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Assessment of Customers' Satisfaction with Transportation Service Delivery

The Case of Addis Ababa Sheger Bus Mass Transport Enterprise

By
Tebebu Teffera Mekonnen

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Tebebu Teffera Mekonnen

ID-SGS/0058/2009B

Adviser

Solomon Markos (PhD)

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DECLARATION

This is to declare that I, **Tebebu Teffera** presented research thesis that has been entitled as **"Assessment of Customers' Satisfaction in Transportation Service Delivery: The Case of Addis Ababa Sheger Bus Mass Transport Enterprise."** I confirmed that this is my own work for the Partial fulfillment of the requirements for the degree of Master of Arts in Business Administration at St marry University with the guidance of research advisor and has not been submitted to this or other universities.

Name of Student: **Tebebu Teffera**

Signature: _____

Date: _____

Place: Addis Ababa, Ethiopia

STATEMENT OF CERTIFICATE

This is to certify that the thesis prepared by Tebebu Teffera on the topic "Assessment of Customers' Satisfaction with Transportation Service Delivery: The Case of Addis Ababa Sheger Bus Mass Transport Enterprise" "Under the supervision of me for the partial fulfillment of the Degree of Master of Arts in Business Administration compiles with the regulation of the University and meets the accepted standards with respect to originality and quality.

Advisor's Name: **Solomon Markos (PhD)**

Signature: _____

Date: _____

Place: Addis Ababa, Ethiopia

APPROVAL SHEET

The undersigned certify that they have read and hereby recommend to the St.Mary's University **"Assessment of Customers' Satisfaction with Transportation Service Delivery:** The Case of Addis Ababa Sheger Bus Mass Transport Enterprise in partial fulfillment of the requirements for the award of MBA. General of the St Mary's University

Name of Supervisor …………………………...Signature……….……………..…….

Date……….………………..…

Name of Internal Examiner ………………………...Signature -----------------------------

Date……………………....…

Name of External Examiner ………………………...Signature-----------------------------

Date……………….…………..

Name of Head of Department ……………………….Signature……..……….…….……

Date……………………………..

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List of Abbreviations

SPSS=Statically Package for social science

CS=Customer Satisfaction

SQD=Service Quality Dimensions

AA=Addis Ababa

EFTA = Ethiopian Federal Transport Authority

NLTTA= National Land Transport Transition Act

ERA=Ethiopian Road Authority

PMT=Public Mass Transport

LRT=Light Rail Transit

ABSTRACT

The main purpose of this study was to assess customers' Satisfaction with Transportation Service Delivery: The Case of Main Terminals of Sheger Bus Mass Transport Enterprise in Addis Ababa. To conduct this study the researcher employed qualitative and quantitative research approach. The researcher used descriptive research design. The main data collection instruments were both primary (questionnaires and interviews) and secondary sources. Questionnaires were analyzed by employing quantitative (descriptive statistics, frequency and mean score. Besides, the qualitative data were analyzed through content analysis and descriptive narrations through concurrent triangulation strategy. Reliability test was conducted to measure the degree of consistencies among the measurement variables before the main research is conducted using pilot test from 20 participants, which were not participated, in the main research. The result of the study indicated that there is a negative gap between customer's expectation and perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations. In this regard, consumers are not satisfied with any dimension of service quality. (Tangibility, Reliability, Responsiveness, Assurance, Empathy) show a gap between expected service and perceived service and this means sheger bus transport need to make improvements in all dimensions in order to close gaps that could lead to increased customer satisfaction. Finally the, researcher recommended that the Enterprise must treat its customers by giving the right service to make the enterprise competent and profitable specially the tangible dimensions physical facilities and neatness of employs, reliability dimensions the promised service dependably and accurately, responsiveness dimensions willingness and provide prompt service, empathy dimensions support and give personal attention to customer.

*.**Key Words:** customer, satisfaction, service, quality dimensions, sheger bus.*

CHAPTER ONE: INTRODUCTION

1.1 Background

The survival of any business in today's competitive world is highly dependent on its performance, which is further determined by the quality of services as delivered to the customer's organization. On the other hand, effective customer service helps to develop, satisfied customers those may build and maintain long lasting firm-customer relationships, while counting on profits on mutual understanding basis. Therefore, service quality and customer satisfaction become major issues for various service providers across all the sectors it is widely understood that it is far less costly to keep existing customers than it is to wind new ones.

For many organizations in the public sector, customer satisfaction will itself be the measure of success. Customers are divided in to two forms; these are internal and external customers. Internal customers refer to staff or employers within the company whereas external customers refer to stakeholders of the public road transport sector (Kossman, 2006).

Satisfaction is further defined as an experience of fulfillment of an expected outcome. Satisfaction or dissatisfaction with a program or facilities is influenced by prior expectations regarding the level of quality. Satisfaction depends on numerous factors, and there is no dearth of literatures on this point. Studies conducted Show that customers want the best service quality and responses as well to what they want (Zheng and Jiaqing, 2007; Rabiul et.al, 2014).

Quality is defined as an adherence to customers' specifications (Parasuraman *et al*., 1988) which are sought to meet the criteria that customers want. Measuring the quality of service is important to ensure that customers continue to visit the business for repeat purchases. In the transport business principles apply. If the customer is satisfied with the performance of the bus, he/she will return and use the same passenger transport, also likely customers will continue to use the bus service which they feel will satisfy their needs. Eboli and Mazulla (2007) investigated service quality attributes important for customer satisfaction with a bus transit service in Cosenza, Italia. According to them, respondent were asked to rate the importance and satisfaction with 16 service quality attributes (bus stop availability, route characteristic, frequency, reliability, bus stop furniture, bus overcrowding, cleanliness, cost, information, promotion, safety on board(drivers character), personal security, personnel, complains and its handling, environmental protection and bus stop maintenance). According to the result of the

research customers' satisfaction is closely related with transport service planning which is reflected in reliability, frequency, information, promotion, personnel and complaint.

Transportation in general, among other modes, and road transport in particular is the most widely used transport sector all over the world. According to The Ethiopian Federal Transport Authority EFTA (2011) report reveals that the sector is facing certain challenges because the entire people of the country highly lie on road transport than other alternative modes.

There is also a prevalence of poor quality of services in the sector which makes the road transport passengers of the nation dissatisfied. The demand can be seen from the passengers' side and the supply is from the side of operators. On the other hand, it shows the ease of use of the supply and demand of transport and other related issues in the sector. Here, between the two, customer's satisfaction is one of the important issues and it may be challenged by different factors identifying these factors from both sides and forwarding intervention mechanisms for the problems are necessary to provide quality transportation service.

Existing studies on transport carried out in the country do not properly address the issue under investigation. For instance, ERA (2005) in designing national urban transport policy examined only the general nature of road network rather than service quality and customers' satisfaction. Mintesnot and Takano (2007) made a diagnostic evaluation of public transportation mode choice in Addis Ababa with a special focus on intra-urban government bus transport. Among these and other studies, no one can investigate in areas of transport service quality and customers' satisfaction along public road transport sector in a national level and also at regional level.

Transport is among the key sectors that play crucial roles in the effort to achieve sustainable economic growth and poverty reduction there by bringing sustainable development. Transport provides a means of moving persons from one place to another. (Bamford and Robinson, 1978; Wood and Johnson, 1989)

In Addis Ababa, which is the transport service is being delivered to the public through Sheger mass transport Enterprise and different privately owned vehicles, such as small buses and taxis. Sheger bus mass transport enterprise has its own contribution to address the transport demands of the people (customers), particularly of the poor, who cannot afford other alternative modes of transportation.

The demand for transport service, however, has been increasing from time to time. Demand and supply of transport services could not be reconciled. This can be evident from long line up of

people along the road sides of Addis Ababa .Therefore, the researcher assessed whether Sheger bus is delivering quality transport service to the public with adequate capacity that can meet and satisfy their requirements and reached at valuable conclusion and recommendations.

1.2. Statement of the Problem

Public transport is a transportation service that is available to the general public and that carries passengers to destinations for a fee. The systems are broadly accepted in many cities as preferred transportation alternative for commuting to work, performing errands or travelling to social events. The mode is an essential component especially for low income groups.

Public transport is therefore vital for the vast majority without access to private transport. But it should not be viewed as only for the poor, as the importance of public transport to all income groups in many rich European cities demonstrates it also provides an alternative to those who have private transport. Good public transport is vital to successful urban areas, enabling people to access jobs and services, employers to access labor markets and businesses to reach the customers for their services.

According to the availability of safe public transportation can be easily taken for granted in the developed world whereas tenuous in most developing countries. Similarly, one of the striking characteristics of our time has been the rapid urbanization process in many of developing countries and also in our country high rate of urbanization manifesting in terms of high rate of population growth and secondly non-proportional rate of service delivery expansion.

Both the public and the private service operators are marred with multi-faced problems including absence of service standard, pricing problem, service reliability and customer care, Similarly the researcher expected in case of Sheger bus mass transport enterprise service. Based on the preliminary discussion made with Sheger bus transport official and data gathered through questionnaire, the researcher identified the following practical problems.

> ➢ During pick hours the demand extremely exceeds the supply of the service.
> ➢ The long waiting time in case of uncomfortable roads and traffic jam.
> ➢ The absence of fuel station and bus terminals.
> ➢ Old ticketing service activity and dispatching processes.
> ➢ Too much cognition of passengers and weak information communication.
> ➢ No fixed time for starting and stopping bus schedule.

1.3. Basic Research Questions

The study intended to answer the following basic research questions at the end of the assessment:

1. How is service delivery of sheger bus transport?
2. What is the level of customer satisfaction at Sheger bus?
3. What are the sources of dissatisfaction for customers of the enterprise?

1.4. Objectives

1.4.1. General objective

The general objective of this study was to measure the level of satisfaction of customers and hence determine the source of the dissatisfaction.

1.4.2. Specific Objectives

The study intended to achive the following specific objectives of the study

➢ To assess the service delivery of sheger bus transport

➢ To examine the level of customers satisfaction at Sheger bus.

➢ To identify the sources of dissatisfaction of customers of Sheger bus transport enterprise.

1.5. Significance of the Study

It is evident that no country can achieve successful customer satisfaction and problem solving in transport sector without investing in its transport industry. It is the one that provides the movement of people and goods from one location to another. This study provide vital information for managers of the enterprise to make important decisions on improving its service besides; the findings of the study enable the owner so as to understand its strengths, weakness, opportunities and threats and hopefully able to develop suitable competitive advantages and customer satisfaction in the industry. Moreover, the study help other would be researchers on the area by being source of information.

1.6. Research Hypothesis

To achieve the intended purpose as well as to answer the research problem stated above based on the extensive literature review; the researcher has devised the following hypotheses based on their null alternative form.

H1: tangibility has significant effect on and customer satisfaction

A1: tangibility has no significant effect on and customer satisfaction

H2: reliability has significant effect on and customer satisfaction

A2: reliability has no significant effect on and customer satisfaction

H3: responsiveness has significant effect on and customer satisfaction

A3: responsiveness has no significant effect on and customer satisfaction

H4: assurance has significant effect on and customer satisfaction

A4: assurance has no significant effect on and customer satisfaction

H5: empathy has significant effect on and customer satisfaction

A5: empathy has no significant effect on and customer satisfaction

H4: assurance has significant effect on and customer satisfaction

1.7. Scope of the study

Transportation in general, among other modes, and road transport in particular is the most widely used transport sector all over the world, in Ethiopia also. According to The Ethiopian Federal Transport Authority EFTA (2011) report reveals that the sector is facing certain challenges because the entire people of the country highly lie on road transport than other alternative modes. There is also a prevalence of poor quality of services in the sector which makes the road transport passengers of the nation dissatisfied. The demand can be seen from the passengers' side and the supply is from the side of operators. On the other hand, it shows the ease of use of the supply and demand of transport and other related issues in the sector. Here, between the two, customers' satisfaction is one of the important issues and it may be challenged by different factors. Identifying these factors from both sides and forwarding intervention mechanisms for the problems are necessary to provide quality transportation service. Existing studies on transport carried out in the country do not properly address the issue under investigation. For instance, ERA (2005) in designing national urban transport policy examined only the general nature of road network rather than service quality and customers' satisfaction. Mintes not and Takano (2007) made a diagnostic evaluation of public transportation mode choice in Addis Ababa with a special focus on intra-urban government bus transport. Among these and other studies, no one can investigate in areas of transport service quality and customers' satisfaction along public road transport sector in a national level and also at regional level.

1.8. Limitations

In due process of undertaking this study, there were various factors that hindered, but not prevented from the well achievement of the study and meeting what were the already predetermined objectives of the study. These factors were listed below as a limitation for this study.

Firstly, the reluctance of the respondents created significant challenge in collecting relevant data from the respondents and key informants during the data collection period. The researcher would mitigate problems by explaining the purpose of the research for respondents and for key informants the researcher mitigated the existing problem by availing in their leisure time and in case of unavailability of heads dealing with deputy heads were some of the possible solution that the researcher took.

Secondly, shortage of organized secondary data that includes hard and softcopy. However, the researchers tried to solve these challenges through different mechanisms briefing the respondents about the objectives of the study, negotiation with respondents to agree for responding and using other secondary materials.

Thirdly, in terms of area the study used the three areas in Addis Ababa namely Piassa, Megenagna and Mexico

1.9. Definition of terms

✓ **Service Quality:** a form of attitude representing a long run, overall evaluation of the service received Looy et al (2003)

✓ **Reliability**: The ability carries out the promised service dependably and accurately (Akter et al., 2008).

✓ **Responsiveness**: the willingness to support and/help the customer and provide prompt service. (Akter et al., 2008).

✓ **Tangibility**: Refers to the appearance of physical facilities, equipment and appearance of personnel or staffs. (Akter et al., 2008).

✓ **Assurance**: refers to the knowledge and courteousness of the staff and their ability to entertain trust and confidence. (Akter et al., 2008).

✓ **Empathy**: providing individualized attention provided to customers. (Akter et al., 2008)

1.10. Organization of the Study

The papers consist of five chapters. The first chapter deals with the introduction part which includes background of the study, statement of the problem, general and specific objectives, research questions, hypothesis question, significance of the study, scope/Delimitation of the study, limitations of the study, structure/organization of the paper and definition of key words used in the study; The second chapter comprise review of related literature with this study mainly to compare previous researches with the researcher's findings.

The third chapter was concentrated on the overall research methodology that follow research design, Research approach, population and sampling design, methods of data collection and data collection procedure, methods of data analysis, instrumentation of variables and reliability and validity of the research and ethical issue consideration. The fourth chapter was focused on data presentation, analysis and interpretation and discussion.

The final chapter addressed the summary findings of the study, the conclusion part and recommendations for both sheger bus transport and to future researchers.

