ACKNOWLEDGEMENT

My heartily thanks go to the Almighty father God for His graciously provision of knowledge, wisdom inspiration and diligence required for the successful completion of this thesis and for making my dreams a reality. My distinct thanks go to my research advisor Getachew Habtamu (PhD) for his stimulating advice and constructive comments at every step of writing this thesis as well as for his unreserved efforts to assist me. I would like to thank customers and employees for their cooperation and providing valuable information for completing the thesis. My appreciation and thanks extend to my family who directly or indirectly contribute their unlimited initiation and facilitation.

STATEMENT OF DECLARATION

I, Yohanese Legesse, the undersigned person declare that the thesis entitled "The Effect of service Quality on Customer Satisfaction: in the Case of Ethiopian Electric Utility" is my original and submitted for the award of Master of Business Administration St Marry University at Addis Ababa and it hasn't been presented for the award of any other degree. Under this study, fellowship of other similar titles of any other university or institution of all sources of material used for the study has been appropriately acknowledged and notice.

Yohanese Legesse   _____   Dec. 2019

    Candidate   Signature   Date

CERTIFICATION

This is to certify that Mr. Yohanese Legesse has properly completed his research work entitled "The Effect of service Quality on Customer Satisfaction: in the Case of Ethiopian Electric Utility" with my guidance through the time. In my suggestion, his task is appropriate to be submitted as a partial fulfillment requirement for the award of Degree in Master of Business Administration.

Getachew Habtamu (PhD)

Research Advisor

_____

Signature and Date

ABSTRACT

Companies in various service industries have to be able to measure the actual service quality in order to take any corrective measures in relation to improving both the technical and functional qualities, such as by introducing new and innovative product/service features, revisiting the established relationship, etc. Thus, this study aimed to examine the extent to which EEU's service quality was geared towards customer satisfaction using the SERVQUAL model. Data were collected from 363 customers of Ethiopian Electric Utility (EEU) through questionnaire that developed based on SERVQUAL model, pilot tested and distributed. Stratified, purposive and simple random sampling techniques were employed to select sample respondents. Using a mixed research approach and explanatory research design, the study found that the mean score of quality dimensions for reliability (2.73), assurance (2.65), tangibility (2.59), empathy (2.71), and responsiveness (2.80) found that there is low service quality standard of EEU in all factors. In addition, it revealed that was a linear relationship between reliability and customer satisfaction (.597), assurance and customer satisfaction (.546), tangibility and customer satisfaction (.512), empathy and customer satisfaction (.640), and between responsiveness and customer satisfaction (.608) at 0.01 level (2-tailed) significant level. Further, it found that reliability (.000), responsiveness (.000), empathy (.000), tangibility (.011), and assurance (.015) has a significant effect on customer satisfaction. Findings show that EEU customers expect more than what they perceive therefore EEU must strive hard to improve all the service quality dimensions for improved customer satisfaction. Customer satisfaction strategy will help companies to compare their performances against customer standards against internal processes, power utility industry benchmarks and identify opportunities for improvement.

Key words: Service Quality, Customer Satisfaction, Service Management

ACRONYMS AND ABBREVIATIONS

EEU	Ethiopian Electric Utility
EEP	Ethiopian Electric Power
CSC	Customer Service Center
CSA	Central Statistical Authority
SPSS	Statistical Package for Social Sciences

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLE

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

In today's constantly changing business environment, providing a superior service quality, through aggressive focus on customer is one of the key factors enabling companies to gain a lasting competitive advantage in winning the market (Chiara, 2007). According to Ladhari (2011), marketers are trying to focus more on evaluation of service quality, involving various innovative offerings and service developments, which have a direct influence on customers' service experiences. Because, for instance, better service quality increases perceived service value and satisfaction; improves the service provider's customer retention and financial performance; and also enhances a company's corporate image (Nguyen & Leblanc, 1998).

Providing a quality service is therefore about meeting and even, depending on the company's capability, excelling customers' expectation. In other words, it is the difference between expectation prior to the service encounter and the actual perceived service that the company provides, making it to be reliant on the customers satisfaction/service experience (Grönroos, 2008). Now a day, customer is highly demanding quality service, thus companies should strive to meet or exceed their requirements. Thus, companies in various service industries have to be able to measure the actual service quality in order to take any corrective measures in relation to improving both the technical and functional qualities, such as by introducing new and innovative product/service features, revisiting the established relationship, etc. One way of conducting service quality measurement, which is quite popular, is through the application of SERVQUAL. It basically measures quality in terms of five dimensions of service quality, namely, Reliability, Assurance, Tangibles, Empathy and Responsiveness.

