all the necessary information needed to structure and solve the research problems. The research was used to assess service delivery and customer satisfaction at ESLSE logistic transport sector.

In this research the researcher used the descriptive method. The reason behind using descriptive study design is because the researcher is interested in describing the existing situation understudy. The study used descriptive analysis that describes the service quality dimensions that lead to customer satisfaction.

3.3 Population

For the proper achievement of the objectives of the study; the researcher was used primary and secondary data source. Primary data was collected using questionnaires and interview staff management. Questionnaires were distributed to the customers of the enterprise and the employees as well. The variables were attitudinal and measured using Likert scale with five response

categories (strongly disagree, disagree, neither agree nor disagree, and agree strongly agree). “The Likert scale method was preferred to make questions interesting to respondents and thereby enhance their cooperation, ultimately to ensure maximum response rate” (Robson Colin, 2002).

3.4 Sample Size and Sampling Technique

The sample size of population has been determined by using simple random sampling method. The sample was taken from logistics customers, employees and the staff management. After the samples of the population have been determined, the researcher used the following sample size determination formula to determine the sample size of the population in the enterprise. The formula was developed by Taro Yamane (1967).

$$n = N / (1 + Ne^2)$$

Where n = Number of samples
 N = Total population
 e = Error tolerance

Three hundred customers imported cargo through logistics transport sector and twenty employees and official management were taken as the sample through simple random sampling method and the number customers calculated as follows

$$n = N / (1 + Ne^2)$$

Where n = Number of samples from customers
 N = Number of top customers
 e = Error tolerance

$$n = 300 / (1 + 300*0.05*0.05)$$

$$n=172$$

& samples of employees and staff management taken as proportionally like the customers samples=12, i.e from 300 customers I took 172 customers according to the above formula and proportionally taken 12 employees and staff management from a total of 20.

So total number of samples are =172+12

n taken as approximate value

Total number of sample was =184.

3.5 Questionnaire

Customer Satisfaction Questionnaire (CSQ) :

- 1) The first part of the questionnaire measures the logistics transport sector customer satisfaction level by using a five-point Likert response scale which includes strongly disagree (1), disagree(2), neither agree nor disagree (3), agree (4) and strongly agree (5). 14 customer satisfaction items were developed in the questionnaire as a foundation for development of questionnaire.
- 2) The second part of the questionnaire measures service quality by using a five point Likert response scale which includes strongly disagree (1), disagree(2), neither agree nor disagree (3), agree (4) and strongly agree (5). After a review of the literature, 21 service quality attributes were developed in the questionnaire.

The secondary data was gathered from different sources like journals of the enterprise, quarter reports, booklets, magazine and recent written literature review.

3.6 Procedure of Data Collection

First pilot test was made for ten customers to check the reliability of the questionnaires, side by side primary data was collected using interview with logistics managers and distributing questionnaire to employees of the staff respectively .After checking the reliability, the questionnaire distributed to the customers and the secondary data was also collected from as we have mention above, journals of the enterprise, quarter reports, booklets, magazine and the literature review

3.7 Reliability Test

A number of different steps were taken to ensure the reliability of the study. Questionnaire was constructed based on best and various studies that conducted on service giving companies like Ethiopian Electric Power Corporation and Commercial bank of Ethiopia. The questionnaire was divided in to two major parts that measure level of customer satisfaction and measuring service quality in order to make respondents could more concentrate on each parts . the theory that has been selected for the study was clearly describes and the research question has been formulated based on theories .The objective to make sure that the research follow the same procedure

3.8 Data Analysis Method

The data collected from primary and secondary sources obtained from the respondents and different sources as mention above.

The collected data was interpreted based on the findings. After analyzing the data and properly interpreting them, findings are summarized based on the major findings, appropriate conclusion made and finally possible recommendation forwarded for the sector.

CHAPTER FOUR

4.1 Data Presentation, Analysis and Interpretation

The data was collected from customers, employees and management of logistics sector based on the questioner distributed to customers, employees and interviewing management. The data has been analyzed and presented in tabular and pie chart forms.

Sample size of 184 were determined, among which 172 were customers and the rest 12 were staff management and employees. From those questionnaires distributed to the customers, 148(86.00%) filled and collected back, 4(80%) of management interviewed and 7 (100%) employees filled the questionnaire.

Data analysis based on the customer's response

Table 4.1: Number of Questionnaires Distributed and Returned.

Items	number of questionnaires distributed	Number of returned questionnaires	Approximate percentage (%)
Customers	172	148	86.00
Employees	7	7	100.00
Total/average	179	155	87.00

Source –survey data june-2014

Table 4.2: General Information

	number respondents(N)	of	Approximate percentage (%)
1.sex			
1.Male	112		75.68
2.Female	36		24.32
Total-----	148		100.00
2. Educational back ground			
1.below 10 grade			
2.10 or 12grade completed	49		33.11
3.Diploma	20		13.51
4. First Degree	79		53.38
5. Second degree and above			
Total-----	148		100.00
3. Occupation			
1. Merchant	10		6.76
2. Transistor	72		48.65
3.Civil servant	38		25.68
4. Other	28		18.92
Total-----	148		100.00

Source –survey data june-2014

As it can be seen from the table 4.2, out of 148 respondents 112(75.68%) are male and the rest 36(24.32%) are female. Regarding educational level, out of 148 respondents 49(33.11%) are 10 or 12grade completed, 20(13.51%) are at diploma level and the rest 79(53.38%) are at first degree level. This indicates that the majorities of the respondents are first degree level and would have good knowledge and over look the service provision of the enterprise. Regarding occupation, out of 148 respondents 10(6.76%) are merchants, 72(48.65%) are transistors, 38(25.68%) are civil servants and the remaining 28(18.92%) are different from the above three professions. The majority of the respondents are transistors and it's a good opportunity for the study because they come to the office most of the time and observe the over all activities of the logistics service and provide their feed back of logistic sector service quality and level of satisfaction.

Table 4.3: Respondents Service Experience

1.For how long are you a customer of ESLSE logistics sector	Number of respondents(N)	Approximate percentage (%)
1. Less than one year	19	12.84
2. 1-5 years	88	59.46
3. 5-10 years	32	21.62
4. More than 10 year	9	6.08
Total-----	148	100.00

Source –survey data june-2014

Regarding service experience, Table 4-3, Out of 148 respondents 88(59.46%) are customers of logistic between 1-5 years, 32(21.62%) are customers between 5-10 years 19(12.84%) are customers for less than 1 years and 9(6.08%) are customers for more than 10 years. This indicates that the majority of the respondents are customers of the enterprise between one and ten years. Thus, the larger numbers of these respondents are expected to have a lot of experience about the service delivery practice of the sector and they can easily measure their satisfaction level.

Table 4.4: Shipments of Cargo

2. From which sea routes do you ship mostly?	number of respondents(N)	Approximate percentage (%)
1. Europe	49	33.11
2. Far East	80	54.05
3. Gulf and India	15	10.14
4. other	4	2.70
Total-----	148	100.00

Source –survey data june-2014

Regarding the frequency of importing goods Table 4-4, out 148 respondents, the majority 80(54.05%) and 49(33.11%) are imported cargos from Far East and Europe trade respectively, 15(10.14%) from

Gulf and India and the remaining 4(2.71%) from other countries. This indicates majority the cargos imported from Far East and Europe.