CHAPTER TWO: LITERATURE REVIEW

Introduction

In this chapter the reviewed literature was related to the customer satisfaction in public transport sector: a case of Sheger bus in Addis Ababa. This chapter contains empirical, theoretical reviews and conceptual frame work. The review was conceptualized under the objectives of the study and focused mainly on the influenced customer satisfaction in public transport.

Two terms need to be defined distinctively here that is customer and service. People have developed a number of phrases that illustrate the importance of the term customer. These include: "a customer is always right, customer is king, give customer what they need, and customer is an asset' etc. Hornby (1989), parasuraman& Grewal (2000) define a customer as an individual or business entity that buys the product, meaning that they acquire it (regally, and probably but not necessary, physically) and pay for it.

Service is also performances, needs or efforts, risky to clients. They are also perishable, variable and inseparable. Today, service is one of the most widely used and most poorly implemented terms in business. Customer Service is defined as a department or function of an organization that responds to inquires or complaints from customer of that organization. Customer service has gone beyond that definition in recent years the term customer is used to explain the end users of a product or a service.

Quality is defined as an adherence to customers' specifications (Parasuraman *et al*., 1988) which are sought to meet the criteria that customers want.

Measuring the quality of service is important to ensure that customers continue to visit the business for repeat purchases, in the transport business principles apply.

If the customer is satisfied with the performance of the bus, he/she will return and use the same passenger transport. Also likely customer's will continue to use the bus service which they feel will satisfy their needs.

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

According to the result of the research customers' satisfaction is closely related with transport service planning which is reflected in reliability, frequency, information, promotion, personnel complaint.

The quality of services provided can be evaluated by the perceptions and expectations of customers (Eboli &Mazulla, 2011). (Hayes, 2008) determine customers' as 'soft index' which are subjective in nature that can be used as an indicator of an effectiveness which is focused on customers' perceptions because they are the direct users.

In the case of more traditional businesses, the difference between operating and production costs and that of sales (the profit margin) is fairly indicative of a particular agency's managerial effectiveness but the success of service-based industries depends largely on the client itself. In other words, it should be customer-oriented and meet the customers' needs and desires. As stated by Schiefelbusch & Dienel (2009), the customer is the ultimate judge of quality services.

Customers' perspective is measured using the Customer Satisfaction Survey (CSS), which will assist the authorities in improving the quality of services and increase the number of people using public transport. Through the questionnaire, the authorities will be able to identify all elements of public transport that should be addressed.

2.1. Theoretical Literature review

2.1.1. Service Quality and Customer Satisfaction.

There is a strong linkage between service and quality dimensions (Anderson and Sullivan, 1993). But debate arises from whether customer satisfaction in an antecedent of service quality judgments (Parasuraman et al; 1985) or the other way round (Anderson and Sullivan, 1993; Cronin and Taylor, 1992; Taylor et al; 1994).Delivering quality service is indeed an important marketing strategy (Berry and Parasuraman, 1995), but the difficulty in defining service quality and customer satisfaction as well as problems in deploying to specific contexts current instrument for measuring such contracts, represent important constraints for the organizations to approach their markets (Berry and Parasuraman, 1995).

The foundations of service quality were viewed from widely accepted perspective the SERQUAL mode and the technical/fictional Quality Framework (Gronroos,1983, 1990) SERVQUAL,(Parasuraman et al; 1995 offers five dimensions of service quality to be evaluated in any service setting; reliability, responsiveness, assurance, empathy and tangibles. responsiveness, assurance and empathy are more concern with the service process.

Customers judge the accuracy and dependability (i.e. reliability) of the derived service, but they judge the other dimensions as the service is being delivered.

It was found that although reliability is the most important dimension in meeting customer expectation, the process dimensions (especially assurance, responsiveness and empathy) are most important in exceeding customer expectations (Parasuraman et al; 1991).

SERVQUAL assumes that customers can articulate both their expectations of the general characteristics of quality service and also their perceptions of actual service quality by a specific service provide. It is therefore important to observe customers insight of service quality. Reasons for service quality absence should be detected from that, finally some measures should be taken to improve the quality of service by Zenithal et al; (1990).

SERVQUAL directly measures both expectations and performance perceptions whereas SERVPERF only measures performance perceptions. SERVEPERF use only performance data because it assumes that respondents provide their ratings by automatically comparing performance perceptions with performance expectations.

Some of the related studies in the field of customer satisfaction include study done by Ame, (2005).Did a study on the effects of quality on satisfying and is a consequence on customer's behavioral intentions by using a case study of service firms in Ethiopia.

The study was set to investigate the following: the causal order between perceive service quality and customer satisfaction, relationship between service quality and behavior intentions. Some of the things from the study were: as regard to the causal order between service quality and customer satisfaction, it has been found that the mediation power of customer satisfaction on service quality on the customer satisfaction behavior intentions relationship.

This finding has been constantly observed for the industries studied using survey research. This implies in the end, that customer satisfaction is the mediator between service quality and behavioral intentions. It has also been observed from the qualitative study finding that evaluations of customer satisfaction is also influenced moderated by a number of environment factors such a firm's offerings, customers, income levels, management culture, goal of the service provider.

It has also been found that service quality is influenced by management culture and employees gender. Furthermore, service quality is accepted as one of the elements of customer satisfaction (Parasuraman, Zethaml and Berry, (1994)). But other factors in the service sector such as price,

product quality, as well as specific factors such as situational and personal factors have an impact on customer satisfaction (Zeithamland Bitner, (2000)).

The fare price and quality of vehicles are usually indicative of the range and type of service available. Increasingly, companies are realizing that service is the best way to achieve differentiation and is what can give an operation a competitive edge in the transportation sector.

In public transport, service is performed for the passengers by people. The emphasis on this is on the passenger's total experience. Indeed, from the passenger's point of view; service is the performance of the organization/vehicle owner and its/his or her staff; hence it is a major tool for marketing of service. The passenger and the operators of the bus are personally involved in the service transaction. The service is produced and consumed at the same time and the experience is an essential element in the transaction. The basis of service strategy is market segmentation, largely based on consumer service expectations. Successful bus operators develop a service culture based on top commitment, management consistency between policy and practice, and well develop channels of communication. Because service people are a part of the product, a good service operator is essential (Powers and Barrows, 1994).

2.1.2. Quality Service in Urban Public Transportation Sector

The notation of quality in service industry is largely tied to the understanding of the service phenomenon. Four points can be identified as the characteristics of service:

a) Services are intangible

b) Services are activities (performance rather then things)

c) Service produced and consumed simultaneously

d) The consumer participates in the production process to some extent.

The quality of the service and customer satisfaction equals service quality delivered minus quality expected. The value of service to a consumer equals service quality, both technical and functional, divided by the price and other costs of acquiring the service. It is important to note that, long-term customer will often pay premium for quality which they have experienced, and liked, they provide free advertising through word –of mouth and traditional accounting practices does not separate the cost of acquiring a replacement customer. The attributes of service quality are tangible (physical evidence of the service), reliability, responsiveness, assurance and empathy.

2.1.3. Travel Time and the Price of Leisure Theory

Johnson M. Bruce (2007) advocate that consumer choice theory is not designed to deal with activities that have either space or time dimensions. This is because the theory is simple and widely accepted. It is sometimes inappropriately used to study phenomena that have these important dimensions. This model is currently misuse on urban transportation and indeed in more traditional formulation of the choice between work and leisure.

2.1.5 Sustainability and the Interactions between External Effects of Transport

Theory Himanen V. et al (2005) explained that transportation causes various external effects with respect to environmental functions, spatial organization, public health, and safety and security. Furthermore, congestion is an external effect within the transport system. Starting from the assumption that transport systems should fulfill sustainability criteria, the aforementioned external effects become key target areas in a sustainable transport policy. However, each of these target areas cannot be addressed in isolation, since there is significant interaction between them. So, any considered measure should be assessed with respect to its implications across the various target areas. It appears that, up to now, many relationships have been understood over-simplistically, be it with respect to urban form and mobility, the regulation of urban logistics, or alleged trade-offs between fuel efficiency and safety.

2.2. Empirical Literature Review

Zaithaml, Berry & Parasuraman, (1991) suggests that, customer satisfaction is a function of customer's assessment of service quality, product and price. Customer satisfaction has also been viewed as transaction specific in nature and an antecedent of perceive service quality (Bitne, 1990). Eboli and Mazulla (2007) described service quality attributes important for customer satisfaction with a bus transit service in Cosenza, Italia.

Respondent were asked to rate the importance and satisfaction with16 service quality attributes (bus stop availability, route characteristic, frequency, reliability, bus stop furniture, bus overcrowding, cleanliness, cost, information, promotion, safety on board, personal security, personnel, complains, environmental protection and bus stop maintenance). The result shows that the latent variable important for global customer satisfaction is service planning which is reflected in reliability, frequency, information, promotion, personnel and complaint. For instance, Beirão (2007) conducted depth interviews in Porto to find out dissatisfying factors.

Customers reported waste time, too crowded, lack of comfort, time uncertainty, lack of control, unreliability, long waiting times, need to transfer, they cannot change route to avoid traffic

congestion, lack of flexibility, and long walking time. Edvardsson (1998) found that driver in competence; punctuality and information were important factors causing dissatisfaction.

2.2.1 Factors affecting in public transportation service in different countries

Frimanetal. (Friman et al. 2001) conducted a mail survey to investigate factors affecting customer satisfaction in public transport service in Sweden. The results showed that overall cumulative satisfaction related to attribute specific cumulative satisfaction and remembered frequencies of negative critical incidents (e.g., the driver behaves unexpectedly bad or the bus is leaving before scheduled departure time).In yet another study, Friman (1998) examined the effect of quality improvements in public transport on customer satisfaction and frequency of perceived negative critical incidents.

The studies were conducted in 13 regions in Sweden that were conducting quality improvements in public transport. Data were collected before and after implementation. Comparing passenger reaction is a way to understand the type of improvement that increases customer satisfaction.

The conclusion of this study is that customer satisfaction influenced by quality improvements only to a limited extent. Adreassen (1995) conducted a survey among public transport users in Norway. As a result, he argued that in order to keep market share, public transport should provide service for different type of customers. Differentiation of service will lead to increasing customer satisfaction because of higher degree of congruence between supply and demand. Most important factors to work with are travel time, fare level and design of public transport. A literature review (Oktiani 2009) confirms that there is research with an aim to identify unattractive and disappointing factors in public transport.

The problem of how public transport services can be made more efficient and safe is frequently discussed by Odufuwa, (2006). Solutions involving registration of all modes of public transport and regulation of their time of operation have not solved the problems of the service in most Nigerian cities Badejo, (2000) Solutions evolving registration of all modes of public transport and regulation of their time of operation have not solved the problems of the service in most Nigerian cities (Okoko2007). Petra, 2005; Rivera, 2008 in their studies calls for the consideration of transportation needs of both women and men in the provision and management of transport sector in the city.

Scholars over the years observed that, public transport operators are more concerned with journey speeds than with the reliability, safety, convenience and how accessible the service is for users. Lynch, et al; (1988) pointed to the fact that, there is need to consider whether the existing

public transport services in most developing cities caters for the pressing mobility needs of the vulnerable groups.

They however emphasized that, for public transport in future cities to be an acceptable alternative to private automobiles or cars operating conditions have to be revisited and improved.

Transportation inSouth Africa – the lack of public transportation engineering and planning skills in a country that talks a great deal of public transportation.

The two key elements of the National Land Transport Transition Act (NLTTA) are the establishment of Transport Authorities and the devolution of powers to the Transport Authorities. To date local government acknowledged the importance of public transport invasion statements and policies. However, they have shied away from implementing the vision statements and policies.

This is primarily because they don't want to commit themselves to the costs associated with public transport. However, there is another reason and that is, municipal engineers have virtually no experience or training in how to deal with public transport. The problem is compounded by the fact that there are no university or technician training programs, which are geared towards public transport. The limited transportation courses, which are available, concentrate primarily on road and traffic engineering. This is an area where the National Department of Transport needs to take the lead and bring out experts to provide courses to build the capacity of municipal engineers in the field of public transport

According to The Ethiopian Federal Transport Authority EFTA (2011) report reveals that the sector is facing certain challenges because the entire people of the country highly lie on road transport than other alternative modes.

There is also a prevalence of poor quality of services in the sector which makes the road transport passengers of the nation dissatisfied. The demand can be seen from the passengers' side and the supply is from the side of operators. On the other hand, it shows the ease of use of the supply and demand of transport and other related issues in the sector.

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According to Tilahun Meshesha Fenta by Journal of Intelligent Transportation and Urban Planning Jul. 2014,examindurban transport in Addis Ababa is carried by a mixture of owner ship structures, of which public and private operators are pre dominantly contenders for business.

The modes of urban transport system in the Addis Ababa are categorized in to motorized and non- motorized traffic. As such the modes of transport include public bus; minibus; taxis and the non-motorized transport, while walking and animal carts dominate the periphery.

Currently, public transport including Anbessa buses, higher mid-buses, sheger buses, Minibus taxis, and pick pick taxis all together cover about 48 percent while private mode only 9 percent and walking estimated to be 43 percent.

The first public transport service to arrive in Addis Ababa Anbessa City Bus Service Enterprise dominates conventional bus service in Addis Ababa. Anbesssa organization started 1943 under the office called the Ministry of Work and Communication" using the vehicles and garage materials, which were the properties of the Italian colonial government Anbessa was first was established as commercial enterprise in 1952.

In addition to Anbessa's bus fleet, Addis Ababa is served by more than 10,000 minibus taxis that provide service of far higher quality. The Minibus taxi system provides employment opportunities to a large number of people estimated to be above 50,000. Until 2009, Minibus taxis were not restricted in terms of the routes or areas in which they may operate. Indeed, operators are free to choose their routes.

The network in Addis comprises thousands of independent taxi operators serving a multitude of diverse routes essentially, unofficial bus routes and who will often pick up or drop off passengers on an ad hoc basis. The majority of routes consist of short return-journeys, and operators determine which routes and hours they will serve within a zoning system.

The result is a demand-driven public transport system that operates without road maps, time tables or central co-ordination. The City Administration developed the Addis Ababa Transport Plan which has a Public Mass Transport (PMT) System Development Component that includes the rejuvenation of Anbassa City Bus Enterprise, introduction of medium capacity PMT Technology comprising Bus Rapid Transit /Light Rail Transit System along major corridors, and promotion of Minibus Taxi Services.

 Moreover, Light Rail Transit (LRT) has been proposed and practically applied by the time now to be a part of the solutions to the transport issues in Addis Ababa. It is designed to bring alternative to the existing public transportation system as well as sustainable transportation option. The completion of this system will mean a dramatic shift towards a centralized model of public transport for the city and expected to provide the residents of Addis Ababa a safe, efficient and quality public transport.

However, it remains to be seen whether these two vastly different modes of public transport can operate side by side and how such a transformation is going to be effectively managed and coordinated. Especially given the very limited role the growth of Addis Ababa is a combination of three basic processes: rural-urban migration; natural increase, and reclassification of land from rural to urban categories. This growth leads to the mobility of the residents and consequently the demand for public transport for the movement.