Ethiopian Electric Utility previously called the Ethiopian Electric Light and Power Authority (EELPA), which was established in 1956, after having undergone restructuring had been reorganized as Ethiopian Electric Power Corporation (EEPCo). The Ethiopian Electric Power Corporation (EEPCo) as public electric utility enterprise is named in 1997.

Now again as per the new restructuring of Ethiopian Electric Power Corporation the corporation is split in to two companies namely Ethiopian Electric Utility (EEU) and Ethiopian Electric

Power (EEP) in 2013. EEU is responsible for administration of electric power distribution networks, purchase bulk electric power and sell energy to customer.

EEU currently serves 3.1 million customers using around 17,000 employees in 11 Regional, 28 District offices and 569 customer service centers throughout the country.

EEU provides electric distribution and energy bill sales to its customers across the country. It is expected from the company to provide quality service to all its customers to the expectation of the customers in all areas.

The company is also expected to monitor its service delivery by measuring the satisfaction level of its customers, using different mechanisms in which the SERVQUAL model is one of them. This is because it is the best tool to use in measuring service quality for EEU because the dimensions were positive outcome and better service quality typically helps to get higher market share and better returns. This study examined the extent to which EEU provide quality service to its customers. The service quality in EEU is mainly affected by timely responding, providing reliable service, and proper care to customers by employees, the knowledge and courtesy of employees, appearance of the service provision areas and the meters & lines extended. Thus, this study was intended to use the SERVQUAL model to be appropriate model for EEU to determine the extent to which EEU's service quality was geared towards customer satisfaction. This model measures various service quality dimensions including tangibility, reliability, responsiveness, assurance and empathy. This is due to the fact that improved service quality in the future is the critical factor that will determine whether the business will survive or fail and better service quality typically helps to get higher market share and better returns.

1.2 Statement of the problem

Customer satisfaction has been studied in different directions, from measurement to its relationships with other business aspects (possible means of measuring customer satisfaction Levy, 2009 and demonstrated some determinants of customer satisfaction to be product and service quality, price, personal and situational factors Wilson et al., 2008). Because customer satisfaction is also based upon the level of service quality provided by the service provider (Lee et al., 2000) and service quality acts as a determinant of customer satisfaction (Wilson et al., 2008).

From a preliminary survey, it was observed that there were customer complaints in EEU presented at different time on the EEU service provision, particularly in energy meter

connection, energy consumption bill collection and emergency services. Such complaints suggest that there is a mismatch between the company's service quality delivery and the customers' expectations. Various reasons might contribute to the performance gaps related to service delivery of the company. Mostly companies have limited experience in identifying real factors which has direct relation with quality service to the context of the company and its specific objective. Working on these factors is important to enhance the overall performance of the organization.

Thus, there is a need to find out the level of service quality delivery in light of the service quality dimensions to see the gap area in providing the services in the company. Therefore, this paper examined the extent to which EEU deliver quality service to customers and identifies the gap on the service quality dimensions.

1.3 Objective of the study

1.3.1 General objective

The general objective of the study was to examine the extent to which EEU's service quality was geared towards customer satisfaction using the SERVQUAL model.

1.3.2 Specific objective

- To examine service quality dimensions on customer satisfaction.
- To assess which of these dimension have a significant effect on customer satisfaction

1.4 Research questions

- What was the extent to which EEU's service quality geared towards customer satisfaction using the SERVQUAL model?
- Which these dimensions have a significant effect on customer satisfaction?

1.5 Research Hypothesis

The hypothesis designed for this study was based on the following assumptions:

- H1: Reliability has significant and positive relationship with customer satisfaction.
- H2: Assurance has significant and positive relationship with customer satisfaction.
- H3: Tangibles has significant and positive relationship with customer satisfaction.
- H4: Empathy has significant and positive relationship with customer satisfaction.
- H5: Responsiveness has significant and positive relationship with customer satisfaction.