Table 4.5 Frequency of coming to get service

3. How frequent did you come to the service center to get service?	Number of respondents(N)	Approximate percentage (%)
1.always	29	19.60
2.often	62	41.89
3.sometimes	53	35.81
4.rarely	4	2.70
Total-----	148	100.00

Source –survey data june-2014

Regarding the frequency of visiting to get service Table 4-5, 62(41.89%) come to the service sector most of the time and 53 (35.81%) come sometimes, 29(19.60%) come always and the rest 4(2.70%) come rarely. This implies that the majority of the respondents are visiting the sector most of the time and it's a good opportunity to my finding and to take corrective action by the sector based on the recommendations.

Table 4.6: Purpose

4. For what purpose have you come to office today?	number of respondent(N)	Approximate percentage (%)
1. To know the status of the cargo	41	27.70
2.To pay transportation cost	49	33.11
3. To amend the document	8	5.41
4. To check whether the operation open or not	8	5.41
5. more than two purpose or Others (specify)	42	28.38
Total-----	148	100.00

Source –survey data june-2014

Regarding the purpose Table 4-6, 49 (33.11%) coming to pay transport fee, 41(27.70%) to know the status of the cargos, 42(28.38%) more than

two purpose, 8(5.41%) each one coming to amend the document and to know whether the operation opened .This shows that the majority of the respondents visiting the sector to know the status and to pay transport fee.

Table 4.7: Service standard of the enterprise

5. How do you rate the standard of service provided by the enterprise?	number of respondent(N)	Approximate percentage (%)
1.Improved	26	17.57
2.as expected	38	25.68
3.below my expectation	66	44.59
4.decline	18	12.16
Total-----	148	100.00

Source –survey data june-2014

From the table 4.7 regarding the standard service provided by the enterprise, out 148respondants ,66(44.59%) respondents confirmed that the service provided by the enterprise is below their expectation, 38(25.68%) respondents agreed that as they expected, 26(17.57%)said its improved and he remaining 18(12.16%) agreed that its declined. . This indicates that majority of the respondents agreed that the service provided by the enterprise required special attention to serve the customer at least as the expected level. Customers were asked to give the reason why they said declined for those customer select the last choice The main reasons are as follows:

- Problems in telling customers exactly how the service performed.
- Some of them are not willing to support customers.
- There is also impartiality among customers.
- Waiting for a long time to get service.
- Lack of skilled man power.
- Due to connection problem.

- Lack of integration with the shipping sector.
- Delay of documents.

4.1.6 Customers' Response On Level Of Customer Satisfaction Of The Enterprise

Table 4.8: Customer Handling

Where: 1.strongly disagree 2. Disagree 3. .Neither neither agree nor disagree 4. Agree 5. Strongly agree

N=number of respondents ,%=approximate percentage

Customer handling service	1		2.		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	N
1.Employees treat customers cooperatively	10	6.76	20	13.51	46	31.08	51	34.46	21	14.19	148.00
2.The enterprise has enough employees to serve Customer	9	6.08	23	15.54	37	25.00	56	37.84	23	15.54	148.00
3.The working time is enough to serve customers	23	15.54	23	15.54	14	9.46	65	43.92	23	15.54	148.00

Source –survey data june-2014

As it can be seen in the above table 4.8 regarding treating customers cooperatively, out of 148 respondents 72(48.65%) are either agree or strongly agree, 30(20.27%) are either disagree or strongly disagree and the remaining 46 (31.08%) are neutral. This indicates majority of the customers confirmed that the employees treat customers cooperatively. With regard to the presence of enough employees to serve customers, out of 148 respondents 79(53.38%) are either agree or strongly agree, 32(21.62%) are either disagree or strongly disagree and the remaining 37(25%) do not know the enterprise has enough employees. This indicates the majority of customers agreed that the enterprise has enough employees to serve customers and with the regard to working time 88(59.46%) are either agree or strongly agree ,46(31.26%) are either disagree or strongly disagree and the remaining 14(9.46%)neither

agree nor disagree. This indicates the majority of the customers agree that the working time is enough to serve customers.

Table 4.9: Complaint Handling Procedure

Where: 1.strongly disagree 2. Disagree 3.Neither neither agree nor disagree 4. Agree 5. Strongly agree

N=number of respondents ,%=approximate percentage

2.2 Complaint handling procedure	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
4..The office is available to handle complain	15	10.14	58	39.19	21	14.19	32	21.62	22	14.86	148
5.Employess are willing to help customers	21	14.19	26	17.57	26	17.57	48	32.43	27	18.24	148
6.The Enterprise has a program to create awareness to handle complain	16	10.81	56	37.84	32	21.62	32	21.62	12	8.11	148

Source –survey data june-2014

As it can be seen from the table 4.9 regarding availability of office for complaint handling, out of 148respondants, 73(49.33%) are either disagree or strongly disagree,54(36.48%) are either agree or strongly agree and the remains 21(14.19%) do not know the availability of complain handling. Majority of the respondents confirmed that there is no office to handle customer compliant. Only 36.48% respondents believed that the office is available to handle complains. These are below the expected average, which leads customers to have discomfort with complain handling processes on the enterprise and lead to great dissatisfaction.

Concerning the employees willingness to help customers, out of 148 respondents 75(50.67%) are either agree or strongly agree,47(31.76%) are either disagree or strongly disagree and the remains 26(17.57%) do not know the employees are willing to help customers . This indicates majority of the employees are willing to help customers’. With the regard to

awareness creation for compliant handling, out of 148 respondents,72(48.65%) are either disagree or strongly disagree,42(29.73%) are either agree or strongly agree and the remains 32(21.32%) do not know where to complain and has no awareness about the program . The majority of respondents confirmed that the enterprise has no any program how to handle customer complaint. So its has own impact for the dissatisfaction of employees.

Table 4-10: Quality of Service Delivery

Where: 1.strongly disagree 2. Disagree 3.Neither neither agree nor disagree 4. Agree 5. Strongly agree

N=number of respondents ,%=approximate percentage

2.3 Quality of service delivery	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
7.The Enterprise provides error free service	44	29.73	55	37.16	33	22.30	11	7.43	5	3.38	148
8.The customers satisfied with the service provision	28	18.92	50	33.78	38	25.68	27	18.24	5	3.38	148
9.The employees are highly responsible and accountable for the service provision	15	10.14	34	22.97	30	20.27	44	29.73	25	16.89	148.
10. The Employees have skills and are committed for the service	11	7.43	28	18.92	40	27.03	41	27.70	28	18.92	148

Source –survey data june-2014

As shown in the table 4.10, regarding the accuracy (error free service provision) out of 148 respondents 99(66.89%) are either disagree or strongly disagree,16 (10.81%) are either agree or strongly agree and the remains 33(22.30%) do not know whether the enterprise provide error free service This implies that the majority of the respondents agreed that the enterprise does not provide error free service. With regard to

customer satisfaction with the service provision, out of 148 respondents 78(52.70%) are either disagree or strongly disagree,32(21.62%) are either agree or strongly agree . This shows the majority of the respondents do not satisfied with the service provision by the enterprise. Concerning to the responsibility and accountability for the service, out of 148 respondents 69(46.62%) are either agree or strongly agree. 49(32.11%) are either disagree or strongly disagree. This indicates the majority of the respondents are agreed that the employees are responsible and accountable for the service provision. Concerning to the commitment and skill of employees for the service provision, out of 148 respondents 69(46.62%) are either agree or strongly agree, 39(26.35%) are disagree or strongly disagree and the remains 40(27.03%) do not know the employees are committed and has a skill to give a service. This is also indicate as most of the employees are committed and has a skill to provide the service.