 The trips by public transport to educational institutions, health centers, work places in the city are increasing. There is also high seasonal demand for public transport especially, for religious festival despite its economic importance and contribution to the country, Addis Ababa faces various problems including insufficient and poor quality of public transport. That means the existing public transport system in Addis Ababa is critically inadequate to provide service for the increasing travel demand of the city, because the number of cars providing the service is not sufficient.

The city Administration developed The Addis Ababa Transport Plan in 2007 and Transport Policy of Addis Ababa in 2011 that the rejuvenation of Anbessa City Bus Enterprise, introduction of medium capacity PMT Technology comprising Bus Rapid Transit /Light Rail Transit System along major corridors, and promotion of Minibus Taxi Services. However, it remains to be seen whether these two vastly different modes of public transport can be operated side by side and how such a transformation is going to be effectively managed and coordinated that public authorities have playing in the public transport sector.

2.3. Conceptual framework of the study

Conceptual framework is the diagrammatical representation of variables that shows the relationship between independent variables and the dependent variable. Figure 2.1 shows the relationship between service quality dimensions and customers satisfaction on the basis of customers' expectations and customer's perception. The researcher used the following model to measure both service quality and customer satisfaction because the researcher assumed the one stated by (Parasuraman et al., 1988) and customer satisfaction is an antecedent of service quality (Negi, 2009). The SERVQUAL approach integrates the two constructs and suggests that perceived service quality is an antecedent to satisfaction (Negi, 2009). Therefore, in this research, the initial 26 items of SERVQUAL model are modified and additional items are included to measure the perceived service quality and customer satisfaction in sheger bus transport enterprise.

2.4. Gaps of the literature Reviewed

The literature review reveals the factors influencing customer satisfaction in the public transport sector. This study will seek to get the unique and specific factors that have greater influence in customer satisfaction in the use of public transport. This research therefore developed deeper in to the specific influences of the totality of the factors that influence customer satisfaction in the use of public transport with particular focus of the Sheger bus mass transport service in Addis Ababa. This research study will seeks to fill this knowledge gap.

CHAPTERTHREE: RESEARCH METHODOLOGY

3.1. Introduction

Research Methodology is the science and philosophy behind all research. It goes into the heart of how we know, what we know and allow us to understand the very strict constraints placed up on our concept of what knowledge actually is. Moreover, it allows us to understand the different ways in which knowledge is created. Whereas, research method is a way of conducting and implementing research (Jayatan and Priyanka, 2015). This Chapter deal, with research design, research approach, population and sampling procedure, sampling techniques and size, methods of data collection, methods of data analysis and reliability and validity of the research and ethical issue consideration.

3.1. Description of the study area

The study is conducted in Addis Ababa particularly at three areas namely Paisa, Megenagna and Mexico area in Addis Ababa. The reason why Addis Ababa city is selected as a study area due to the following reasons.

❖ The rapid urban and metropolitan growth in Addis Ababa is exacerbated by poor planning and land-use, inadequate infrastructure, transportation problem and congestion and poor transport service.

❖ A key challenge in Addis Ababa is lack of coordination with transportation service among stake holders which resulted poor service quality.

❖ Imbalance public transport demand and supply

❖ Poor of integration different mode of transport and low customer satisfaction

3.2. Research Design

According to Jayatan and Priyanka (2015), research design is a comprehensive plan for data collection in an empirical research project. It is a "blueprint" for empirical research aimed at answering specific research questions or testing specific hypotheses, and must specify at least three processes: the data collection process, the instrument development process, and the sampling process. Jayatan and Priyanka (2015), explain research design as it outlines how the research study was carried out. It addresses itself to certain key issues involved in carrying out the research. Therefore, in order to meet the purposes or objectives of this research the researcher will use both descriptive research designs. To this end, there are various reasons that make a descriptive research design as appropriate method for this research

Firstly, according to (mcIntryre 1999), by using descriptive design one can collect large amounts of data from a large sample of the target population. Secondly, descriptive research design is an economical way to gather information, and comparatively simple way for making generalization about the population (Bell, 1996). Thirdly, descriptive studies are useful to understand the characteristics of the enterprise that follow certain common practice and it help to explain the present situation in detail.

3.3. Research Approach

There are three basic approaches to research, quantitative approach, qualitative approach and mixed approach. According to Bryman (2006), recently applying mixed research methods in the field of social science has become common and acceptable. To conduct the study the researcher used mixed approach. Mixed methods research means adopting a research strategy employing more than one type of research method. Themethods may be a mix or qualitative and quantitative methods, a mix of quantitative methods or a mix of qualitative methods.

There are several viewpoints as to why qualitative and quantitative research methods can be combined. (Creswell, 2008).comment as follows with regard to the combination of the two methods:

1. Both approaches can be combined because they share the goal of understanding the world in which we live. They share a unified logic, and the same rules of inference apply to both. A combination of both approaches provides a variety of perspectives from which a particular phenomenon can be studied and they share a common commitment to understanding and improving the human condition, a common goal of disseminating knowledge for practical use.

2. Both approaches provide for cross-validation or triangulation – combining two or more theories or sources of data to study the same phenomena in order to gain a more complete understanding of that phenomenon (interdependence of research methods) and they also provide for the achievement of complementary results by using the strengths of one method to enhance the other (independence of research methods).

3. Mixed approach enables researcher to get deeper information by triangulating data gathered through questionnaires and interviews. Triangulation is a basic tool to justify and to confirm the result, which will be obtained from different methods that were studying similar events (Johnson & Christensen 2008).

4. the purpose of this form of research is that both qualitative and quantitative research, in combination, provides a better understanding of a research problem or issue than either research approach alone (Creswell, 2008).

5. The overall purpose and central premise of mixed methods studies is that the use of quantitative and qualitative approaches in combination may provide a better understanding of research problems and complex phenomena than either approach alone (Creswell and Plano Clark, 2007).

3.4. Population and Sampling Design

(Dougherty, 2010) define population as the total number of units which data can be collected, such as individuals, events, artifacts or organizations. Or Population can also be described as all the elements that meet the criteria for inclusion in a study. Therefore, passengers and sheger bus transport enterprise management members are the population of the study.

The study was conducted in Addis Ababa city. Mainly in Mexico, Megenagna and Pissaa. These areas were selected because of the fact that the three areas are the most populated areas in the city and more population were used mass transport as a means of transportation than other areas of the city and these areas better to explain the service qualities of Sheger transport enterprise and customers satisfaction.

The sample design will also include passengers and Sheger transport management members. The study area was selected by using purposive sampling technique from non-probability- sampling method. Because the three areas were selected because of the fact that the three areas are the most populated areas in the city and more population were used mass transport as a means of transportation than other areas of the city and these areas better to explain the service qualities of Sheger transport enterprise and customers satisfaction.

Sheger transport members were selected using purposive sampling techniques. Because purposive sampling techniques are appropriate to gather information from the management members of sheger Bus mass transport enterprise. The idea behind purposive sampling technique is to concentrate on people with particular characteristics who will better to assist with the relevant research, to look at a subject from all available angles, thereby achieving a greater understanding and to elect candidates across a broad spectrum relating to the topic of the study

3.5. Sampling techniques

The researcher used both non-probability sampling technique (accidental and purposive sampling technique) to collect data from the population of the study.

To select management groups of Sheger Bus transport enterprise: the researcher used purposive and availability sampling technique because of the following three important reasons

- ❖ The idea behind purposive sampling is to concentrate on people with particular characteristics who will better to assist with the relevant data on quality service and customer satisfaction of the transport service,

- ❖ To look at a subject from all available angles, thereby achieving a greater understanding about the issue

- ❖ To select candidates across a broad spectrum relating to quality service delivers and customer satisfaction on sheger transport enterprise.

To select passengers: the researcher used accident sampling techniques to select respondents from the whole passengers.

To select the three areas: the researcher used comparison of stratified sampling and cluster sampling. Because both stratified sampling and cluster sampling involve two major steps: first groups are made and then selection of the sample is randomly done. The sample is selected only for once in both the techniques.

3.6. Sampling Size

The researcher selected the Piassa, Megenagna and Mexico areas by using stratified and cluster sampling techniques. Therefore, the researcher mainly selected these areas as the main area of the study. The population of the study in these areas is unknown. Therefore, the researcher used Krejcie & Morgan (1970) formula to determine the sample size of respondents. To determine the sample size of the study the researcher used unknown population formula, by considering the level of margins of error 5% and 95% level of confidence. Because to have manageable sample size by incorporating different constraints and to make the whole process of the research easy and manageable. So the researcher used the sample size determination formula that forwarded by Krejcie& Morgan (1970). 128 respondents were selected from the three selected areas of Mexico, Megenagna and Piassa.

$$n= \frac{z^{2pq}}{d^2}$$

Where:

n= described sample size

z =standard normal division at the required confidence level

p =the target population estimated to have characteristics being measured

q=1-p

d=level of statistical significance set (5 %=0.05)

Hence, the researcher used 95%levele of confidence whereby

p=50%=0.50

q=1-p   =1- 0.05 = 0.50)

z=1.96

d= (5 %=0.05)

$$n= \frac{(1.96)^2 *0.5*0.5}{(0.05)^2}=384$$

Table 3: 6. Sample size of respondents

S/n	Respondents	Rate of sample size	Sample Size(n)
1	Piassa	33.33	128
2	Mexico	33.33	128
3	Megenagna	33.33	128
Total		100%	384

Source: own computation using Krejcie& Morgan (1970).

3.7. Sources of Data

The necessary data for this investigation were collected from both primary and secondary sources.

3.7.1. Primary source of data

The primary sources of the study include both questionnaires and interview which was gathering from customers of Sheger bus transport and Sheger bus transport enterprise management members. Primary sources are original information and not ready made sources of data and can provide current and factual information about the study and they are fresh and collect for the first time and also these sources are original both in time and in their space.

3.7.2. Secondary source of data

The secondary sources of data are also taken from statistical report of Sheger bus transport enterprise, reviews of relevant books, journals, articles, proceeding and reports (extracted from Addis Ababa city administration) and other published and un-published documents of the enterprise.

3.8. Instruments of data collection

The main data gathering tools in this study were both primary sources and secondary sources. Primary sources include questionnaires and interviews.

3.8.1. Primary Sources

Because Primary sources are uninterrupted, original or new materials and primary sources provide current and factual information about the study as well as data gathered from primary sources are fresh and collect for the first time and also these sources are original both in time and in their character. The primary sources of the study are questionnaires and interviews.

3.8.1.1. Questionnaires

Using questionnaire enables researcher to obtain data from large numbers of participants quickly and relatively inexpensively. To address large sample and geographically representative. Therefore, the use of the questionnaire is a popular method. The questionnaires items are close - ended questions. The questionnaire was adapted from SERVPERF model. The questionnaire for the measurement of customer-perceived service quality required the respondent to indicate the extent to which the particular fitness center possesses the characteristics described on a five - point (1-strongly disagree to 5-strongly agree) scale.

The first section outlines the profile of respondents which includes ages of respondents, gender of respondents, occupation of respondents, educational background of respondents, position of respondents and marital status of respondents.

The second section deals with the SERVPERF elements of the study (questions related to service quality dimensions). The questionnaire for the measurement of customer perceived service quality circulated among the targeted respondents followed the basic structure of the SERVPERF instrument as proposed by Cronin et al (1992).In the present study SERVPERF was selected instead of SERVQUAL because always it is possible to measure customers' expectation about a service before the service is rendered. Performance-based measure better reflect long-term service quality attitudes (Cronin et al, 1992) and measurement of customer expectation does make sense before the service is rendered and there is the possibility of response bias if the expectation is captured after the delivery of service.

The type of scales used to measure the items on the instrument is continuous scales (strongly agree to strongly disagree). A total of 384 questionnaires were prepared to distribute to respondents. Questionnaires were first developed in to English later translated into Amharic mainly to increase respondents understanding.

3.8.1.2. Interviews

Face-to- face interviews are suitable when your target population can communicate through face-to-face conversations better than they can communicate through writing or phone conversations. The researcher will use interviews to generate primary data through semi-structured questionnaire. . Interview check list will design for interviewing managerial employees of the enterprise which are selected purposively.

3.8.2. Secondary Sources

Secondary sources are best for uncovering background or historical information about a topic and broadening the understanding of a topic by exposing to others' perspectives, interpretations, and conclusions.

However, it is better to critique an original information source (primary source) if we plan to reference it in any work. For this study secondary data were collected from, documents specifically related to service quality delivery, published and unpublished materials, internet and journals on the subject which help the researcher in validating information and facts of the organization and to come up with insights.

3.9. Procedures of data collection

Questionnaires were prepared to collect the data from the target population. Then, the questionnaires were distributed to the participant of the study according to the schedule. After the questionnaires are carefully filled, the researcher would collect and organized the completed questionnaire for analysis. After the data would be analyzed the result of the data would be reported to the advisor.

3.10. Data Analysis method

After the data collected from both primary and secondary sources through mixed research approach, the results obtained would be analyzed and interpreted by using qualitative as well as quantitative data analysis tools. The qualitative findings of this study were analyzed in line with the response that obtained from quantitative finding from passengers or users of Sheger bus transport service.

3.10.1. Quantitative Data Analysis

The quantitative data obtained through Likert type questionnaires would be analyze by using Statistical Package for the Social Science **(SPSS).** SPSS is a powerful, user –friendly software package to manipulate, analyze and presenting data in this study.

Descriptive analyzes (frequency, percentage and mean score) were used to assess the perception, opinions and attitudes of passengers or users of Sheger bus transport service.

Descriptive statistics: frequency, percentage and mean score and difference between perception and expectation were used. The statistical analysis tools was used because, they are more appropriate for SERVPERF model questionnaires to assess the attitudes, perceptions and believe of respondents. .

3.10.2. Qualitative Data Analysis

According to Brayman &Bell (2007).the qualitative data that would be obtained from the interview would be analyzed through narrative approach because, this approach answers what, who and where questions and narrative approach enable researchers to familiarize with the topic. In addition the approach also helps researcher to analyze respondents 'opinion and interview results and which would present in accordance with their themes and main importance sentences of the participants which would addressed during the interview period.

3.10.3. Instrumentation of measurement items

The five Service quality dimensions in this study are tangibility, reliability, responsiveness, assurance and empathy. The items were derived from a comprehensive review of the literature on service quality dimensions.

Tangibility would have been measured through a scale having 5 items. The respondents would ask to indicate on a scale of 1 = strongly disagree to 5 = strongly agree. A sample question was Information on the route and schedule of the bus should be intelligible, unambiguous.

Reliability variable would measure through an instrument having 6 items; each would rate on a 5-point scale. The respondents would ask to indicate on a scale of 1 =strongly disagree to 5 =strongly agree '. A sample questions was when Drivers/conductors promise to do something by a certain time, they should do so.