1.6 Scope of the study

This study was bounded to factors related to service quality and customer satisfaction analyzed using the SERVQUAL model with 5 dimensions (reliability, assurance, tangibles, empathy and responsiveness) using data collected from customers in Addis Ababa. This research covers to assess service delivery quality to supply electricity in ten selected customer service centers in East Addis Ababa region of EEU. The study also examined the relationship between customer satisfaction and service quality dimensions of the SERVQUAL model.

1.7 Significance of the study

At the end of this research, it will help managers at different levels of positions in the organization to know the exact factors affecting service quality and thus to use as an input in decision making to alleviate or minimize the problems related to quality service. This study provides empirical support for management strategic decision in several critical areas of their operation and to provide a justifiable valid and reliable guide in designing workable service delivery improvement strategic for creating and delivering customer value, achieving customer satisfaction, building long term mutually beneficial relationship with customers and achieving sustainable growth in EEU.

The study will help the public enterprises and similar organizations to see their strength and weakness towards its service delivery and levels of its customer satisfaction. Besides to this the study will contribute for the organization to take corrective action, helps to make decision by identifying in which dimensions mainly to focus and to improve service quality of the organization.

This study is very important to customers since it much emphasis on quality when buying electric services and settling bills, the EEU's operating characteristics will be improved, they receive reliability services on that probability of a product failing within a specified period of time will be improved.

The research has both practical and theoretical significance for different users from this practical importance of the research is used for decision maker in the area and it is also used for theoretical purpose like for further reference for research. The research paper will also serve as starting point for other researchers who want to conduct their research on this same issue.

1.8 Operational definition and terms

- **Electricity bill** - the monthly bill/under the existing trend the period one month/ contains the information and the sum of monthly energy consumption/in the form of KWH/ multiplied by the respective tariff range and summed to total (EEU)

- **Domestic customers** - this category consists of the service the utility provides to residential consumption. The consumer energy demand for this kind of service is limited to few KWs (EEU)

- **Commercial/general** - this category consists of the service the utility provides to commercial/trading activities consumption (EEU)

- **Industrial Customers** - this category consists of the service the utility provides to manufacturing industry activities consumption.

- **Service quality** - defines as the difference between customer expectations of service and perceived service (Parasuraman et al., 1985).

- **Quality** - defines as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler et al., 2002).

1.9 Structure of the Thesis

Chapter one presented the introduction that includes statement of the problem, objectives, research problems, significance of the study and scope of the study. The next chapter will be to present existing literature and theoretical frame work on the relationship between customer satisfaction and service quality. The chapter that follows; chapter three, will be the methodology of the research where the research design and research methods will be explained. Then the empirical findings and analysis will come in chapter 4; chapter five will presents the conclusion, implications and suggestions.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Customers are one of the main components by which company's existence and profitability. Thus, it needs to establish a strategy to attract new customers and retain the existing ones. To do so require providing quality service that satisfies their needs and wants. Measuring the service quality and customer satisfaction are the utmost critical factors in service marketing. This part included theoretical review of service quality, its dimensions, customer satisfaction and the relation between service quality and customer satisfaction.

2.2 Theoretical Review

2.2.1 Service Quality

Different authors define quality in many ways, which aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no consensus emerging on either (Arash, 2006). For example, as per   defines service quality as the extent to which a service meets customers' needs or expectations (Lewis & Mitchell, 1990). Service quality can thus be defined as the difference between customer expectations of service and perceived service. If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman et al., 1985; Lewis & Mitchell, 1990).

Quality is one of the things that consumers look for in an offer, which service happens to be one (Solomon, 2009). Quality can also be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler et al., 2002). It is evident that quality is also related to the value of an offer, which could evoke satisfaction or dissatisfaction on the part of the user. On other hand, in order for a company's offer to reach the customers there is a need for services. These services depend on the type of product and it differs in the various organizations. Service can be defined in many ways depending on which area the term is being used. Service is defined as any intangible act or performance that one party offers to another that does not result in the ownership of anything (Kotler & Keller, 2009). In all, service can also be defined as an intangible offer by one party to another in exchange of money for pleasure.

Kotler (2016) defined service quality as the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs. This is clearly a customer-centered definition. We can say the seller has delivered quality whenever its product or service meets or exceeds the customers' expectations. On the other hand, ISO 8402-1986 standard defines quality as "the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs." If an automobile company finds a defect in one of their cars and makes a product recall, customer reliability and therefore production will decrease because trust will be lost in the car's quality.