Table.4-11: Office Lay Out and Employees Condition

Where: 1.strongly disagree 2. Disagree 3.Neither neither agree nor disagree 4. Agree 5. Strongly agree

N=number of respondents ,%=approximate percentage

2.4 Office lay out and Employees condition	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
11.The enterprise has clean and modern offices and Facilities	35	23.65	35	23.65	39	26.35	34	22.97	5	3.38	148
12.The employees are very attractive and cooperative	6	4.05	17	11.49	28	18.92	74	50.00	23	15.54	148
13.The Office working hours are convenient to customers	25	16.89	25	16.89	28	18.92	41	27.70	29	19.59	148
14.The employees serve the customers equally	26	17.57	26	17.57	37	25.00	38	25.68	21	14.19	148

Source –survey data june-2014

As the shown in the table 4.11 , regarding the degree of cleanness and modernity of offices and facilities , out of 148 respondents 70(47.30%) are either disagree or strongly disagree , 39(26.35%) are either agree or strongly agree and the remains 39(26.35%) do not evaluate the office cleanness and facilities . The majority of the respondents agreed that the enterprise has no clean and modern offices and facilities. With regard to employees attractiveness and cooperativeness 97(65.54%) are either agree or strongly agree, 23(15.54%) are either disagree or strongly disagree. The majority of the respondents agree that the employees are attractive and cooperative. Regarding the office working hour convenient to customers 70 (47.29%) are either agree or strongly agree,50(33.78%) are either disagree or strongly disagree and the remains 28(18.92%) do not know the working hours are convenient to serve customers . This indicates the majority of the respondents agreed that the working hours are convenient to customers. With regard to employees serve customers equally, out of 148 of respondents 59(39.87%) are either agree or strongly agree, 52(35.14%) are either disagree or strongly disagree and the remains 37(25%) do not know the employees serve the customers with out impartiality. This indicates that small number of respondents believed that the employees serve customer equally.

Table 4-12: The Over All Customer Satisfaction Levels

Where: 1.strongly disagree 2. Disagree 3.Neither neither agree nor disagree 4. Agree 5. Strongly agree

N=number of respondents ,%=approximate percentage

Item	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
2.1Customer handling service	42	28.38	66	44.59	97	65.54	172	116.22	67	45.27	
2.2 complaint handling procedure	42	28.38	140	94.59	79	53.38	128	86.486	55	37.16	
2.3 Quality of service delivery	98	66.22	167	112.84	141	95.27	123	83.108	63	42.57	
2.4 Office lay out and Employees condition	182	122.97	373	252.03	317	214.19	423	285.81	185	125.00	
	364	245.95	746	504.05	634	428.38	846	571.62	370	250.00	
	91	61.49	187	126.01	159	107.09	212	142.91	93	62.50	
Average	18	12.30	37	25.20	32	21.42	42	28.58	19	12.50	148

The customers evaluate their level of satisfaction based on the processes that exist in the enterprise.

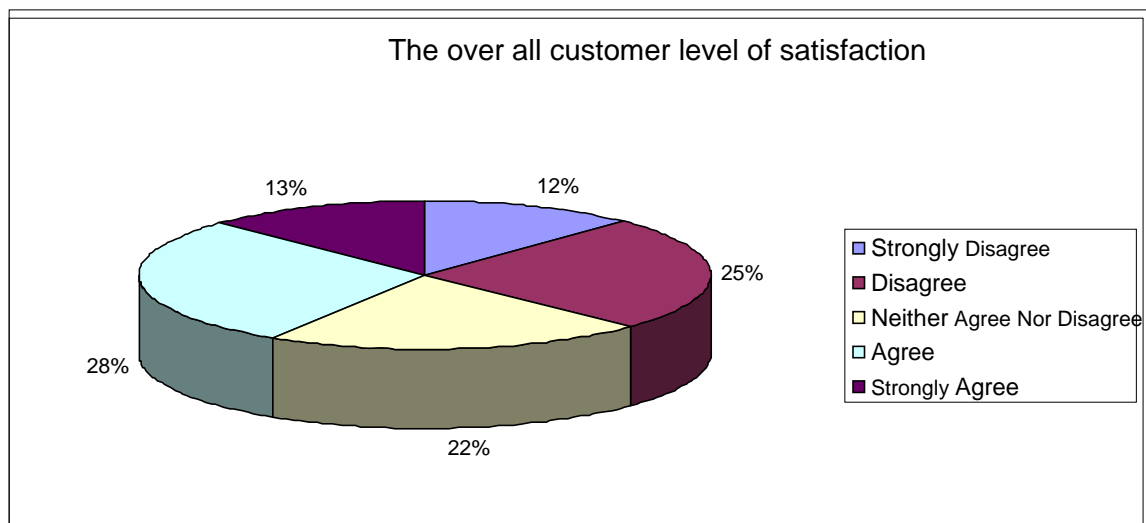
The result is shown as follow. From the above Table 4-12, out of 148 respondents on average 61(41.08%) are either agree or strongly agree on the service provision, 55(37.50%) are either disagree and strongly disagree and the remains 32(21.42) are neither agree nor disagree . This indicates that below average of the customers satisfy with the over all service delivery of the enterprise.

As we can see from the table 4-12 substantial number 55 (37.50%) of the customers are not agreed with the over all level of customer

satisfaction of the enterprise. Among various reasons of dissatisfactions some of them are:

- Lack of office or suggestion box to handle complaint.
- Delay in receiving invoice
- Not serve customers equally
- Lack of clean , modern office and facilities
- The working hours is not convenient to the customers and the like

Fig 3.: Level Of Customer Satisfaction On Service Delivery



4.1.7 Customers' Response on the Service Quality of the enterprise

Table 4-13: Tangible Dimension of Service Quality

Where 1. Strongly disagree 2. Disagree 3. Neither agree nor disagree
4. Agree 5. strongly agree

N=number of respondents, %=approximate percentage

Items	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
15. The enterprise has enough and modern trucks and equipments	46	31.08	46	31.08	26	17.57	26	17.57	4	2.70	148
16. The enterprise has neat and disciplined employees.	11	7.43	25	16.89	30	20.27	30	20.27	52	35.14	148
17. The enterprise ware houses and dry ports are convenient to handle cargos.	32	21.62	38	25.68	22	14.86	43	29.05	13	8.78	148
18. The offices are neat and make comfort to the customers	35	23.65	27	18.24	26	17.57	44	29.73	16	10.81	148

Source –survey data june-2014

From the above table 14-13 , 92(62.16%) agreed that the enterprise has no enough ,modern trucks and equipment,82(55.41%) are agreed that the employees are neat and disciplined one,70(47.30%) confirmed that the enterprise ware house and dry ports are not convenient to handle cargos, 2(41.89%) confirmed that the offices are not neat and comfort to customers and 60(40.54%) are confirmed as the office neat and make comfort to customers. This indicates that the enterprise couldn't provide the service at promised time due to lack of trucks, equipments, clean office, convenient ware house and dry ports and the

likes. As the result of the above mention problems the customer couldn't satisfy by the service provision of the enterprise.

This indicates the majority of the respondents agreed that the enterprise has no enough and modern trucks and cargos to serve customers properly.