Responsiveness 'variable would be measured through an instrument having 5 items, each was rated on a 5-point scale. The respondents would ask to indicate on a scale of 1 =strongly disagree to 5 =strongly agree the extent to which responsiveness affects customer satisfaction in Sheger bus transport enterprise. A sample question was Driver / conductor should independently solve emerging issues, and not try shift the responsibility to third parties

Assurance; variable would be measured through a 5-items scale. The respondents would indicate on a scale of 1 =strongly disagree to 5 =strongly agree. A sample questions was Personnel should prevent boarding of drunken and socially dangerous passengers

Empathy would be measured through an instrument having 5 items each would rate on a 5-point scale. The respondents were asked to indicate on a scale of 1 =strongly disagree to 5 =strongly agree the extent to which empathy affects customer satisfaction Sheger bus transport enterprise. A sample item was Bus routes should be designed optimally, so that no additional bus stops needed

3.11. Reliability and Validity of the study

Checking the validity and reliability of data collecting instruments before providing for the actual study is vital to assure the quality of the data. To ensure validity of instruments, initially the instruments was prepared by the researcher and developed under close guidance of advisors. The instrument was validated by some experts in the field to ensure that the instrument contains all the aspects of the subject matter. The experts made some valid correlations on the instrument and they are reflected in the final draft.

Reliability test concerns the extent of agreement between two or more measures of a trait through similar methods Kothari (2004).Cronbach alpha is a measure of the degree of consistency with a test. Cronbach reliability coefficient alpha indicates the degree to which variance is present in scale(Cronbach).This study uses Cronbach's alpha to test the reliability of the instruments used in this study. The Cronbach's alpha values of each variable are explained in table 3.2.below based on the expectations of customers on service quality dimensions.

A pilot study was conduct to refine the methodology and test instrument such as a questionnaire before administering the final phase. Before the distribution of actual data collection process for collecting the reliable data which is important for the study the researcher was conducted a pilot test from 20 individuals who is not participate in the final data collection process based on the expectations and perceptions of the respondents.

Reliability was checked two times first to know the expectations of the respondents and second to know the perceptions of respondents. Reliability test on the basis of expectation of customers on service quality dimensions was tested and fall between 0.756 for tangibility and 0.944 for responsiveness.

According to George and Mallery (2003), if reliability test falls on 05= poor, 0.6=questionable, 0.7=acceptable, 0.8=good and 0.9=Excellent .Therefore, alpha values for tangibility was 0.756 which is   considered as good. The alpha value for reliability is 0.845 which is considered as good. The alpha value for responsiveness is 0.944 which is considered as excellent. The alpha value for assurance is 0.851 which is considered as good. Finally the alpha value for empathy is 0.821 which is considered as good. The overall reliability test for all measurement items is 0.8434. This implies that there is good internal consistency among measurement items used in this study.

Table 3.2. Reliability Test of Measurement Variables based on customers' expectations.

Variables	Number of items	Cronbach's Alpha test
Tangibility	5	.756
Reliability	6	.845
Responsiveness	5	.944
Assurance	5	.851
Empathy	5	.821
Total	26	.8434

Source: own computation using SPSS, 2019

Similarly, the reliability testy for the measurement items used in this study was tested after customer's perception. To this end, a pilot study was conducted to refine the methodology and test instrument such as a questionnaire before administering the final phase. Before the distribution of actual data collection process for collecting the reliable data which is important for the study the researcher conduct a pilot test from 20 individuals who were not participated in the final data collection process.

Table 3.3 Reliability Test of Measurement Variables based on customer's perception

Variables	Number of items	Cronbach's Alpha test
Tangibility	5	.770
Reliability	6	.839
Responsiveness	5	.856
Assurance	5	.820
Empathy	5	.779
Total	26	0.8128

Source: own computation using SPSS, 2019

Reliability test on the basis of perception of customers on service quality dimensions was tested and fall between 0.770 for tangibility and 0.856 for responsiveness.

According to George and Mallery (2003), if reliability test falls on 05= poor, 0.6=questionable, 0.7=acceptable, 0.8=good and 0.9=Excellent .Therefore, alpha values for tangibility was 0.770 which is considered as good. The alpha value for reliability is 0.839 which is considered as good. The alpha value for responsiveness is 0.856 which is considered as good. The alpha value for assurance is 0.820 which is considered as good. Finally the alpha value for empathy is 0.779 which is considered as good. The overall reliability test for all measurement items is 0.8128. This implies that there is good internal consistency among measurement items used in this study.

3.12. Ethical Considerations

The researcher got permission from St. Marry University to conduct this study on the Sheger bus mass transport enterprise by submitting an official letter received from St. Marry University.

Quantitative survey respondents and qualitative survey informants were provided detail explanation about the overall objective of the study ahead of time. Interview was administered on free will of interviewees. Respondents were informed that they can expect to tell any information related to the research otherwise can refuse if they don't want to be participating. In addition respondents were informed that information provide by interviewees will be confidential. The researcher indicated that information obtain from them will not be disclose to

the third party. Name and other identifying information were not used in the study. Moreover, the researcher informed about their valuable and genuine responses contributions for the achievement of the study.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

This chapter outlines the results of data analysis obtained from data collected from respondents. The main purpose of this study is to assess Customers' Satisfaction in Transportation Service Delivery in Sheger Bus Mass Transport Enterprise based on the service quality dimensions of tangibility, reliability, responsiveness, assurance and empathy.

This chapter also illustrates the rate of response of respondents by considering collected questionnaires, discarded questionnaires and uncollected questionnaires.

The descriptive analysis was conducted to describe the profile of respondents which includes age, gender, and level of education, occupation and marital status of respondents. Similarly descriptive analysis was conducted to compare service quality dimensions of tangibility, reliability, responsiveness, assurance and empathy based on the expectations and perceptions of respondents and then gap analysis was conducted to show the difference of customers' expectations and perceptions on the basis of service quality dimensions of tangibility, reliability, responsiveness, assurance and empathy. Finally, discussion was conducted mainly to compare results with previous findings (empirical frameworks of the study) and theory (theoretical framework of the study.

4.1. Response rate

A total of 384 (100%) sets of questionnaires were distributed to respondents out of which 352 or 92% were returned. The remaining 30 or 8% questionnaires were uncollected. Usable questionnaires for data analysis were 334 or 87% reflecting valid response rate. 18or 5% questionnaires were discarded

Table.4.1. Survey Response

	Total	%
Questionnaires distributed	384	100%
Collected Questionnaires	352	92%
Discarded Questionnaires	18	5%
Uncollected Questionnaires	30	8%
Usable Questionnaires	334	87%

Source: survey questionnaire, 2019

4.2. Demographic Data

The following figures below shows the demographic characteristics of the respondents which incorporates age of respondents, sex of respondents, educational level of respondents, occupation of respondents and marital status of respondents.

Respondents were asked to indicate the age Accordingly, 149(44.6%) of the respondents were 36-40 years of age, 86(25.7%) of the respondents were between 31-35 years, 49(14.7%) of the respondents were between 26-30 years, 26(7.8%) of the respondents were between the age of 20-25, 13(3.9%) of the respondents were below 20 years and 11(3.3%) of the respondents were 40 and above 40 years. The result of the study implies that users or passengers of Sheger bus transport above 18 years were significantly represented in the study and able to explain the service delivery of the enterprise and their level of satisfaction about the service.

  Respondents were asked to indicate their sex. Accordingly, 189(56.6%) of the respondents were male and 145(43.4%) of the respondents were female. The result of the study implies that both sexes were significantly represented in the study and the data were collected from both sexes to make the data from the perspectives of male and female respondents.

Respondents were asked to indicate their level of formal education. Accordingly, the majority (158) 47.3% of the respondents were primary and secondary school (which includes educational level below diploma level), 78(23.4%) diploma holders, 49(14.7%) degree holders, 30(9%) TVET education and 19(5.7%) were masters in their level of formal education. The findings of the study implies that the respondents were all levels of education were represented in the study and respondents were able to explain the service delivery process of Sheger bus transport enterprise and their level of satisfaction on the service provided by the enterprise.

Respondents were asked to indicate their occupation. Accordingly the majority 144(43.1%) of the respondents were others (which includes daily workers, unemployed), 139(41.6%) were students other occupations, 40(12%) government workers and 11(3.3%) were private organization workers. The result of the study implies that different occupational groups were significantly represented in the study and the data was collected from many perspectives on the expectations and perceptions of respondents on service delivery process of Sheger bus transport enterprise.

Respondents were asked to indicate their marital status. Accordingly, 178(53.3%) of the respondents were single, 136(40.7%) married, 17(5.9%) divorced and 3(0.9%) widowed. The result of the study implies that all marital status was significantly represented in the study.

Table: 4.2. Profile of Respondents

No	Demographic Variables		Frequency	%
1	Age of respondents	Below 20	13	3.9
		20-25	26	7.8
		26-30	49	14.7
		31-35	86	25.7
		36-40	149	44.6
		41&above	11	3.3
		Total	334	100.0
2	Gender of respondents	Male	189	56.6
		Female	145	43.4
		Total	334	100.0
3	Educational Background of respondents	Primary and secondary school	158	47.3
		Diploma	78	23.4
		TVET	30	9
		Degree	49	14.7
		Masters	19	5.7
		Total	334	100.0
4	Occupation of respondents	Daily workers and unemployed	144	43.1
		Students	139	41.6
		government workers	40	12
		Private Organization Workers	11	3.3
		Total	334	100.0
5	Marital status	Married	136	40.7
		Single	178	53.3
		Divorced	17	5.9
		Widowed	3	0.9
		Total	334	100.0

Source: survey questionnaire, 2019

4.3.   Analysis of collected Data

The following tables clearly show the reasons for preferences and standards of Sheger bus transport in Addis Ababa city.

Table 4.3. Duration on the use of sheger bus transport

For how long have you been a customer of sheger bus transport?	Frequency	Percent
Less Than 1 Year	52	15.6
1-2 Years	125	37.4
3 Years	157	47
Total	334	100.0

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says" For how long have you been a customer of sheger bus transport". Accordingly, 157(47%) of the respondents used sheger bus transport for 3 years, 125(37.4%) for 1-2 years, and 52(15.6%) used for less than one year. The finding of the study implies that the majority of the respondents used sheger bus transport 3 years and can easily explain the service delivery process of the enterprise in details. Therefore most of the respondents were used sheger bus transport for more than a year and they can able to explain the service delivery of the sheger bus transport.

Table 4.4. Reasons to use sheger bus transport

For what purpose do you use the sheger bus transport?	Frequency	Percent
To Go To School	60	18.0
To Go To Work	261	78.1
To Go To Other Places	13	3.9
Total	334	100.0

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says For what purpose do you use the sheger bus transport? Accordingly, 261(78.1%) usedsheger bus transport to go to work, 60(18%) to go to school and 13(3.9%) to go to other places. Therefore the result of the study implies that the respondents used sheger bus transport for work and school purpose. Therefore ,most of the passengers used sheger bus transport to go to work.

Table 4.5. Distance coverage of respondents

Based on the type of distance, which type of service do you use sheger bus transport?	Frequency	Percent
Short Distance	97	29.0
Medium Distance	117	35
Long Distance	120	35.9
Total	334	100.0

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says based on the type of distance, which type of service do you use sheger bus transport. Accordingly, 120(35.9%) of the respondents used sheger bus transport for long distance, 117(35%) for medium distance and 97(29%) for short distance. The result implies that the majority of the respondents used sheger bus transport for long and medium distance. The result implies that respondents can easily explain the service provided by the enterprise. Therefore, most of the respondents used sheger bus transport for medium and long distances and they can explain more about the service delivery process of the bus.

Table 4.6. Reasons to choose sheger bus transport

Why do you choose to use sheger bus transport?	Frequency	Percent
It Is Easily Available	213	63.8
It Provides Fast Transport Service	11	3.3
It Is Cheap	50	15.0
It Is Comfortable	60	18.0
Total	334	100.0

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says why you choose to use sheger bus transport. Accordingly, 213(63.8%) It Is Easily Available, 60(18%) It Is Comfortable, 50(15%) It Is Cheap and 11(3.3%) It Provides Fast Transport Service. The result of the study implies that the majority of the respondents used for It Is Easily Available and It Is Comfortable. Therefore, sheger bus is chosen by passengers because of it is easily available and it is comfortable.

4.7. Standards of sheger bus transport

How do you rate the standards of service provided by sheger bus transport?	Frequency	Percent
Cannot Rate	13	3.9
Improved	21	6.3
Little Declined	122	36.5
Did Not Change	178	53.3
Total	334	100.0

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says how you rate the standards of service provided by sheger bus transport. Accordingly, 178(53.3%) of the respondents replied did not change, 122(36.5%) little declined, 21(6.3%) improved and 13(3.9%) cannot rate. The result of the study implies that the majority of the respondents agreed that the service standard of sheger bus transport is did not change. Therefore, compared to the previous two years the standards of service provided by sheger bus transport is did not change. There fore, improvement is needed to provide quality service to its customers.

4.4. Expectations and Perceptions of Sheger bus transport users on service quality dimensions

4.4.1. Service Quality Dimensions

Expectations and perceptions were both measured using the 5-point likert scale 1= strongly disagree to 5= strongly agree whereby the higher numbers indicate higher level of expectation or perception. In general, consumer expectation exceeded the perceived level of service shown by the perception scores. This resulted in a negative gap score (Perception − Expectation). According to Parasuraman et al., (1988) it is however common for consumer's expectation to exceed the actual service perceived and this signifies that there is always need for improvement.

4.4.1.1. Tangibility

Respondents were asked to indicate their opinion on the tangibility dimensions of service quality of sheger bus transport. In this case Expectations and perceptions were both measured using the 5-point likert scale 1= strongly disagree to 5= strongly agree whereby the higher numbers indicate higher level of expectation or perception. The result of the study indicated that there is a negative gap between customer's expectation and perception of tangibility dimension of service quality.