2.2.2 Dimension of service quality

Various literatures (see Parasuraman et al 1985; Arash, 2006) identified different types of factors that determine customer service quality. The five factors that determine service Quality are:-

1. **Reliability:** the ability to perform the promised service dependably and accurately
2. **Assurance:** the knowledge and courtesy of employees and their ability to convey trust and confidence.
3. **Tangibles:** the appearance of physical facilities, equipment, personnel and communication materials.
4. **Empathy:** the provision of caring, individualized attention to customers.
5. **Responsiveness:** the willingness to help customers and to provide prompt service.

2.2.3 Customer satisfaction

Solomon (2009) stated that a customer is a stakeholder of an organization who provides payment in exchange for the offer provided to him by the organization with the aim of fulfilling a need and to maximize satisfaction. Sometimes the term customer and consumer are confusing. A customer can be a consumer, but a consumer may not necessarily be a customer. Another author explained this difference. I.e. a customer is the person who does the buying of the products and the consumer is the person who ultimately consumes the product (Solomon, 2009).

Similarly, Kotler & Keller (2009) stated that customer is contented with either the product or services it is termed satisfaction. Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations. In point of fact, satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of people; or it can be the state of being happy with a situation.

Satisfaction varies from one person to another because it is utility. "One man's meal is another man's poison," an old adage stated describing utility; thus, highlighting the fact that it is sometimes very difficult to satisfy everybody or to determine satisfaction among group of individuals. Client happiness, which is a sign of customer satisfaction, is and has always been the most essential thing for any organization.

As of Solomon (2009), customer satisfaction is defined by one author as "the consumer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption. Hence, considering satisfaction is viewed as an overall post-purchase evaluation by the consumer. Customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. Post-purchase, post-consumption) (Giese & Cote, 2000). This definition is supported by some other authors, who think that consumer's level of satisfaction is determined by his or her cumulative experience at the point of contact with the supplier (Sureshchander et al., 2002,). It is factual that, there is no specific definition of customer satisfaction since as the years passes, different authors come up with different definitions. Customer satisfaction has also been defined by another author as the extent to which a product's perceived performance matches a buyer's expectations (Kotler et al., 2002).

According to Schiffman & Karun (2004) Customer satisfaction is defined as "the individual's perception of the performance of the products or services in relation to his or her expectations. In general, customer satisfaction could be the pleasure obtained from consuming an offer. Measuring customer satisfaction could be very difficult at times because it is an attempt to measure human feelings. Levy (2009) in his studies, suggested three ways of measuring customer satisfaction: a survey where customer feedback can be transformed into measurable quantitative data, focus group or informal where discussions orchestrated by a trained moderator reveal what customers think, informal measures like reading blocs, talking directly to customers.

2.2.4 Relation between service quality and customer satisfaction

Since customer satisfaction has been considered to be based on the customer's experience on a particular service encounter, it is in line with the fact that service quality is a determinant of customer satisfaction, because service quality comes from outcome of the services from service providers in organizations (Baker-Prewitt, 2000).   Another author stated in his theory that

"definitions of consumer satisfaction relate to a specific transaction (the difference between predicted service and perceived service) in contrast with 'attitudes', which are more enduring and less situational-oriented" (Bennett & Barkensjo, 2005).

Regarding the relationship between customer satisfaction and service quality Gieseand Cote (2000) suggested that service quality would be antecedent to customer satisfaction regardless of whether these constructs were cumulative or transaction-specific. In relating customer satisfaction and service quality, researchers have been more precise about the meaning and measurements of satisfaction and service quality. Satisfaction and service quality have certain things in common, but satisfaction generally is a broader concept, whereas service quality focuses specifically on dimensions of service (Wilson et al., 2008). Although it is stated that other factors such as price and product quality can affect customer satisfaction, perceived service quality is a component of customer satisfaction (Zeithaml et al. 2006). This theory complies with the idea of Wilson et al. (2008) and has been confirmed by the definition of customer satisfaction presented by other researchers.