Table 4.14: Reliability Dimension of Service Quality

Where: 1. Strongly disagree 2. Disagree 3. Neither agree nor disagree
4. Agree 5. strongly agree

N=number of respondents, %=approximate percentage

Items	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
19. The enterprise provides its services at promised times.	40	27.03	43	29.05	26	17.57	29	19.59	10	6.76	148
20. Employees are consistently courteous.	20	13.51	46	31.08	30	20.27	28	18.92	24	16.22	148
21. The employees handled customer's complaints effectively.	19	12.84	43	29.05	30	20.27	35	23.65	21	14.19	148
22. Employees provide accurate information to customers.	27	18.24	35	23.65	29	19.59	36	24.32	21	14.19	148
23. Employees show dependability in handling service problem.	17	11.49	34	22.97	46	31.08	34	22.97	17	11.49	148

Source –survey data june-2014

From the above table 4-14 ,the majority,83(56.08%) confirmed that the enterprise does not provide the service at promised times,66(44.59%)confirmed that the employees do not provide the service politely ,62(41.89%)confirmed that the employees do not handle complain effectively and 62(41.89%) do not provide accurate information to customers .From this analysis the over all

performance of reliability of service quality indicates dissatisfaction result with the enterprise quality service provision .

Table 4.15: Responsiveness Dimension of Service Quality

Where: 1. Strongly disagree 2. Disagree 3. Neither agree nor disagree
4. Agree 5. strongly agree

N=number of respondents, %=approximate percentage

Items	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
24. Employees are happy and willing to serve the customer.	19	12.84	39	26.35	28	18.92	39	26.35	23	15.54	148
25. The enterprise provides diversified service to the customers.	11	7.43	33	22.30	38	25.68	44	29.73	22	14.86	148
26. The enterprise gives quick response to customer requests.	23	15.54	33	22.30	27	18.24	51	34.46	14	9.46	148

Source –survey data june-2014

From the above table 4-15, 62(41.89%) are agreed that the employees are happy and willing to serve customers and 58(39.19%) are confirmed that the employees are not happy and willing the customers, and the remaining 28(18.92%) do not know about employees willing and happy to serve customers. This indicates less than average of the customers believed that employees are happy and willing to serve customers .Regarding provision of different service majority of the respondents agreed that the enterprise provides different service to the customers .Regarding employees give quick response ,only 43.92% of the respondents agreed that the employees give quick response.

Table 4-16: Assurance Dimension of Service Quality

Where: 1.Strongly disagree 2. Disagree 3.Neither agree nor disagree
4. Agree 5.Strongly agree

N=number of respondents, %=approximate percentage

Items	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
27. The employee has the required skill in providing services.	23	15.54	37	25.00	35	23.65	32	21.62	21	14.19	148
28. Enterprise employees are trust worthy.	12	8.11	28	18.92	35	23.65	47	31.76	26	17.57	148
29. The employees have sufficient knowledge of service delivery	26	17.57	34	22.97	37	25.00	30	20.27	21	14.19	148
30. The employees make customers feel safe in their transactions.	33	22.3	55	37.16	38	25.68	12	8.11	10	6.76	148
31. Employees instills confidence in customers	36	24.32	40	27.03	20	13.51	35	23.65	17	11.49	148

Source –survey data june-2014

From the above table 4-16, regarding the employees have required skills in providing service only 53(35.81%) confirmed that the have the required skills to serve customers and 60(40.54%) confirmed that they have no skills . Regarding knowledge of employees 60(40.54%) confirmed that the employees have no sufficient knowledge of service delivery, 88(59.46%) confirmed that employees do not make customers feel safe in their transaction and 76(51.75%) do not instills confidence on customers This indicates the majority of the respondents do not satisfy on this service quality dimension.

Table 4-17: Empathy Dimension of Service Quality

Where: 1.Strongly disagree 2. Disagree 3.Neither agree nor disagree
4. Agree 5.Strongly agree

N=number of respondents, %=approximate percentage

Empathy	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
32. Employees always treat customers in a friendly manner.	5	3.38	20	13.51	21	14.19	66	44.59	36	24.32	148
33. Employees understand customers' specific needs.	3	2.03	23	15.54	15	10.14	61	41.22	46	31.08	148
34. Employees treat customer with great respect.	5	3.38	23	15.54	18	12.16	65	43.92	37	25.00	148
35. Employees give individual attention to customers.	3	2.03	30	20.27	14	9.46	71	47.97	30	20.27	148

Source –survey data june-2014

From the above table 4-17, majority of the respondents agreed that employees treat customers in friendly manure, understand customers specific needs, treat customers and give individual attention.

Table 4-18: The over All Quality of Service Dimensions

Where: 1.Strongly disagree 2. Disagree 3.Neither agree nor disagree
4. Agree 5.Strongly agree

N=number of respondents, %=approximate percentage

Items	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
Tangible	31	20.95	34	22.97	26	17.57	36	24.16	21	14.36	148
Reliability	25	16.62	40	27.16	32	21.76	32	21.89	19	12.57	148
Responsiveness	18	11.94	35	23.65	31	20.95	45	30.18	20	13.29	148

Assurance	26	17.57	39	26.22	33	22.30	31	21.08	19	12.84	148
Empathy	4	2.71	24	16.22	17	11.49	66	44.43	37	25.17	148
Sum	104	69.78	172	116.21	139	94.06	210	141.73	116	78.22	740
Average	21	13.96	34	23.24	28	18.81	42	28.35	23	15.64	148

Source –survey data june-2014

From the table 4-18, the over all quality service dimensions , regarding tangibility on average 65(43.92%) confirmed that the enterprise has no enough and modern trucks , machines , the ware house and dry ports are not convenient to handle cargos and the offices are not a such clean and make comfort to the customers .57(38.52%) confirmed that the enterprise full filled the expected service quality and the rest 26(17.57%) do not know . Regarding reliability on average 65(43.78%) confirmed that the enterprise does not give the service at promised times, lack of consistency on service provision, unable to handle compliant effectively and not provide accurate information to its customer and 51(34.46%) confirmed that the enterprise provide the service at promised time. Provides accurate information, handle compliant effectively. Concerning responsiveness on average 65(43.78%) confirmed that the employees are happy and willing to serve customers , providing diversified service , give quick response to the customers and 53(35.59%) do not agreed on the above facts and the rest 32(21.67%) of them do not know. Regarding assurance on average 65(43.78%) confirmed that the employees have no required skills and knowledge, not make customer feel safe in their transaction and do not make confidence in customers and 50(33.92%) confirmed that employees have good knowledge ,skills, make safe in transaction and the remains33(22.30%) do not know. and lastly regarding Empathy, 103(66.59%) confirmed that the employees treat customers in a friendly way and with great respect , understand specific need of customers and give individual attention to customers .

This indicates that the overall satisfaction of the customers in service quality is below the expected average. These indicate that there is service quality problem in most activities of the enterprise.

As we can see from the table 4-18 substantial number 55 (37.20%) of the customers are not agreed with the over all quality of service delivery of the enterprise. Among various reasons of some of them are forwarded by dissatisfying customers

- Lack of equipments like cargo trucks, loading and unloading machines ,
- Inconvenience of bonded warehouse,
- Delay of service provision,
- Absence of office to handle compliant,
- Lack of knowledge and skills,
- Lacks of appropriate complain handling procedure.