Table 4.8. Tangibility Dimension

Statement	Score	Expectation Score	Perception Score	Expectation mean	Perception mean	P mean-E mean
Information on the route and schedule of the bus is intelligible and unambiguous	Strongly disagree	4	32	3.9222	2.5291	-1.3931
	disagree	47	206			
	Neutral	2	1			
	Agree	199	77			
	Strongly agree	82	18			
Sheger bus transport has modern equipment's.	Strongly disagree	21	31	4.0120	2.6557	-1.33563
	disagree	9	194			
	Neutral	3	2			
	Agree	213	73			
	Strongly agree	88	34			
Physical facilities (like chairs, others materials) are visually appealing	Strongly disagree	18	30	3.7784	2.5030	-1.2754
	disagree	47	214			
	Neutral	2	1			
	Agree	191	70			
	Strongly agree	76	19			
Their employees are well dressed and appear neat.	Strongly disagree	23	34	3.6856	2.6018	-1.0838
	disagree	53	194			
	Neutral	2	1			
	Agree	184	81			
	Strongly agree	72	24			
The internal part of the bus is clean.	Strongly disagree	20	45	3.6677	2.5898	-0.7697
	disagree	57	173			
	Neutral	4	2			
	Agree	186	102			
	Strongly agree	67	12			

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says Information on the route and schedule of the bus is intelligible, unambiguous. Accordingly, the result of the study indicated that there is a negative gap between customer's expectation and perception. This implies that customers perceived that service delivery did not meet their expectations with a mean score of-1.3931 on information on the route and schedule of the bus. Similarly respondents were asked to indicate their opinion on the statement that says Sheger bus transport has modern equipment's. Accordingly, the result of the study indicated that there is a negative gap between customer's expectation and perception. This implies that customers perceived that service delivery did not meet their expectations with a mean score of-1.33563on the equipment's provided by the enterprise. The result of the study implies that customers perceived that service delivery did not meet their expectations with a mean score of -1.2754 on the physical facilities (like chairs, others materials). Similarly the result of the study implies that customers perceived that service delivery did not meet their expectations with a mean score of -1.0838 on the dressing of employees. The result of the study implies that customers perceived that service delivery did not meet their expectations with a mean score of -0.7697 on the internal part of the bus related to cleanness. The result of the mean tell us there is the expectations of customers is greater than its perception. This means customers were not satisfied with the service provision of the sheger bus transport. To this end, additional improvement is needed.

4.4.1.2. Reliability

Respondents were asked to indicate their opinion on the reliability dimensions of service quality of sheger bus transport. In this case Expectations and perceptions were both measured using the 5-point likert scale 1= strongly disagree to 5= strongly agree whereby the higher numbers indicate higher level of expectation or perception. The result of the study indicated that there is a negative gap between customer's expectation and perception of reliability dimension of service quality.

Table 4.9. Reliability Dimension

Statement	Score	Expectation Score	Perception Score	Expectation mean	Perception mean	P mean-E mean
When Drivers/conductors promise to do something	Strongly disagree	19	36	3.2814	2.6796	-0.6018

by a certain time, they do.	Disagree	95	173			
	Neutral	4	6			
	Agree	205	100			
	Strongly agree	11	19			
When a customer has a problem, they show a sincere interest in solving it.	Strongly disagree	23	22	3.1317	2.7545	-0.3772
	Disagree	115	182			
	Neutral	4	7			
	Agree	179	102			
	Strongly agree	13	21			
Drivers/conductors perform the service right the first time	Strongly disagree	94	104	2.6587	2.3293	-0.3294
	Disagree	82	122			
	Neutral	17	22			
	Agree	126	66			
	Strongly agree	15	20			
The service right at the time they promise to do so.	Strongly disagree	68	81	2.7964	2.4281	-0.3683
	Disagree	106	152			
	Neutral	5	7			
	Agree	136	65			
	Strongly agree	19	29			

They should keep their records accurately	Strongly disagree	6	30	3.3174	2.7036	-0.6138
	Disagree	110	183			
	Neutral	11	14			
	Agree	186	70			
	Strongly agree	21	37			
Information on the route and schedule of the bus in available to the passengers	Strongly disagree	17	47	3.2545	2.5868	-0.6677
	Disagree	104	170			
	Neutral	12	18			
	Agree	179	64			
	Strongly agree	22	35			

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says when drivers/conductors promise to do something by a certain time, they should do so, when a customer has a problem, drivers/conductors should show a sincere interest in solving it, drivers/conductors should perform the service right the first time, they should provide their services at the time they promise to do so, they should keep their records accurately and Information on the route and schedule of the bus should be available to the passengers. Accordingly the result of the study implies that customers perceived that service delivery did not meet their expectations with a mean score of -0.6018,-0.3772,-0.3294,-0.3683,-0.6138 and -0.6677 respectively. Therefore, customers perceived that service delivery did not meet their expectations. The result of the mean tell us there is the expectations of customers is greater than its perception. This means customers were not satisfied with the service provision of the sheger bus transport. To this end, additional improvement is needed.

4.4.1.3. Responsiveness

Respondents were asked to indicate their opinion on the responsiveness dimensions of service quality of sheger bus transport. In this case Expectations and perceptions were both measured using the 5-point likert scale 1= strongly disagree to 5= strongly agree whereby the higher numbers indicate higher level of expectation or perception. The result of the study indicated that there is a negative gap between customer's expectation and perception of responsiveness dimension of service quality.

Table 4.10. Responsiveness Dimension

Statement	Score	Expectation Score	Perception Score	Expectation mean	Perception mean	P mean-E mean
Driver / conductor emerging issues, and not try shift the responsibility to third parties	Strongly disagree	7	19	3.3323	2.6407	-0.3952
	disagree	119	217			
	Neutral	1	9			
	Agree	170	43			
	Strongly agree	37	46			
Drivers/ conductors make information easily obtainable by the customers.	Strongly disagree	13	16	3.3772	2.9970	-0.3802
	disagree	97	157			
	Neutral	7	11			
	Agree	185	112			
	Strongly agree	32	38			
Drivers/conductors give prompt service to customers.	Strongly disagree	16	28	3.4940	3.0389	-0.4551
	disagree	76	132			

	Neutral	20	23			
	Agree	171	101			
	Strongly agree	51	50			
Drivers/conductors are always help customers	Strongly disagree	29	36	3.1497	2.7545	-0.3952
	disagree	115	162			
	Neutral	5	17			
	Agree	147	86			
	Strongly agree	38	33			
Drivers/conductors in Seger bus transport are never be too busy to respond to customer requests.	Strongly disagree	17	28	3.3263	2.6946	-0.6317
	disagree	110	195			
	Neutral	5	12			
	Agree	151	49			
	Strongly agree	51	50			

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says driver / conductor are independently solve emerging issues, and not try shift the responsibility to third parties, drivers/conductors are make information easily obtainable by the customers, drivers/conductors give prompt service to customers, drivers/conductors are always willing to help customers and drivers/conductors in sheger bus transport never be too busy. Accordingly, the result of the study implies that customers perceived that service delivery did not meet their expectations with a mean score of -0.3952, -0.3802, -0.4551, -0.3952, and -0.6317 respectively. Therefore, customers perceived that service delivery did not meet their expectations. The result of the mean tell us there is the expectations of customers is greater than its perception. This means customers were

not satisfied with the service provision of the sheger bus transport. To this end, additional improvement is needed.

4.4.1. 4.Assurance

Respondents were asked to indicate their opinion on the assurance dimensions of service quality of sheger bus transport. In this case Expectations and perceptions were both measured using the 5-point likert scale 1= strongly disagree to 5= strongly agree whereby the higher numbers indicate higher level of expectation or perception. The result of the study indicated that there is a negative gap between customer's expectation and perception of assurance dimension of service quality.

Table 4.11. Assurance Dimension

Statement	Score	Expectation Score	Perception Score	Expectation mean	Perception mean	P mean-E mean
Personnel prevent boarding of drunken, dirty and socially dangerous passengers	Strongly disagree	18	13	3.1796	2.8234	-0.3562
	Disagree	125	189			
	Neutral	11	9			
	Agree	139	90			
	Strongly agree	41	33			
The behavior of drivers or conductors in the bus instill confidence in customers	Strongly disagree	35	27	3.2156	2.7964	-0.4192
	Disagree	96	174			
	Neutral	11	9			
	Agree	146	88			
	Strongly agree	46	36			
Customers are able to	Strongly	31	30	3.2066	3.0180	-0.1886

feel safe in their transactions with Drivers/conductors in the bus.	disagree					
	Disagree	101	134			
	Neutral	9	7			
	Agree	154	126			
	Strongly agree	39	37			
Drivers/conductors are polite.	Strongly disagree	53	50	2.8683	2.4760	-0.3923
	Disagree	111	182			
	Neutral	13	9			
	Agree	141	79			
	Strongly agree	16	14			
Drivers of buses are answer to any customers questions	Strongly disagree	33	43	3.2874	2.4820	-0.8054
	Disagree	82	193			
	Neutral	9	6			
	Agree	176	78			
	Strongly agree	34	14			

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says personnel are prevent boarding of drunken, dirty and socially dangerous passengers, the behavior of drivers or conductors in the bus are instill confidence in customers, customers able to feel safe in their transactions with drivers/conductors in the bus, drivers/conductors are polite and drivers of buses should answer to any customers questions. Accordingly, the result of the study implies that customers perceived that service delivery did not meet their expectations with a mean score of   -0.3562,-

0.4192,-0.1886,-0.3923 and -0.8054 respectively. Therefore, customers perceived that service delivery did not meet their expectations. The result of the mean tell us there is the expectations of customers is greater than its perception. This means customers were not satisfied with the service provision of the sheger bus transport. To this end, additional improvement is needed.

4.4.1.5. Empathy

Respondents were asked to indicate their opinion on the empathy dimensions of service quality of sheger bus transport. In this case Expectations and perceptions were both measured using the 5-point likert scale 1= strongly disagree to 5= strongly agree whereby the higher numbers indicate higher level of expectation or perception. The result of the study indicated that there is a negative gap between customer's expectation and perception of empathy dimension of service quality.

Table 4.12. Empathy Dimension

Statement	Score	Expectation Score	Perception Score	Expectation mean	Perception mean	P mean-E mean
Bus routes is designed optimally, so that no additional bus stops needed	Strongly disagree	26	24	3.0898	2.6737	-0.4161
	Disagree	115	191			
	Neutral	26	16			
	Agree	137	76			
	Strongly agree	30	27			
Drivers/conductors give customers individual attention.	Strongly disagree	20	33	3.2365	2.7485	-0.488
	Disagree	118	167			
	Neutral	6	3			
	Agree	163	113			
	Strongly agree	27	68			

Their operating hours are convenient to all their customers	Strongly disagree	28	27	3.2575	2.4521	-0.8054
	Disagree	104	224			
	Neutral	4	1			
	Agree	150	69			
	Strongly agree	48	13			
They have their customers' best interest at heart.	Strongly disagree	38	37	3.1557	2.0569	-0.0988
	Disagree	96	271			
	Neutral	7	6			
	Agree	162	10			
	Strongly agree	31	10			
Drivers/conductors have understand the specific needs of their customers	Strongly disagree	46	47	3.1467	2.2964	-0.8503
	Disagree	87	222			
	Neutral	6	9			
	Agree	162	31			
	Strongly agree	33	25			

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says Bus routes is be designed optimally, so that no additional bus stops needed, Drivers/conductors give customers individual attention, Their operating hours are convenient to all their customers, They have their customers' best interest at heart and Drivers/conductors understand the specific needs of their customers. Accordingly, the result of the study implies that customers perceived that service delivery did not meet their expectations with a mean score of-0.4161, -0.488, -0.8054,-0.0988

and -0.8503 respectively. Therefore, customers perceived that service delivery did not meet their expectations. The result of the mean tell us there is the expectations of customers is greater than its perception. This means customers were not satisfied with the service provision of the sheger bus transport. To this end, additional improvement is needed.

4.5.   Gap Analysis

There are five dimensions in evaluating overall service quality. In this section, the data analyses focus on the mean gap scores on the expectations and perceptions scales for each of the modified 26 service quality attributes and the five related factors. A negative gap indicates that customers perceived that service delivery did not meet their expectations; a positive gap indicates that customers perceived that service delivery exceeded their expectations.

Table 4.13.Tangibility Dimension

Dimension	Statement	Expectation mean	Perception mean	GAP PM-EM	P-value
Tangibility	Information on the route and schedule of the bus is intelligible, unambiguous	3.9222	2.5299	-1.3923	0.000
	Sheger bus transport has modern equipment's.	4.0120	2.6557	-1.3643	0.000
	Physical facilities (like chairs, others materials) has visually appealing	3.7784	2.5030	-1.2754	0.000
	Their employees are well dressed and appear neat.	3.6856	2.6018	-1.0838	0.000
	The internal part of the bus is clean.	3.6677	2.5898	-1.0779	0.000

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on the statement that says information on the route and schedule of the bus is intelligible, unambiguous. Accordingly, the result of the study indicated that there is a negative gap between customer's expectation and perception. This implies that customers perceived that service delivery did not meet their expectations with a mean score of-1.3923 on the intelligible and un ambiguity of information provided by the enterprise.

Similarly respondents were asked to indicate their opinion on the statement that says Sheger bus transport has modern equipment's. Accordingly, the mean score result (-**1.3643)** indicated that

expectation exceeds perception. This implies that customers perceived that service delivery did not meet their expectations.

The mean score value for physical facilities (like chairs, others materials) has visually appealing is -1.2754. The result implies that customers perceived that service delivery did not meet their expectations.

Respondents were asked to indicate their opinion on the statement that says their employees well dressed and appear neat. Accordingly, the mean score result (**-1.**0838) implies that customers perceived that service delivery did not meet their expectations.

Similarly the mean score result for the internal part of the bus is clean (-1.0779). This implies that customer's perception is less than that of customer's expectation. This implies that customers perceived that service delivery did not meet their expectations. The P-value for all the five items in tangibility dimension of service quality is 0.000 at 95% of level of significance two-tailed. The result implies that t-test confirms that the change on all the items in SERVQUAL Questionnaire on tangibility were statically significant at a $p<.0.01$ or 0.05 level of significance.

Table 4.14.Reliability Dimension

Dimensions	Statement	Expectation mean	Perception mean	GAP PM-EM	P-value
Reliability	When Drivers/conductors promise to do something by a certain time, they do so.	3.2814	2.6796	-0.6018	0.000
	When a customer has a problem, Drivers/conductors show a sincere interest in solving it.	3.1317	2.7545	-0.3772	0.000
	Drivers/conductors perform the service right the first time	2.6587	2.3293	-0.3294	0.000
	They provide their services at the time they promise to do so.	2.7964	2.4281	-0.3683	0.000
	They are keep their records accurately	3.3174	2.7036	-0.6704	0.000
	Information on the route and schedule of the bus available to the passengers	3.2545	2.5868	-0.6582	0.000

Source: survey questionnaire, 2019

The mean score result in the six indictors of reliability dimension indicated that customers expectation is greater than that of customers perception in sheger bus transport enterprise. This implies that customers perceived that service delivery did not meet their expectations. To this end, the mean score for when Drivers/conductors promise to do something by a certain time, they do so, when a customer has a problem, Drivers/conductors show a sincere interest in solving it, drivers/conductors perform the service right the first time, they provide their services at the time they promise to do so, they are keep their records accurately and information on the route and schedule of the bus available to the passengers is (-0.6018),(-0.3772), (-0.3294), (-0.3683), (-0.6704) and (-0.6582) respectively. The P-value for all the six items in reliability dimension of service quality is 0.000 at 95% of level of significance two-tailed. The result implies that t-test confirms that the change on all the items in SERVQUAL Questionnaire on reliability were statically significant at a p<.0.01 or 0.05 level of significance.

Table 4.15 Responsiveness Dimension

Dimensions	Statement	Expectation mean	Perception mean	GAP PM-EM	P-value
Responsiveness	Driver/conductor is independently solve emerging issues, and not try shift the responsibility to third parties	3.3323	2.6407	-0.6916	0.000
	Drivers/conductors make information easily obtainable by the customers.	3.3772	2.9970	-0.3802	0.000
	Drivers/conductors give prompt service to customers.	3.4940	3.0389	-0.4551	0.000
	Drivers/conductors are always willing to help customers	3.1198	2.7545	-0.3653	0.000
	Drivers/conductors in sheger bus transport are never be too busy	3.3054	2.6964	-0.609	0.000

Source: survey questionnaire, 2019

Respondents were asked to indicate their opinion on responsive dimension of service quality. The result of the study indicated that the mean score for driver/conductor is independently solve emerging issues, and not try shift the responsibility to third parties is -0.6916. That means customer's perception is less than that of customer's expectation. This implies that customers perceived that service delivery did not meet their expectations. The mean score for drivers/conductors make information easily obtainable by the customers are -0.3802. That means

customer's perception is less than that of customer's expectation. This implies that customers perceived that service delivery did not meet their expectations. The mean score for drivers/conductors give prompt service to customers are -0.3653. That means customers perception is less than that of customer's expectation. This implies that customers perceived that service delivery did not meet their expectations. The mean score for drivers/conductors in sheger bus transport never be too busy. That means customers perception is less than that of customer's expectation, this implies that customers perceived that service delivery did not meet their expectations. The P-value for all the five items in responsiveness dimension of service quality is 0.000 at 95% of level of significance two-tailed. The result implies that t-test confirms that the change on all the items in SERVQUAL Questionnaire on responsiveness were statically significant at a $p < .0.01$ or 0.05 level of significance.

Table 4.16 Assurance Dimension

Dimensions	Statement	Expectation mean	Perception mean	GAP PM-EM	P-value
Assurance	Personnel is prevent boarding of drunken, dirty and socially dangerous passengers	3.1796	2.8234	-0.3562	0.000
	The behavior of drivers or conductors in the bus are instill confidence customers	3.2216	2.7964	-0.4252	0.000
	Customers are able to feel safe in their transactions with Drivers/conductors in the bus.	3.2066	3.0180	-0.1886	0.000
	Drivers/conductors are polite.	2.8802	2.4760	-0.4042	0.000
	Drivers of buses answer to any customers questions	3.1976	2.4820	-0.7156	0.000

Source: survey questionnaire, 2019

The mean score for personnel prevent boarding of drunken, dirty and socially dangerous passengers is -0.3562. That means customers perception is less than that of customer's expectation. This implies that customers perceived that service delivery did not meet their expectations. The mean score for the behavior of drivers or conductors in the bus instill confidence in customers are -0.4252. This implies that customers perceived that service delivery did not meet their expectations. The mean score for customers are able to feel safe in their

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transactions with Drivers/conductors in the bus -0.1886. This implies theat customers perceived that service delivery did not meet their expectations. The mean score for drivers/conductors polite and drivers of buses answer to any customers questions are -0.4042 and -0.7156 respectively. This implies that customers perceived that service delivery did not meet their expectations. This implies that customers perceived that service delivery did not meet their expectations. The P-value for all the five items in assurance dimension of service quality is 0.000 at 95% of level of significance two-tailed. The result implies that t-test confirms that the change on all the items in SERVQUAL Questionnaire on assurance were statically significant at a p<.0.01 or 0.05 level of significance.

Table 4.17. Empathy Dimension

Dimensions	Statement	Expectation mean	Perception mean	GAP PM-EM	P-value
Empathy	Bus routes are designed optimally, so that no additional bus stops needed	3.1198	2.6737	-0.4461	0.000
	Drivers/conductors give customers individual attention.	3.1287	2.7485	-0.3802	0.000
	Their operating hours convenient to all their customers	3.2665	2.4521	-0.8144	0.000
	Their customers' best interest at heart.	3.1587	2.0569	-1.1018	0.000
	Drivers/conductors understand the specific needs of their customers	3.1467	2.29646	-0.85024	0.000

Source: survey questionnaire, 2019

The result of the study indicated that the mean score for bus routes designed optimally, so that no additional bus stops needed, drivers/conductors give customers individual attention, their operating hours convenient to all their customers, their customers' best interest at heart and Drivers/conductors understand the specific needs of their customers are -0.4461,-0.3802,-0.8144,-1.1018 and -0.85024 respectively. This implies that customers perceived that service delivery did not meet their expectations.

The P-value for all the five items in empathy dimension of service quality is 0.000 at 95% of level of significance two-tailed. The result implies that t-test confirms that the change on all the items in SERVQUAL Questionnaire on empathy were statically significant at a p<.0.01 or 0.05 level of significance.

4.6. Comparison of Service Quality Dimensions

Table 4.18 below clearly indicated the gap between expectation and perception with regard to five service dimensions.

Table 4.18.Comparison of Service Quality Dimensions

Dimension	Expectation Mean	Perception Mean	Gap PM-EM
Tangibility	3.8132	2.5760	-1.2572
Reliability	3.0734	2.5803	-0.4931
Responsiveness	3.359	2.8251	-0.5339
Assurance	3.1515	2.7192	-0.4323
Empathy	3.1772	2.4455	-0.7317

Source: survey questionnaire, 2019

The result of the study implies that tangibility has the highest mean score among the five service dimensions on customers expectation followed by responsiveness, empathy, assurance and reliability. On the other hand responsiveness has the highest mean score of 2.8251 followed by assurance (2.7192),reliability (2.5803), tangibility (2.5760) and empathy. The result implies that customers were more dissatisfied with the tangibility and empathy dimensions of service quality in sheger bus transport enterprise. Therefore, must improve the physical facilities, equipment, and appearance of personnel and caring individualized attention to its customers.

4.7. Discussion of the findings

The discussions are concluded in line with the major findings of the study by examining the difference between customers' expectations and customers' perceptions of the service quality dimensions of Sheger bus mass transport in Addis Ababa.

There are five dimensions in evaluating overall service quality. In this study, the data analyses focus on level of agreement of respondents on each service quality dimensions and the mean gap scores on the expectations and perceptions scales for each of the modified 26 service quality attributes and the five service quality dimensions. Respondents were asked to indicate their opinion on the five dimensions of service quality of sheger bus mass transport.

To this end, expectations and perceptions were both measured using the 5-point likert scale 1= strongly disagree to 5= strongly agree whereby the higher numbers indicate higher level of expectation or perception. The result of the study indicated that there is a negative gap between customer's expectation and perception of empathy dimension of service quality. A negative gap

indicates that customers perceived that service delivery did not meet their expectations; a positive gap indicates that customers perceived that service delivery exceeded their expectations. The tangibility dimension of service quality was measured using six items 5-point likert scale 1= strongly disagree to 5= strongly agree. The result of the study indicated that there is a negative gap between customer's expectation and perception of tangibility dimension of service quality. The result of the study indicated that there is a negative gap between customer's expectation and perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations. This implies that the physical facilities, equipment, and appearance of personnel of sheger bus transport are different on customer's perception and customer's expectation with a mean score of (-1.2572).

The reliability dimension of service quality in sheger bus transport was measured by using six items six items 5-point likert scale 1= strongly disagree to 5= strongly agree. The result of the study indicated that there is a negative gap between customer's expectation and perception of reliability dimension of service quality. The result of the study indicated that there is a negative gap between customer's expectation and perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations. This implies that the ability to perform the promised service dependably and accurately of sheger bus transport is different on customers perception and customer's expectation with a mean score of (-0.4931).

The result of the study implies that the willingness to help customers and provide prompt service in sheger bus transport is poor because the result of the study shows that there is a negative gap between customer's expectation and perception of responsiveness dimension of service quality. The result of the study indicated that there is a negative gap between customer's expectation and perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations. This is mainly supported by the mean score difference of customers expectation and customers perception is (-0.5339).

The result of the study implies that knowledge and courtesy of employees and their ability to inspire trust and confidence on customers in sheger bus transport is not similar between customer's expectation and customer's perception. This resulted in a negative gap between customer's expectation and perception of assurance dimension of service quality. The result of the study indicated that there is a negative gap between customer's expectation and perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations. This is mainly supported by the mean score difference of customers expectation and customers perception is (-0.4323).

The result of the study implies that the empathy dimension of service quality delivery of sheger bus transport on caring individualized attention the enterprise provides to its customers is poor. Because the result of the study indicated that there is a negative gap between customer's expectation and perception of empathy dimension of service quality. The result of the study indicated that there is a negative gap between customer's expectation and perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations. This is mainly supported by the mean score difference of customers expectation and customers perception is (-0.7317).

According to the SERVPERF model (Cronin et al., 1992), the result of this study indicated that customers are not satisfied with service quality delivery of sheger bus transport because the average score of customer's expectation is greater than customer's perception. The result of the study contradicts with Parasuraman et al., (1985) suggested that when perceived service quality is high, then it will lead to increase in customer satisfaction. This is also supported the fact that service quality leads to customer satisfaction and this is in line with Saravana & Rao, (2007) and Lee et al., (2000,) acknowledge that customer satisfaction is based upon the level of service quality provided by the service provider. A low perception also indicates lower satisfaction as service quality and satisfaction are positively related (Fen & Lian, 2005). This means that dimensions with lower perception scores depict lower satisfaction on the part of customers.

The result of the study also supported by Negi, (2009), users perceive service quality as low or poor, and therefore imply that Customers are not satisfied with services offered by sheger bus transport. This customer satisfaction which comes as a result of the interaction between the customer and service provider (Yi, 1990) and from the results, it shows that customers are not satisfied meaning this could because they poor interaction between the customer and service provider and also because the customer is becoming more and more demanding and does not tolerate any shortfalls in the quality of services offered by sheger bus transport. Customers are not satisfied with the services offered by sheger bus transport. Therefore, the result of the study indicated that customer perceive service quality as poor in all dimensions meaning their expectations fall short of they experience in sheger bus transport. In this regard, customer is not satisfied with any dimension of service quality. All the dimensions show a gap between expected service and perceived service and this therefore means that sheger bus transport need to make improvements in all dimensions in order to close gaps that could lead to increased customer satisfaction.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1. SUMMARY FINDINGS

The findings of the study show that the majority of the respondents used sheger bus transport for 3 years. Majority of the respondents used sheger bus transport to go to work, majority of the respondents used sheger bus transport for medium distance and for long distance. The majority of the respondents used sheger bus because it is easily available. Most of the passengers stated that the service provision of sheger bus transport compared to the previous two years is not change.

The result of the study indicated that there is a negative gap between customer's expectation and perception of tangibility dimension of service quality. The result of the study implies that tangibility has the highest mean score among the five service dimensions on customers expectation followed by responsiveness, empathy, assurance and reliability. On the other hand responsiveness has the highest mean score of 2.8251 followed by assurance (2.7192), reliability (2.5803), tangibility (2.5760) and empathy.

Concerning the tangibility dimension of service quality in sheger bus transport there is a negative gap between customer's expectation and perception of tangibility dimension of service quality. The result of the study indicated that there is a negative gap between customer's expectation and perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations. This implies that the physical facilities, equipment, and appearance of personnel of sheger bus transport are different on customer's perception and customer's expectation.

With regard to the reliability dimension of service quality in sheger bus transport the result of the study indicated that there is a negative gap between customer's expectation and perception of reliability dimension of service quality. The result of the study indicated that there is a negative gap between customer's expectation and perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations. This implies that the ability to perform the promised service dependably and accurately of sheger bus transport is different on customers perception and customer's expectation.

The result of the study implies that the willingness to help customers and provide prompt service in sheger bus transport is poor because the result of the study shows that there is a negative gap between customer's expectation and perception of responsiveness dimension of service quality. The result of the study indicated that there is a negative gap between customer's expectation and

perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations.

The result of the study implies that knowledge and courtesy of employees and their ability to inspire trust and confidence on customers in sheger bus transport is not similar between customer's expectation and customer's perception. This resulted in a negative gap between customer's expectation and perception of assurance dimension of service quality. The result of the study indicated that there is a negative gap between customer's expectation and perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations.

The result of the study implies that the empathy dimension of service quality delivery of sheger bus transport on caring individualized attention the enterprise provides to its customers is poor. Because the result of the study indicated that there is a negative gap between customer's expectation and perception of empathy dimension of service quality. The result of the study indicated that there is a negative gap between customer's expectation and perception. This means customers perceived that service delivery of sheger bus transport did not meet their expectations.

Generally, the result of the study implies that tangibility has the highest mean score among the five service dimensions on customers expectation followed by responsiveness, empathy, assurance and reliability. On the other hand responsiveness has the highest mean score of 2.8251 followed by assurance (2.7192), reliability (2.5803), tangibility (2.5760) and empathy.

✓ The enterprise provides special service for students; provide service for the public as a whole by providing modern buses by considering people with disabilities and the enterprise played its own role for the improvement of transportation system in the city

✓ In providing transport service the enterprise is challenged by a number of problems like congestion, lack of modern road system and road facility, lack of modern technology, few number of buses, lack of depot service. These problems affected the waiting time of the consumers.

✓ There different sources of customer dissatisfaction in the enterprise like failure to understand customers to the enterprise, lack of improved physical facilities, equipment, and appearance of personnel, failure to perform the promised service dependably and accurately, failure to exercise the willingness to help customers and provide prompt service, lacks the knowledge and courtesy of employees and lacks the ability to inspire trust and confidence and It not carrying to individualized attention within the enterprise.

- ✓ Is There is integration and coordination with Addis Ababa transport authority and with stake holders like Anbesa Bus, traffic police, universities and schools. This allows providing efficient and effective transport.
- ✓ To improve the service provision the enterprise B2 project was started in 2011, access to modern technology, recruiting and selecting well qualified employees, and improve organizational structure and increase transport lines.
- ✓ No for the future one issue that the enterprise give emphasis is increased the number of buses and increase the number of line to satisfy our customers. No it is difficult to say our customers are satisfied by the current service proven of the enterprise.
- ✓ Do you feel that your customers are satisfied with the service they receive from the enterprise? No it is difficult to say our customers are satisfied by the current service proven of the enterprise.

5.2. Conclusion

The main purpose of this study was to assess customer's satisfaction of sheger bus transport through quality service delivery dimensions. According to Eshghi et al., (2008) service quality and customer satisfaction have received a great deal of attention from both scholars and practitioners because of their relevancy and relationship according to and the main reason for focusing on these issues is improving overall performance of organizations. But the result of this study indicated that customers are not satisfied with service quality delivery of sheger bus transport because the average score of customer's expectation is greater than customer's perception.