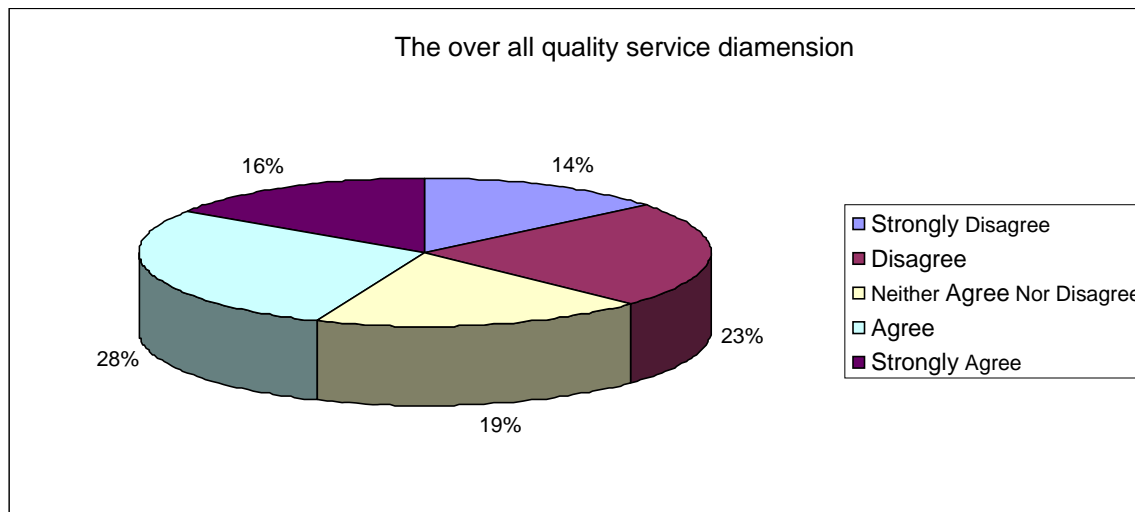


Fig 4. Over All Satisfaction Of Customers Based On Service Quality

4.1.9 DISCUSSION OF THE RESULT

Tangibles: This measurement shows the physical aspect of the services as the physical facilities, appearance of personnel and tools used for the provision of service. Considering the above explanation the mean values of each dimension with the detail analysis as follow:

Tangible	Mean Value
15. The enterprise has enough and modern trucks and equipments	2.30
16. The enterprise has neat and disciplined employees.	3.59
17. The enterprise ware houses and dry ports are convenient to handle cargos.	2.78
18. The offices are neat and make comfort to the customers	2.86
Average	2.88

Regarding the availability of modern trucks, equipments, the mean value indicates 2.30. This implies the enterprise has no enough trucks and equipments to serve customers and this highly affect the service delivery and dissatisfy customers. Regarding neatness and discipline of the employees the mean value shows 3.59, this implies the employees are neat and disciplined one and has its own role for satisfaction of the customers. Regarding the enterprise warehouse and dry ports convenient to handle cargo, the mean value indicates 2.78. This implies the majority of the respondents do not agree the convenient bonded ware house and dry ports, and hence it has negative impact on customer satisfaction.

The mean value regarding neatness and comfortableness of the office indicates 2.86. This implies that customers do not agree on the neatness and comfortableness of the office and it leads to the dissatisfaction of the customers.

Reliability; This dimension of the service quality evaluate provision of service at promised time, providing accurate information, the consistency of service provisions and handling compliant effectively. The mean value of each question filed by the indicates as

Reliability	Mean value
19. The enterprise provides its services at promised times.	2.50
20. Employees are consistently courteous.	2.93
21. The employees handled customer's complaints effectively.	2.97
22. Employees provide accurate information to customers.	2.22
23. Employees show dependability in handling service problem.	3.00
Average	2.72

As the result of the finding, all the mean value indicate the respondents do not agree on the reliability of the service dimension. The average reliability mean is 2.72, this shows majority of the customer dissatisfy on this service quality dimension.

Responsiveness; This dimension reflect the happiness and the willingness of employees, providing different service and giving quick response to customers

Responsive	Mean Value
24. Employees are happy and willing to serve the customer.	3.05
25. The enterprise provides diversified service to the customers.	3.22
26. The enterprise gives quick response to customer requests.	3.00
Average	3.09

Regarding happiness and willingness of the employees to serve customers, the mean value indicates 3.05. This implies that very few employees are happy and willing to serve customers. Regarding provision of various service the mean value indicates 3.22. This implies the enterprise provide various services to customers and

Assurance: It indicates the employees knowledge skills, the ability to convey trust and confidence. This is a necessary measurements of service quality after reliability and empathy towards satisfaction (parasurman.et al ,1988)

Assurance	Mean value
27. The employee has the required skill in providing services.	2.80
28. Enterprise employees are trust worthy.	3.32
29. The employees have sufficient knowledge of service delivery	2.91
30. The employees make customers feel safe in their transactions.	2.32
31. Employees instills confidence in customers	2.71
Average	2.81

Regarding the knowledge of employees to answer the customer request, the mean value indicates 2.91. up on this mean value , it tell us most of the respondents greed employees of the enterprise have no sufficient knowledge about the job they do and regarding skills the mean value indicates 2.80. This also shows the enterprise employees of the enterprise have no good skills to serve customers and these leads dissatisfaction of customers.

The mean result of employees' politeness is 3.22, majority of the employees agreed on the politeness of the employees. Regarding safe transaction indicate 2.32. This means the majority of the respondents do not agree with the safe transaction of the employees and this dissatisfy customers and regarding confidence the mean value indicates 2.71, this implies the majority of the respondents agreed that the employees do not instills confidence in customers and this also increase level of dissatisfaction.

Empathy

Its the magnitude of caring and giving individual attention to customer and treat customers in a friendly way.

Empathy	Mean value
32. Employees always treat customers in a friendly manner.	3.73
33. Employees understand customers' specific needs.	3.84
34. Employees treat customer with great respect.	3.72
35. Employees give individual attention to customers.	3.64
Average	3.73

As shown from the table majority of respondents agreed on this service dimension provided by the enterprise and hence customers satisfy on this service quality dimension.

4.1.8 Data Analysis Based On The Employee’s Response

All questionnaires were distributed to the front line employees and returned and presented as follow.

Table 4-19: General information about Employees

1.Sex	Frequency	Percentage (%)
1.male	3	43.00
2.female	4	57.00
Total-----	7	100.00
2.Educational level		
1.below 10 grade		
2.10 or 12grade completed		
3.diploma		
4.first degree	7	100.00
5.second degree and above		
Total-----	7	100.00
3.Experience		
1.less than one year		
2.1-5 years	5	71.00
3.5 – 10 years	2	29.00
4. More than 10 years		
Total-----	7	100.00

Source –survey data june-2014

As it shown in the table 4-19 out of 7 respondents ,4(57%)are females and3(43%) are males ,regarding educational back ground all of them are first degree holder and have between one and 10 years experience.

Table4-20 Service Delivery standards and Employees Knowledge

Where: 1.Strongly disagree 2. Disagree 3.Neither agree nor disagree
4. Agree 5.Strongly agree

N=number of respondents, %=approximate percentage

Items	1		2		3		4		5		Total
	N	%	N	%	N	%	N	%	N	%	
The interaction or the communication of employees with the customers are very high			2	29	1	14	4	57			7
Employees are happy with their job			4	57	2	29	1	14			7
The enterprise has clearly predetermined service standard for each service types	2	29	4	57			1	14			7
Employees have good knowledge and provide feed back for the service delivery					2	29	5	71			7
Do you agree that the customers have high expectation of service delivery from you					1	14	6	86			7
The enterprise provides training in relation to customers service delivery	1	14	4	57			2	29			7
Employees have good relation with the boss in the office	1	14	4	57			2	29			7
The enterprise give a chance to employees to participate in decision making with regard to service delivery			5	71	1	14	1	14			7
The customers satisfied with the employees			4	57	1	14	2	29			7
The enterprise has well designed complain handling mechanism			5	71			2	29			7
The customers satisfied the actual service delivery of the enterprise			4	57	1	14	2	29			7
The offices are neat and make comfort to the employees			3	42	2	29	2	29			7

Source –survey data june-2014

From the table 4-20 ,regarding service quality, out of 7 respondents 4(57%) agreed that the interaction between employees and customers are very good , 4(57%) of respondents agreed that employees are not happy with their job,6(86%)respondents do not agree to the existence of clearly predetermined standard service, 5 (71%) respondents confirmed that employees have good knowledge and provide feed back for their custmers,6(86%)of respondents agreed that the customer expect high service delivery from the employees ,5(71%)respondents confirmed that they had never taken any training in relation to customer service delivery , 5(71%)respondents confirmed that there is no good relationship with their boss, 5(71%)respondents agreed that they do not participate in decision making process .With regard to service delivery, 4(57%) respondents agreed that the customers do not satisfied in service delivery, 5 (71%) respondents confirmed that there is no well designed complain handling mechanism. 5 (71%) respondents agreed that the customers are not satisfied with the actual service provision by the enterprise and each 3(42%) of them disagreed on the neatness and comfort of the enterprise to the customers.

4.1.9 Data Analysis Based On The Staff Management Response

Qn1.what is the mandate of the logistics service?

Ans It's mainly to give a transport service for imported cargos come from abroad to its dry ports found in different location and to the bonded warehouses of the customers. In addition we also provide ware housing and storage service until the customers deliver the cargos.

Qn2.Do customers complain about the enterprise service? If its say Yes, how does the enterprise solving this problem?

Ans Yes, most of the time the customers complain our office by approaching physically, but to handle the complain the enterprise has no

office specially to take and make corrective action, and most of the complain will be handle by the front line employees and coordinators, if the problem will not be solved and beyond their scope they will transferred to us.

Qn3. How often does the enterprise conduct customer satisfaction surveys?

Ans. As the management said that the enterprise did not make any customer satisfaction survey till now, but in the coming the enterprise has a program to make survey.

Qn4. What is the main criteria for logistics enterprise to be said its service has high quality?

Ans .we can said that the enterprise reached high quality service when the enterprise

- Provides a service at low rate,
- Provide a service in accordance with customer expectation ,
- Give a quick response to customer demands,
- Offer short lead times between when a customer book a service and when they receive it,
- Deliver services in accordance with promises made to customers.

Qn5. What methods does the enterprise use to narrow or close the gaps between customer expectation and enterprises actual service performance?

Now the enterprise develop its own strategy at least to minimize the gap what customer expect and actual service deliver by the enterprise, some of them are

- providing continuous training to the staff as whole, how to handle customer,

- Contracting some part of the service to external cargo transporting companies ,
- Maintain the level of skilled and knowledge required for the staff,
- Arrange office and staffs to handle complain effectively and efficiently.

CHAPTER FIVE

Summary of Finding, Conclusion And Recommendation

5.6 Summary of Finding

In this part of the study the summary of the findings is derived from the analysis primary data that has been collected from the respondent through questionnaire and interviewing management. Based on the analysis service delivery practice and customer satisfaction, the following findings are identified as follows.

- Majority of the customers confirmed that service standard delivered by the enterprise is below their expectation.
- Customers evaluate overall complaint handling procedure below the expected average. This fact also repeated by the management.
- Almost all of the respondents believe that effective service delivery process and service quality are important for their satisfaction.
- Only 41.08% of them satisfy with the over all customer satisfaction level however; 37.50% of the customers are not satisfied with the over all customer satisfaction level.
- Employees of the enterprise have problems in telling customers exactly how the service will be performed.

- Substantial numbers of customers are not satisfied with service provision of the employees, knowledge and skills of employee and the working time also need some adjustment.
- Majority of the customers are not satisfied with the enterprise trucks, equipments and office facilities.
- About 40.54percent of the respondents agreed that employees do not have adequate knowledge to serve their customers effectively, and 59.46 percent of the customers don't trust the employees in the transaction.
- The overall satisfaction of customers in service quality is below the expected average. These clearly show that there is a service quality gap problem.
- Employees training contribute much to the quality service provision. However, the majority of them have not taken any training on customer handling and satisfaction.
- The majority of employees claim that the enterprise does not give any chance for participation in decision making process on issues related to service delivery.
- Majority of customers come to pay the transportation and other related fee and to know the status of the cargo.
- Substantial numbers of employees do not agree to the existence of predetermined service standards for each service type.

5.7 Conclusions

Transportation is critical factor that influence the economic development and hence the enterprise must delivered service in timely and reliable manner to the customers. In service rendering organizations the key components of their function is providing quality service to their customers. The main objective of this study is to assess the service delivery and customer satisfaction at ESLSE in logistic transport sector. According to the finding of the

study the majority of the ESLSE logistic transport sector customers do not satisfy with the level of customer satisfaction factors and measurement of quality service dimensions. This is due to various problems faces the enterprise that make obstacle for the achievements of its goal and unable to satisfy their customers. some of the main problems according to the finding are lack of resources materials like cargo transporting trucks, loading and un loading machines, lack of convenient storage and bonded warehouse, lack of sufficient knowledge and skills to serve customers, the enterprise does not give training to its employee which are important to deliver the service at promised times and serving the customers in efficient and effective manure .

Recommendations

The out come of this finings shows that in most quality of service provision the customers are not satisfied with the service provided by the enterprise and depend up on the questionnaires analysis the following recommendations are forwarded.

To provide excellent quality service, ESLSE at logistic sector should operate in the competitive environment that should be done through:

- Contracting some part of the service to external cargo transporting companies.
- The enterprise faces big problems in provision of quality service and complaint handling. Thus the Corporation has to revise its service process and procedure based on gathering feed backs from both employees and its customers. In addition arranges suggestion box and complaint handling office to give timely response for the problems.

- Predetermined service standard is vital to control service quality and performance of employees. Based on the findings, there is no clear procedures and predetermined service standards for some activities. Thus, the enterprise has to establish a clear and precise service standards and working procedures to measure each service standards, taking corrective action in its weak performance, and to satisfy its customers as well as to reward its employees based on predetermined standards.
- To increase satisfaction level of its customers, arranging working time especially for customers who can not come and get service at the normal working time ,providing continuous training to the employees to provide error free service and the enterprise also make the environment clean and fill comfort for the customers coming to the office getting service.
- Majority of the customers come to the office to pay freight and other related fees and to know the status of the cargos , this create a job burden over the employees and to minimize this the enterprise has to arrange other means of payment mechanism like directly transfer the expected amount from their account to ESLSE account. In addition to this the enterprise has to develop a system the customers enable to trace the status of the cargo using internet.
- The enterprise has no modern trucks, loading and unloading machines and has no convenient warehouse to satisfy its customers in designated manner. To serve customers the enterprise should purchase the required materials and construct the bonded warehouse in appropriate place.
- Keep customers informed, one of the ways to satisfy customers is making them informed about any service provided for them. Whatever it is or even if it is a service failure, let them know as soon as possible.

- The way employees are treated by their management has a direct impact on the way those employees treat the customers. Therefore, the enterprise has to treat its employees as it wants them to treat its customers by giving recognition and rewards for those who perform well.
- The enterprise has to create effective communication mechanism internally as well as externally through effective feed back on performance in order to minimize the performance gaps in service delivery.
- Customers should be consulted about the level and quality of service, and they should also be informed about the level and quality of service they will receive.