The finding of the study also shows that there is a low perception which resulted in lower satisfaction. This means that dimensions with lower perception scores depict lower satisfaction on the part of customers. Therefore, the result of the study indicated that consumers perceive service quality as poor in all dimensions meaning their expectations fall short of they experience in sheger bus transport. In this regard, consumers are not satisfied with any dimension of service quality. Based on all five SERVQUAL dimensions the research conclusions are drawn. Therefore sheger bus transport need to make improvements in all dimensions in order to close gaps that could lead to increased customer satisfaction.

Low customers satisfaction in the enterprise is the result of failure to understand service quality dimensions of tangibility, reliability, responsiveness, assurance and empathy such as failure to understand the physical facilities, equipment, and the appearance of the staff (tangibility), the dependability and accuracy of the service provider (reliability), the ability to know and

willingness to cater to customer needs (responsiveness), the ability of the staff to install confidence and trust in the company (assurance) and the ability of the staff to provide and caring service to customers (empathy). Even if there is low customer satisfaction in sheger bus enterprise the findings of the study shows that tangibility has the highest mean score among the five service dimensions on customers expectation followed by responsiveness, empathy, assurance and reliability. On the other hand responsiveness has the highest mean score of 2.8251 followed by assurance (2.7192), reliability (2.5803), tangibility (2.5760) and empathy.

5.2. Recommendations

Based on the findings of the study the researcher forwarded the following recommendations for the enterprise and future researchers.

1. The physical facilities, equipment, and cleanness of buses and appearance of personnel, building depot, improve modern technology should be improved.
2. The enterprise should strengthened its ability to perform the promised service dependably and accurately
3. The enterprise should improve the willingness to help customers and provide prompt service
4. The enterprise should improve the knowledge and courtesy of employees and their ability to inspire trust and confidence by giving training and development programs
5. Employees and conductors should improve and learn its customer service styles with respect mainly to attract new customers and to retain the existing customers to enhance performance and competitive advantage across the industry
6. Within the enterprise the result of the study tells us there is low customer satisfaction. Low customer satisfaction is the result of failure to understand and apply service quality dimensions of tangibility, reliability, responsiveness, assurance and empathy. Therefore, further improvement is needed to enhance organizational performance and achieving competitive advantage.
7. The result of the study implies that there is a negative gap between customer's expectation and perception in the five dimensions of service quality dimensions. Therefore, to increase customer's satisfaction it is better to balance customer's expectation and customer's perception.
8. To give training for both employees and managers about service quality delivery, customer handling and customer relationship management. It is better for leaders or managers to be servant leaders.

9. The result of the study indicated that there is weak relationship between employees and customers. The way customers are treated by employees has a direct impact on the organizations performance and competitiveness. Therefore, the Enterprise has to treat its customers by giving the right service to make the organization competent and profitable.

10. The enterprise to scan the external and internal environment of threats, strengths, weakness and opportunities to go together with the change of the environment.

To future researchers: the study was conducted on transport service enterprise with the aim of how customers of sheger bus mass transport enterprise perceive service quality and to see how sheger bus mass transport enterprise apply SERVQUAL model in the context of transport by using the five dimensions of service quality. Therefore, it is difficult to make conclusion about the nature of service quality delivery of other organizations. Therefore, it is better other researchers to conduct a study on quality service dimensions of other organizations to reach on common conclusion in the future.

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APPENDIX I

Dear respondents.

I am postgraduate student in ST.MARY'S UNIVERSITY. I am conducting this research for the partial fulfillment of Master of Business Administration (MBA). You have been selected as a valuable and knowledgeable participant in this research in titled with "Assessment of Customers' Satisfaction with Transportation Service Delivery: The Case of Sheger Bus Mass Transport Enterprise "in Addis Ababa. The objective is to assess Customers' Satisfaction in Transportation Service Delivery in Sheger Bus Mass Transport Enterprise. The questionnaires are completely anonymous and confidentiality is assured, for the research to provide correct results, it is important that you answer all the questions as honestly and truthfully as possible. The result of this questionnaire will be utilized for the sole academic purpose and hence, any information you give me will not affect by any means, your personal benefits and privacy.

Thank You.

Tebebu Teffera (+251912145808)

Email: tebebuteffera66@gmal.com

SECTION –I, Demographic Information

Please provide me with some information about yourself. Please make a cross "(✗) or √"

1. Which age brackets are you belong? ☐ Below 20 years ☐ 20-25 year's ☐ 26-30 year's

☐ 31-35 year's ☐ 36-40 year's ☐ 41and above

1. Sex? ☐ Male ☐ Female

2. Your level of formal education? ☐ Primary school ☐ secondary school ☐ TVET ☐ Diploma

☐ BA/BSC/ LLB ☐ Master's ☐ PhD others-----------------------
3. What is your occupation?

4. What is your marital status? ☐ Married ☐ single ☐ divorced ☐ widowed

SECTION II QUESTIONS RELATED TO THE PURPOSE OF USING SHEGER BUS TRANSPORT

5. For how long have you been a customer of sheger bus transport?

☐ Less than one year ☐ 1-2 years ☐ 3 years

6. For what purpose do you use the sheger bus transport?

☐ To go to School ☐ to go to Work and back to home ☐ to go to other places

7. Based on the type of distance, which type of service do you use sheger bus transport?

☐ Short distance ☐ Medium distance ☐ Long distance

8. Why do you choose to use sheger bus transport?

☐ It is easily available ☐ it provides fast transport service ☐ it is cheap

☐ It is comfortable ☐ other reasons, if any -----------------------

9. How do you rate the standards of service provided by sheger bus transport?

☐ Cannot rate ☐ Improved ☐ little Declined ☐ did not changed

SECTION III: QUESTIONNAIRES FOR USERS OR PASSENGERS ON THE EXPECTATION OF PASSENGERS

Listed below are descriptive statements about serve quall dimensions on the expectations of service experienced in sheger bus mass transport, for each statement please indicates to which degree you display the behavior described according.

Please make a cross "(×) or √"in the box

	STATEMENTS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	≠1. Tangibility	1	2	3	4	5
1.1	Information on the route and schedule of the bus should be intelligible, unambiguous					
1.2	Sheger bus transport should have modern equipment's.					
1.3	Physical facilities (like chairs, others materials) should be visually appealing					
1.4	Their employees should be well dressed and appear neat.					
1.5	The internal part of the bus should be clean.					
	≠2. Reliability	1	2	3	4	5
2.1	When Drivers/conductors promise to do something by a certain time, they should do so.					
2.2	When a customer has a problem, Drivers/conductors should show a sincere interest in solving it.					
2.3	Drivers/conductors should perform the service right the first time					
2.4	They should provide their services at the time they promise to do so.					
2.5	They should keep their records accurately					

2.6.	Information on the route and schedule of the bus should be available to the passengers					
	≠3.Responsiveness	1	2	3	4	5
3.1	Driver / conductor should independently solve emerging issues, and not try shift the responsibility to third parties					
3.2	Drivers/conductors should make information easily obtainable by the customers.					
3.3	Drivers/conductors should give prompt service to customers.					
3.4	Drivers/conductors are always willing to help customers					
3.5.	Drivers/conductors in sheger bus transport should never be too busy					
	≠4. Assurance	1	2	3	4	5
4.1	Personnel should prevent boarding of drunken and socially dangerous passengers					
4.2	The behavior of drivers or conductors in the bus should instill confidence in customers					
4.3	Customers should be able to feel safe in their transactions with Drivers/conductors in the bus.					
4.4	Drivers/conductors should be polite.					
4.5	Drivers of buses should answer to any customers questions					
	≠5.Empathy	1	2	3	4	5
5.1	Bus routes should be designed optimally, so that no additional bus stops needed					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5.2	Drivers/conductors should give customers individual attention.					
5.3	Their operating hours should be convenient to all their customers					
5.4	They should have their customers' best interest at heart.					
5.5	Drivers/conductors should understand the specific needs of their customers					

SECTION IV: QUESTIONNAIRES FOR USERS OR PASSENGERS ON THE PERCEPTION OF USERS OR PASSENGERS

Listed below are descriptive statements about serve quall dimensions on the perceptions of service experienced in sheger bus mass transport, for each statement please indicates to which degree you display the behavior described according.

Please make a cross "(×) or √"in the box

STATEMENTS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
≠1. Tangibility		1	2	3	4	5
1.1	Information on the route and schedule of the bus is intelligible, unambiguous					
1.2	Sheger bus transport has up-to-date equipment's.					
1.3	Physical facilities (like chairs, others materials) are visually appealing.					
1.4	Drivers/conductors are well dressed and appear neat.					
1.5	The internal part of the bus is clean					
≠2. Reliability		1	2	3	4	5
2.1	When they promise to do something by a certain time, they do.					
2.2	When a customer has a problem, they show a sincere interest in solving					

		1	2	3	4	5
	it.					
2.3	Drivers/ conductors perform the service right the first time.					
2.4	Sheger Bus transport in Addis Ababa provides the service at the time the promised to do so.					
2.5	Sheger bus transport keep their records accurately					
2.6	Information on the route and schedule of the bus is available to the passengers					
	≠3.Responsiveness	1	2	3	4	5
3.1	Driver/ conductor independently solve emerging issues, and not try shift the responsibility to third parties					
3.2	Drivers/conductors make information easily obtainable by customers					
3.3	Drivers/conductors give prompt service to customers.					
3.4	Drivers/conductor are always willing to help customers					
3.5.	Drivers/conductors are never too busy to respond to customers' requests					
	≠4. Assurance	1	2	3	4	5
4.1	Personnel prevent boarding of drunken and socially dangerous passengers					
4.2	The behavior of Drivers/conductor instill confidence in customers					
4.3	Customers feel safe in their transactions with Drivers/conductor in sheger bus transport					
4.4	Employees are polite with customers.					
4.5	Drivers/conductors of the bus have the knowledge to answer customers' questions					
	≠5.Empathy	1	2	3	4	5

5.1	Bus routes is designed optimally, so that no additional bus stops needed					
5.2	Sheger bus transport gives customers individual attention.					
5.3	Their operating hours are convenient to all their customers.					
5.4	Drivers/conductors have their customers' best interest at heart.					
5.5	Drivers/conductors understand the specific need of their customer					

APPENDIX II
Interview Questions for Sheger bus mass transport officials

1. What are roles of the enterprise workers and officials in providing services and facilities? Or what are the facilities and services provide by workers and officials to the customer

2. What are the main challenges to provide facilities and services in the Sheger bus mass transport enterprise?

3. is there an integration or coordination with the transport authority and stalk holder to solve the existing problems?

4. What are the main sources of customer dissatisfaction in the enterprise?

5. In general, what is your opinion or comments to improve the service and facility provision by Sheger bus mass transport enterprise?

6. Do you think that the enterprise can satisfy its customers by its service provision in this amount of buses?

7. Do you feel that your customers are satisfied with the service they receive from the enterprise?

8. What improvements have made to increase customer satisfaction?

Thank you!

ቅድስተማርያም ዩንቨርሲቲ

የቢዝነስ አስተዳደር ትምህርት ክፍል

ወደ የሸገር አውቶብስ ተጠቃሚያ በቅድሚያ ይህን መጠይቅ ለመሙላት ስለተባበርከኝ/ሽኝ ከልብ እያመሰገንኩ መጠይቁ የተዘጋጀዉ በሸገር አውቶብስ አገልግሎት ዙሪያ የደንበኞችን የእርካታ ደረጃ ለማጥናት ታስቦ ሲሆን የዚህ ጥናት አጥኚ ለማንም ያልወገነና የማይወግን ገለልተኛ ግለሰብ ነዉ። የጥናቱ ዉጤትም ለሁለተኛ ዲግሪ ትምህርት ማሟያ ከመሆን ባለፈ መልኩ የጥናቱ ግኝቶችን መሰረት አድርጎ ለድርጅቱ እድገት አስፈላጊ የሆኑ ጠንካራ ጎኖቹን ለማጉላትና ክፍተቶች ከተገኙም የማፍትሄ ሐሳቦችን ለማመልከት ያስችላል። ስለዚህ በዚህ መጠይቅ ከእናንተ የሚሰጠዉ ትክክለኛ ምላሽ ትልቅ ዋጋ አለዉ። ምላሻችሁ ምንም ይሁን ምን ምስጢራዊነቱ የተጠበቀና ለ� ሦስተኛ ወገን ተላልፎ እንደማይሰጥ ላረጋግጥላችሁ እፈልጋለሁ። ስለትብብራችሁም በድጋሜ ከልብ ላመሰግን እወዳለሁ!

ጥበቡ ተፈራ   (+251912145808)

መመሪያዎች
ክፍል አንድ፡ ለግለሰባዊ የመረጃ ጥያቄዎች ለተዘረዘሩት ጥያቄዎች በጥያቄዉ ትይዩ የተቀመጠዉን "x"ወይም "√"ምልክት ያድርጉ

ክፍልአንድ፡ግላዊ መረጃዎች

10. እድሜ □ከ 20 አመት በታች□   20-25 ዓመት   □ 26-30 ዓመት□   31-35 ዓመት□

    36-40 ዓመት□ 41 እና በላይ

11. ጾታ?   □ወንድ   □ሴት

12. የትምህርት ደረጃ?   አንደኛ ደረጃ   □ ሁለተኛ ደረጃ   □   ቴክኒክና ሙያ □ዲፕሎማ

    □ ድግሪ □ ማስተርስ   □ዶክትሬት □ሌሎች-----------------------

13. የስራ መስክ---------------------------------------

14. የጋብቻ ሁኔታ? □ያገባ□   ያላገባ   □   አግብቶ የፈታ□ በሞት የተለየ

    ክፍል ሁለት
    ደንበኞች የሸገር ትራንስፖርትን ለምን እንደመረጡ፤በምን ያህል ጊዜ እንደሚጠቀሙ፤ የሚሄዱበትን እርቀት የሚያሳዩ ጥያቄዎች