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Appendix I
St. Merry University
School Of Graduate Studies
MBA Program

(Questionnaire to be filled by logistics Customers)

Sir/ Madam, the purpose of this questionnaire is to gather data regarding assessment of service delivery and customer satisfaction in Ethiopian shipping and logistics service enterprise (ESLSE) in logistics sector. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question item carefully.

Note:

Enterprise means the Ethiopian logistics sector

- No need of writing your name.
- Where alternative answers are given, encircle your choice and put “√” mark where necessary.
- Please return the completed questionnaire in time.

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

Yours sincerely

Asfaw

PART I

General information

1. Sex

1. Male

2. Female

2. Educational background

- 1. below 10 grade 2.10 or 12grade completed 3.Diploma
- 4. First Degree 5. Second degree and above

3. Occupation

- 1. Merchant 2. Transitor 3.Civil servant 4. Other

PART II

1. For how long are you a customer of the of ESLSE?

- 1. Less than one year 2. 1-5 years 3. 5-10 years
- 4. More than 10 year

2. From which sea routes do you ship mostly?

- 1. Europe 2. Far East 3. Gulf and India

4. other

3. How frequent did you come to the service center to get service?

- 1. Always 2.often 3.sometimes 4.Rarely

4. For what purpose have you come to office today?

- 1. To know the status of the cargo
- 2 To pay transportation cost
- 3. To amend the document
- 4.o check whether the operation open or not
- 5. Others (specify)_____

5. How do you rate the standard of service provided by the enterprise?

- 1. Improved 2.as expected 3.below my expectation 4.decline

6. If your response to question number is “declining,” what do

You think the reason behind?

Part III: SERVICE QUALITY QUESTIONNAIRE (SQQ)

3. Please rate the degree of satisfaction of the following services ,being provided by service centers /offices on scale of five points and thik “√” mark where

1. Strongly disagree 2.Disagree 3. Neither agrees nor disagrees.

4. Agree 5. Strongly agree

	1	2	3	4	5
2.1 Factors used as comparison					
Customer handling service					
1.Employees treat the customers cooperatively					
2.The enterprise has enough employees to serve its Customer					
3.The working time is enough to serve customers					
2.2 complaint handling procedure					
4..The office is available to handle complain					
5.employess are willing to help customers					
6.The Enterprise has a program to create awareness to handle complain					
2.3 Quality of service delivery					
7.The Enterprise provide error free service					
8.The customers satisfied with the service provision					
9.The employees are highly responsible and accountable for the service provision					
10. The Employees have skills and are committed for the					

service					
	1	2	3	4	5
2.4 Office lay out and Employees condition					
11.Theenterprise has clean and modern offices and Facilities					
13.The Office hours are convenient to customers					
14.The employees serve the customers equally					
Service quality measurement					
Tangible					
15. The enterprise has enough and modern trucks and equipments					
16. The enterprise has neat and disciplined employees.					
17. The enterprise ware house and dry ports are convenient to handle cargos .					
18. The offices are neat and make comfort to the customers					
Reliability					
19. The enterprise provides its services at promised times.					
20. Employees are consistently courteous.					
21. The employees handled customer's complaints effectively.					
22. Employees provide accurate information to customers.					
23. Employees show dependability in handling service problem.					
Responsiveness					
24. Employees are happy and willing to serve the customer.					
25. The enterprise provides diversified service to the customers.					
26. The enterprise gives quick response to customer requests.					

	1	2	3	4	5
Assurance					
27. The employee has the required skill in providing services.					
28. Enterprise employees are trust worthy.					
29. The employees have sufficient knowledge of service information					
30. The employees make customers feel safe in their transactions.					
31. Employee instills confidence in customers.					
	1	2	3	4	5
Empathy					
32. Employees always treat customers in a friendly manner.					
33. Employees understand customers' specific needs.					
34. Employees treat customer with great respect.					
35. Employees give individual attention to customers.					

36. How do you rate the over all degree of satisfaction of the above services provided by the enterprise on scale of five points

1. Strongly dissatisfied 2. Dissatisfied 3.Satisfied disagree.
4. Agree 5. Strongly satisfied

37. Do you have any additional comments?

**መጠይቅ I
ቅድስተ ማርያም ዩኒቨርስቲ
የድህረ ምረቃ ፕሮግራም**

በሎጂስቲክስ ዘርፍ ለተገለገሉ ደንበኞች የተዘጋጀ መጠይቅ ወደ ደንበኞች፣ የዚህ መጠይቅ ዋና አላማ አገልግሎት አሰጣጥና የደንበኞች እርካታ በኢትዮጵያ የባህር ትራንስፖርት እና ሎጂስቲክ አገልግሎት ድርጅት በሎጂስቲክ አገልግሎት ድርጅት ውስጥ ነው። ጥናቱ የሚደረገው ሙሉ በሙሉ ለትምህርት አላማ ስለሆነ በየትኛውም መልኩ እርስዎን የማይነካና የማይጎዳ ነው። እርስዎም የሚሰጡት መረጃዎቻቸው፣ እውነተኛ፣ ተአማኝነት ያለውና ትክክለኛ ምላሽ ለጥናቱ መሳካት እጅግ ጠቃሚ ነው። በመሆኑም እያንዳንዱን ጥያቄ በጥንቃቄና በትክክል እንዲመልሱ በአክብሮት እጠይቆታለሁ።

ማስታወሻ፡

- ስም መጥቀስ አያስፈልገውም
- ተለዋጭ ምርጫ ለቀረበላቸው ጥያቄዎች መልሱን በማክባብ ወይም ይህን "✓" ምልክት በማድረግ ይመልሱ
- እባክዎን የተሟላ መጠይቅ በሰዓቱ ይመልሱ
- ስለሚያደርጉልኝ መልካም ትብብር በቅድሚያ አመሰግናለሁ።

አስፋው

ከጥናቱ ጋር ተያያዥነት ያላቸው ጥያቄዎ

አጠቃላይ መረጃ 1

1. ያታ 1 ወንድ 2. ሴት

2. የትምህርት ደረጃ

1. ከ10 ክፍል በታች 2. 10ኛ ወይም 12 ክፍል ያጠናቀቀ
3. ዲፕሎማ 4. የመጀመሪያ ድግሪ

5. ሁለተኛ እና ከዚያ በላይ

3. ሥራ	1. ነጋዴ	2. ትራንስተር/የጉምሩክ አስተላላፊ
	3. የመንግስት ስራተኛ	4. ሌላ ዘርፍ

መረጃ 2

1) ለምን ያክል ዓመታት የድርጅቱ ደንበኛ ኖት?

1. ከ 1 ዓመት በታች

2. ከ 1 - 5 ዓመት

3. ከ 5 - 10 ዓመት

4. ከ 10 ዓመት በላይ

2) አብዛኛውን ጊዜ ከየትኞቹ ወደቦች ነው እቃ የሚያስጭኑት?

1. ከ አውሮፖ ወደቦች

2. ከ መካከለኛ ምስራቅ ወደቦች

3. ከ ሩቅ ምስራቅ ወደቦች

4. ከሌሎች ወደቦች

3) ወደ አገልግሎት መስጫ ማህከሉ የሚምጡት?

1. ሁል ጊዜ

2. አብዛኛውን ጊዜ

3. አንዳንዴ

4. አልፎ አልፎ

4) ዛሬ ወደ አገልግሎት መስጫ ማህከሉ የመጡበት ምክንያት

ሀ. ያስጫኑት እቃ የት እንደደረሰ ለማወቅ ለ. የትራኒስፖርት ክፍያ ለመክፈል

ሐ. ዶክመንት ለማስተካከል

መ. እቀውን ከጅቡቲ ለማንሳት

ቅድመ ዝግጅት(አፕሪልን መክፈቱን) ለማረጋገጥ

ሠ. ለሌላ ከሆነ ይግለጹ /-----

5. የድርጅቱ የአገልግሎት አሰጣጥ ?

ሀ. ተሻሽሏል

ለ. እንደጠበኩት ነው

ሐ. ከጠበኩት በታች ነው

መ. ቀንሰዋል

6. ለጥያቄ ቁጥር 5 መለሶ ቀንሰዋል የሚሉ ከሆነ ምክንያቱ ምን ሊሆን ይችላል?

7. የደንበኞችን እርካታ ለመለካት ከዚህ በታች የተጠቀሱትን አገልግሎቶችን በማየት

1. በተራ ቀትር1. በጣም አልስማማም 2. አልስማማም 3. አልስማማም

አልቃወምም 4. እስማማለሁ 5. በጣም እስማማለሁ በማለት በ” “ ምልክት በማድረግ

ቢሮዎችን እንዲገመገሙ ይጠየቃሉ።

የደንበኞችን አገልግሎት በተመለከተ		1	2	3	4	5
1	የድርጅቱ ሰራተኞች ደንበኛውን በአግባቡ ይንከበክባሉ					
2	ድርጅቱ ስራውን ለማክናወን በቂ ሰራተኞች አሉት					
3	የስራ ሰአት ሰራተኛውን ለማገልገል በቂ ነው					
የቅሬታ አቀባበል ዘዴ						
4	የድርጅቱ ቢሮ ቅሬታ ለመቀበል ዘግጁ ነው					
5	የድረጅቱ ሰራተኞች ደንበኞችን ለመረዳት ፍቃደኛ ናቸው					

6	ድረጅቱ ቅሬተዎችን ለማስተናገድ የራሱ የሆነ ፕሮግራም አለው					
	ጥራት ያለው የደንበኞች አገልግሎት					
7	ድርጅቱ ከሰህተት የጸዳ አገልግሎት ይሰጣል					
8	ደንበኞች በድርጅቱ ሰራዊቶች እረክተዋል					
9	የድርጅቱ ሰራተኞች ተጠያቂነትንና አላፊነትን ሙሉ በሙሉ ይወስዳሉ					
10	የድርጅቱ ሰራተኞች ስራቸውን ለማከናወን በቂ እውቀት እንዲሁም ጥሩ ተነሳሽነት አላቸው					
	የስራ ቦተና የሰራተኞች ባህሪ					
11	ድርጅቱ ነጹና ምቹ ቢሮዎች አሉት					
12	ሰራተኞች በጣም ተባባሪ ነው					
		1	2	3	4	5
13	የድርጅቱ የስራ ሰዓት ለደንበኛው አመቺ ነው					
14	የድርጅቱ ሰራተኞች ደንበኞቻቸውን ያለአነዳች አድሎ ያስተናግዳሉ					
	ተጨማሪ					
15	ድርጅቱ በቂና ዘመናዊ የምጋጋዣ መኪናዎችና የመሳሪያዎች አሉት					
16	ድርጅቱ ጽኑ ስነምግባር ያላቸው ሰራተኞች አሉት					
17	የ ድርጅቱ መጋዘኖች ደረቅ ወደቦች አሰራራቸው ደረጃቸውን የጠበቁና ምቹ ናቸው					
	ድርጅቱ ነጹና ምቹ ቢሮዎች አሉት					
18	ታማኝነት					
19	ድርጅቱ በሚሰጠው ቀጠሮ መሰረት አገልግሎቱን ይሰጣል					
20	የ ድርጅቱ ሰራተኞች ትሁት ናቸው					
21	የ ድርጅቱ ሰራተኞች የደንበኞችን ክረታ በአግባቡ ይፈታሉ					
22	ሰራተኞች ለደንበኞች ትክክልኛ መረጃ ይሰጣሉ					
23	ሰራተኞች የአገልግሎት ችግር ፈችነታቸውን ያሳያሉ					
	ተጠያቂነት					
24	የ ድርጅቱ ሰራተኞች ደንበኛን ለማገልገል ደስተኛና ፍቃደኞች ናቸው					
25	ድርጅቱ የተለያዩ አገልግሎቶችን ይሰጣል					
26	ድርጅቱ ፈጣንና ቀልጣፋ አገልግሎቶችን ይሰጣል					
	በራስ መተማመን					
27	ሰራተኞቹ አገልግሎቱን ለመስጠት የሚያስችል ክህሎት አላቸው					
28	የ ድርጅቱ ሰራተኞች ታማኝ ናቸው					
29	ስላአገልግሎታቸው መረጃ በቂ የሆነ እውቀት አላቸው					
30	ሰራተኞቹ ደንበኞች አገልግሎት በሚያገኙበት ጊዜ የደንበኛ ስማት እንዲሰማቸው ያደረጋሉ					
31	ሰራተኛው በደንበኞቹ ሙሉ እምነት አለው					
	የስራ ባለቤትነት					
32	ሰራተኞቹ ደንበኞችን በራስ መተማመን እንዲኖራቸው ያደረጋሉ					
33	ሰራተኞች የደንበኞችን የግል ፍላጎት ይደረሳሉ					
34	ሰራተኞቹ ደንበኞችን የሚያገለግሉት ከታላቅ አክብሮት ጋር ነው					
35	ሰራተኞቹ ደንበኞችን በራስ መተማመን እንዲኖራቸው ያደረጋሉ					

36 .በአጠቃላይ እርሶ በድርጅቱ አገልግሎት ምን ያህል እረክተዋል?

1.በጣም አልረከውም

2. አልረከውም

3.አስተያየት የለኝም

4.እረክቻለው

5.በጣም

እረክቻለው

37..ሌላ ተጨማሪ አስተያየት ካሎት ይግለጹ

APPENDIX II
St. Merry University
School Of Graduate Studies
MBA Program

(Questionnaire to be filled by logistics employees)

Sir/ Madam, the purpose of this questionnaire is to gather data regarding the assessment of service delivery and customer satisfaction in Ethiopian shipping and logistics service enterprise (ESLSE) in logistics sector. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question item carefully.

Note

- No need of writing your name.
- Where alternative answers are given, encircle your choice and put “√” mark where necessary.
- Please return the completed questionnaire in time.

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

Yours sincerely

Asfaw

1. Please rate the degree of satisfaction of the following services, being provided by service centers /offices on scale of five points and thik “√” mark where

1. Strongly disagree 2.Disagree 3. Neither agrees nor disagrees.
 4. Agree 5. Strongly agree

	1	2	3	4	5
1.The interaction or the communication of employees with the customer is very high					
2.Employees are happy wth their job					
3.The enterpris has clearly predetermined service standard for each service types					
4..Employees have good knowlage for the service delivery					
5.Do you agree that the customers have high expectation of service delivery from you					
6.The nterprise provides traing in relation to custmer service delivery					
7..Emloyees have good relation with the boss in the office					
8.The enterprise give a chance to employees to participate in decision making with regard to service delivery					
9..The customers satisfied with the employees					
10..The enterprise has well designed complain handling mechanism					
11.The customers satisfied the actual service delivery of the enterprise					
12.The offices are neat and make comfort to the employees					
13.what are the major problems in service process in your service center					
14..Do you have any comment or suggestion regarding service provision					

15. Do you have any additional comment?