15. ለምን ያህል ጊዜ የሸገር ትራንስፖርትን ተጠቀሙዋል

    □ ከ1 ዓመት በታች □ ከ1-2 ዓመት □ ሦስት ዓመት

7. የሸገር አውቶብስን ለምን ጉዳይ ይጠቀሙበታል

    □ ትምህርት ቤት ለመሄድ□ወደ ስራ ለመሄድና ለመመለስ □ ወደ ሌሎች ቦታዎች ለመሄድ

8.በሽገር አዉቶቡስ ሲገለገሉ ለምን ያክል ርቀት ይንዛሉ □ ለአጭር ርቀት □ ለመካከለኛ ርቀት □ለረጅም ርቀት

9. በምን ምክንያት ሽገር አውቶብስን መረጡ

□ በቀላሉ ስለምናገኘው □ ፈጣን አገልግሎት ስለምናገኝ □ዋጋው ርካሽ ሳለሆነ □ ምቹ ስለሆነ

10. አገልግሎት አሰጣጡን እንዴት ይመዝኑታል

□መለካት አይቻልም □ ተሻሻሎአል □ በትንሹ ቀንሶአል □ አልተለወጠም

ክፍልሶስት : ደንበኞች አገልግሎቱን ከመጠቀማቸው በፊት ስለ ሸገር አውቶብስ አገልግሎት የነበራቸው ግንዛቤ

ቀጥለዉ ለተዘረዘሩት ጥያቄዎች ትክክለኛ ነዉ የምትለዉን/ይዉን ምላሽ ከ1-5 ከተዘረዘሩት አማራጮች መካከል ምረጥ/ጪ

5. በጣምእስማማለሁ (በእ)   4. እስማማለሁ (እ)   3. መረጃየለኝም (መየ)
 2. አልስማማም (አ)   1. በጣምአልስማማም (በአ)
የሚስማሙብት መልስ ላይ ይህን"(×) ወይንም ይህን √" ምልክት ያስቀምጡ። ወይም

ጥያቄዎች		በጣምአል ስማማም	አልስማ ማም (እ)	መረጃየለኝም	እስማማለ ሁ (እ)	በጣምእስ ማማለሁ
	#1.በተቋሙ የሚሰጠዉ አገልግሎት ተጨባጭነትን በተመለከተ	1	2	3	4	5
1.1	አውቶብሱ የሚሄድበት መስመር እና የጉዞ ፕሮግራም ግልፅ እና ግራ የማያጋባ መሆን አለበት					
1.2	የሸገር አውቶቡስ ትራንስፖ`ርት ዘመናዊ መገልገያዎች ያሟላ መሆን አለበት					
1.3	የአውቶብሱ መገልገያዎች /ወንበሮች እና የመሳሰሉት/ ለአይን የሚማርኩ መሆን አለባቸው					
1.4	ተቀጣሪ ሰራተኞቹ ጽዳቱን የጠበቀ እና መልካም ልብስ መልበስ ይኖርባቸዋል					
1.5	የአውቶብሱ ውስጣዊ ክፍል ጽዳቱን የጠበቀ መሆን አለበት					
	#2. የደንበኞች አመኔታን በተመለከተ	1	2	3	4	5
2.1	የስምሪት ሰራተኞቹም ሆኑ የአውቶቡሱ ሹፌሮች የጉዞ ፕሮግራምን በተመለከተ ለመንገደኞች የገቡትን ቃል መጠበቅ አለባቸው					
2.2	መንገደኞች ጥያቄ በሚኖራቸው ወቅት የስምሪት ሰራተኞቹም ሆነ የአውቶቡሱ ሹፌሮች በቀና ልቦና መፍትሄ የሚሰጡብት አሰራርሊኖራቸዉ ይገባል					
2.3	የስምሪት ሰራተኞቹም ሆነ የአውቶቡሱ ሹፌሮች ተግባራቸውን ሳያሳሳቱ መፈፀም አለባቸው					
2.4	አውቶብሶቹ የተዘጋጀላቸዉን የጊዜ ፕሮግራም					

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		1	2	3	4	5
	አክብረው ምንም ሳያዛንፉ መስራት ይኖርባቸዋል					
2.5	የድርጅቱ መዝገቦች በአግባቡ መያዝ አለባቸው					
2.7.	አውቶብሱ የሚሄድበትን መስመር እና የጉዞ ፕሮግራም ተሳፋሪዎች ማወቅ አለባቸው					
	#3.ፈጣን ምላሽ ከመስጠት አንጻር	1	2	3	4	5
3.1	በጉዞ ላይ ለሚያጋጥም ችግር የስምሪት ሰራተኞቹ ወይንም የአውቶቡሱ ሹፌሮች መፍትሄውን ለሊላ እካል ሳያሻግሩ ራሳቸው መፍታት አለባቸው					
3.2	በስምሪት ሰራተኞቹ እና በአውቶቡሶቹ ሹፌሮች ለተሳፋሪው የሚተላለፉ መልእክቶች ቀለል ያሉ እና ያልተወሳሰቡ መሆን አለባቸዉ					
3.3	የስምሪት ሰራተኞቹ እና የአውቶቡሶቹ ሹፌሮች የተሳፋሪዎችን ፍላጎት እና ጥቅም ለማሟላትፈጣን አገልግሎት መስጠት አለባቸው					
3.4	የስምሪት ሰራተኞቹ እና የአውቶቡሶቹ ሹፌሮች ዘወትር የተሳፋሪውን ፍላጎትእናጥቅም ለሚሟላት ፍላጎት ያላቸዉና ቀና መሆን አለባቸዉ					
3.5.	የሽገር አውቶቡስ ሹፌሮችም ሆነ የስምሪት ሰራተኞቹ ስራ የተደራረበባቸው መሆን የለባቸውም					
	#4. የተሳፋሪዎችን ደህንነትን ከማስጠበቅ አንጻር	1	2	3	4	5
4.1	በአልኮል መጠጥ የሰከሩ ሰዎች እና ተሳፋሪው ላይ የደህንነት ጉዳት ሊያደርሱ የሚችሉ ሰዎች በአውቶቡሱ መሳፈር የለባቸውም					
4.2	የሽገር አውቶቡስ ሹፌሮችም ሆኑ የስምሪት ሰራተኞቹ ተገልጋዩ በአገልግሎቱ ላይ እምነት እንዲያዳብር የሚያደርግ መልካም ባህርይ ያላቸዉ መሆንአለባቸው					
4.3	ተገልጋዩ ማህበረሰብ ከሹፌሮቹ እና ከስምሪት ሰራተኞቹ ጋር በሚኖረው ግንኙነት ደህንነት ሊሰማው ይገባል					
4.4	የአውቶቡሱ ሹፌሮችም ሆኑ የስምሪት ሰራተኞቹ አክብሮት ያዘለ አነጋገር ያላቸዉ መሆን አለባቸው					
4.5	የአውቶቡሱ ሹፌሮች ከተገልጋዩ ለሚነሱ ማንኛውም ጥያቄዎች ምላሽ መስጠት አለባቸው					

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	≠5.የደንበኞችን ችግር እንዴ ተቋሙ ችግር ከማየት አንጻር	1	2	3	4	5
5.1	የአውቶቡስ መስመሮች እና ማቆሚያዎች በቂ ስለሆኑ ተጨማሪ ፌርማታዎች አያስፈልጋቸዉም					
5.2	የአውቶቡስ ሹፌሮችም ሆኑ የስምሪት ሰራተኞች ለእያንዳንዱ መንገደኛ ፍላጎት ትኩረት መስጠት አለባቸው					
5.3	የአውቶቡሶቹ የጉዞ መነሻ ሰአት የሁሉንም ተንገሮች ፍላጎት ያማከለ መሆን አለበት					
5.4	የድርጅቱ የስራ አፈጻጸም የመንገደኞችን ፍላጎት/ጥቅም መሰረት ያደረገ መሆን አለበት					
5.5	የአውቶቡስ ሹፌሮችም ሆኑ የስምሪት ሰራተኞቹ የተንገሮችን ልዩ ፍላጎት የሚረዱ መሆን አለባቸው					

ክፍል አራት፡ ተሳፋሪዎች አገልግሎቱን ካገኙ በኋላ ያላቸው የእርካታ ደረጃ

ቀጥለዉ ለተዘረዘሩት ጥያቄዎች ትክክለኛ ነዉ የምትለዉን/ይዉን ምላሽ ከ1-5 ከተዘረዘሩት አማራጮች መካከል ምረጥ/ጪ

5. በጣም እስማማለሁ (በእ)   4. እስማማለሁ (እ)   3. መረጃ የለኝም (መየ)
 2. አልስማማም (አ)   1. በጣም አልስማማም (በአ)

የሚስማሙበት መልስ ላይ ይህን"(×) ወይንም ይህን √" ምልክት ያስቀምጡ። ወይም

ጥያቄዎች		በጣም እስማማለሁ	አልስማማም (እ)	መረጃ የለኝም	እስማማለሁ (እ)	በጣም እስማማለሁ
	≠1. በተቋሙ የሚሰጠው አገልግሎት ተጨባጭነትን በተመለከተ	1	2	3	4	5
1.1	አውቶብሱ የሚሂድበት መስመር እና የጉዞ ፕሮግራም ግልፅና እና ግራ የማያጋባ ነው					
1.2	የሸገር አውቶቡስ ትራንስፖርት ዘመናዊ መገልገያዎች ያሟሉናቸው					
1.3	የአውቶብሱ መገልገያዎች /ወንበሮች እና የመሳሰሉት/ አይን የሚማርኩ ናቸው					
1.4	ተቀጣሪ ሰራተኞች ጽዳቱን የጠበቀ እና መልካም ልብስ የሚለብሱ ናቸው					
1.5	የአውቶብሶቹ ውስጣዊ ክፍል ጽዳቱን የጠበቀ ነው					
	≠2. የደንበኞች አመኔታን በተመለከተ	1	2	3	4	5
2.1	የስምሪት ሰራተኞቹም ሆኑ የአውቶቡስ ሹፌሮች የጉዞ ፕሮግራምን በተመለከተ ለመንገደኞች የገቡትን ቃል ይጠብቃሉ					
2.2	መንገደኞች ጥያቄ በሚኖራቸው ወቅት የስምሪት ሰራተኞቹም ሆነ የአውቶቡስ ሹፌሮች በቀና ልቡና መፍትሄ ይሰጣሉ					
2.3	የስምሪት ሰራተኞቹም ሆነ የአውቶቡስ ሹፌሮች ተግባራቸውን ሳያሳስቱ ይፈፅማሉ					
2.4	አውቶብሶቹ የተቀመጠላቸውን የጊዜ ፕሮግራም ምንም ሳያዛንፉ አክብረው ይሰራሉ					
2.5	የድርጅቱ መዝገቦች በአግባቡ ይያዛሉ					

		1	2	3	4	5
2.8.	አውቶብሱ የሚሄድበትን መስመር እና የጉዞ ፕሮግራም ተሳፋሪዎች ያውቃሉ					
	#3.ፈጣን ምላሽ ከመስጠት አንጻር					
3.1	በጉዞ ላይ ለሚያጋጥም ችግር የስምሪት ሰራተኞች ወይንም የአውቶቡስ ሹፌሮች መፍትሄውን ለሊላ አካል ሳያሻግሩ ራሳቸው ይፈታሉ					
3.2	በስምሪት ሰራተኞቹ እና በአውቶቡስ ሹፌሮች ለተሳፋሪው የሚተላለፉ መልእክቶች ቀልል ያሉ እና ያልተወሳሰቡ ናቸው					
3.3	የስምሪት ሰራተኞቹ እና የአውቶቡስ ሹፌሮች የተሳፋሪዎችን ፍላጎት እና ጥቅም ለማሟላት ፈጣን አገልግሎት ይሰጣሉ					
3.4	የስምሪት ሰራተኞቹ እና የአውቶቡሶቹ ሹፌሮችዘወትር የተሳፋሪውን ፍላጎት እና ጥቅም ያሟላሉ					
3.5.	የሸገር አውቶቡስ ሹፌሮችም ሆኑ የስምሪት ሰራተኞቹ ስራ የተደራረበባቸው አይደሉም					
	#4. የተሳፋሪዎችን ደህንነትን ከማስጠበቅ አንጻር					
4.1	የስምሪት ሰራተኞቹ በአልኮል መጠጥ የሰከሩ ሰዎች እና ተሳፋሪው ላይ የደህንነት ጉዳት ሊያደርሱ የሚችሉ ሰዎች በአውቶቡሱ እንዳይሰፈሩ ያደርጋሉ					
4.2	የሸገር አውቶቡስ ሹፌሮችም ሆኑ የስምሪት ሰራተኞቹ ተገልጋዩ በአገልግሎቱ ላይ እምነት እንዲያዳብር የሚያደርግ መልካም ባህርይ አላቸው					
4.3	ተገልጋዩ ማህበረሰብ ከሹፌሮች እና ከስምሪት ሰራተኞች ጋር በሚኖረው ግንኙነት ደህንነት ይሰማዋል					
4.4	የአውቶቡስ ሹፌሮችም ሆኑ የስምሪት ሰራተኞች አክብሮትን ያዘለ አነጋገር አላቸው					
4.5	የአውቶቡሱ ሹፌሮች ከተገልጋዩ ለሚነሱ ማንኛውም ጥያቄዎች ምላሽ ይሰጣሉ					
	#5.የደንበኞችን ችግር እንደ ተቋሙ ችግር ከማየት አንጻር					
5.1	የአውቶቡስ መስመሮች እና ማቆሚያዎች					

	ሁሉንም ያማከሉ በመሆናቸው ተጨማሪ ፈርማታዎች የላቸዉም					
5.2	የአውቶቡስ ሹፌሮችም ሆኑ የስምሪት ሰራተኞች ለእያንዳንዱ መንገደኛ ፍላጎት ትኩረት ይሰጣሉ					
5.3	የአውቶቡሶቹ የጉዞ መጀመሪያ ስአት ለሁሉም ተጓዦች ፍላጎት ያማከለ ነው					
5.4	የድርጅቱ የስራ አፈጻጸም የተጓዦችን ፍላጎት/ጥቅም መሰረት ያደረገ ነው					
5.5	የአውቶቡስ ሹፌሮችም ሆኑ የስምሪት ሰራተኞቹ የተጓዦችን ልዩ ፍላጎት የሚረዱ ናቸው					

እናመስግናለን

ለሸገር ባስ ትራንስፖርት የበላይ ኃላፊዎች የተዘጋጁ የቃል መጠይቅ ጥያቄዎች

1. አገልግሎቱን ከመስጠት አከካያ የሰራተኞች እና የሃላፊዎች ሚናና ሃላፊነት ምን ምን ናቸው?
2. በአገልግሎት አሰጣጥ ወቅት የሚያጋጥሙ ችግሮች ምን ምን ናቸው?
3. ከባለ ድርሻ አከላት እና ከትራንስፖርት ባለስልጣን ጋር ያላችሁ ግንኙነት ምን ይመስላል?
4. ለደንበኞች እርካታ ዝቅተኛ መሆን ምንጮቹ ምን ምን ናቸው
5. አገልግሎቱን ለማዘመን እና ለማሻሻል ምን ምን ስራዎች ቢከናወኑ ይሻላል ብለው ያስባሉ?
6. የሸገር የብዙሃን አውቶቡስ ኢንተርፕራይዝ አሁን ባሉት አውቶብሶች የሚሰጣቸው አገልግሎቶች ደንበኞችን እርክቶአል ማለት ይቻላል?
7. ደንበኞች በሚሰጣቸዉ አገልግሎቶች ረክተዋል ማለት ይቻላል?
8. የደንበኞችን እርካታ ለማሳደግ ምን ምን ስራዎች መሰራት አለባቸው?

እናመስግናለን