Customer satisfaction and service quality are related from their definitions to their relationships with other aspects in business. Some authors have agreed to the fact that service quality determines customer satisfaction. Parasuraman et al., (1985) in their study, proposed that when perceived service quality is high, then it will lead to increase in customer satisfaction. Some other authors did comprehend with the idea brought up by Parasuraman (1995) and they acknowledged that "Customer satisfaction is based upon the level of service quality that is provided by the service providers" (Saravana & Rao, 2007). Sivadas & Baker-Prewitt (2000) used a national random telephone survey of 542 shoppers to examine the relationship between service quality, customer satisfaction, and store loyalty within the retail department store context. One of the results was that service quality influences relative attitude and satisfaction with department stores. They found out that there is a relationship between customer satisfaction and service quality.

In support of the use of SERVQUAL in the relationship between customer satisfaction and service quality, Ahmed et al., (2010) conducted a mediation of customer satisfaction relationship between service quality and repurchase intentions for the telecom sector among university students, with SERVQUAL model's 5 dimensions (tangibles, responsiveness, empathy, assurance and reliability) by Parasuraman et al. (1995) to measure service quality.

2.2.5 Argument between SERVEQUAL and SERVPERF

SERVPERF differs from SERVQUAL in that SERVPERF does not assess gap scores because the expectations portion of the pairings is not included. The research of Cronin and Taylor (1992) suggested that although expectations can have unique effect on consumers' perception of service quality, the performance minus expectations is an inappropriate basis for use in the measurement of service quality (Saravana & Rao, 2007).

All supported for the superiority of simple performance-based measures of service quality over gap measures of SERVQUAL). Sivadas & Baker-Prewitt (2000) indicated that SERVPERF was the superior measure of service quality over SERVQUAL. They also claimed that SERVPERF scale consistently outperformed any of the other competing models in service environments, and it also provided a useful tool for measuring overall service quality attitudes by service managers. However, Parasuraman et al., (1994) criticized the SERVPERF instrument that the marketing literature appears to offer considerable support for the superiority of simple performance-based measures of service quality was surprising and questionable. Parasuraman et al. (1994) also revealed that though the practice of measuring only perceptions was widespread, such a practice did not necessarily mean performance based measures were superior to discontinuation-based measures. In fact, service quality measurements that incorporate customer expectations provided richer information than those that focus on perceptions only.

2.2.6 Models of Service Quality

The instruments of SERVQUAL model explain the determinants of quality service encounter as a part of the service delivery process. SERVQUAL, a multiple-item scale, developed by Parasuraman et al. (1985, 1988) is frequently used in service marketing. In this model, the ten dimensions of service quality (reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the consumer, and tangibles) have been reduced to five (tangibles, assurance, responsiveness, reliability, and empathy) dimensions. SERVQUAL gives more weight on the service delivery process rather than the other features of service (Kang & James, 2004).

However, different researchers have expressed their reservation about the relevance of SERVQUAL dimensions with the criteria for measuring the service quality from the customer's point of view (Finn & Charles, 1991; Cronin & Taylor, 1992).

2.2.6.1 5P's Service Quality Model

Bichanga & Steve (2013) identified the 5 Pillars of the 5P's Service Quality Model. These are:-

1. Policies - the guide of action. It is the overall enabler and conditioner of the other 4 P's and parameter for the allocation of resources (time, money and effort etc.) to the achievement of the organization's service excellence goals.

2. Processes one of the most crucial elements in the delivery of service excellence and customer satisfaction. Customers expect a satisfactory outcome after completing a transaction with the organization and it is the efficiency and effectiveness of the processes that contribute greatly to the expected outcome.

3. People the main resource of an organization. Their knowledge, competence and skills can positively influence the service quality performance and the success of the organization,

4. Products/Services - the key reason why customers are engaging with the organization, build loyalty or leave to the competitors,

5. Premises major contributory factors to the customers overall impression of the business and can act as major attractors to new customers.

2.2.6.2 The gap model:

Parasuraman, Zeithaml & Berry (1985) identified four gaps which are the *knowledge gap*, *the standards gap*, *the delivery gap and* the *communications gap*. The SERVQUAL authors identified five Gaps that may cause customers to experience poor service quality.

Gap 1: between consumer expectation and management perception.

This gap arises when the management does not correctly perceive what the customers want. For instance, hospital administrators may think patients want better food, but patients may be more concerned with the responsiveness of the nurse.

Key factors leading to this gap are:-

- ✓ Insufficient marketing research
- ✓ Poorly interpreted information about the audience's expectations
- ✓ Research not focused on demand quality
- ✓ Too many layers between the front line personnel and the top level management

Gap 2: between management perception and service quality specification.

Although the management might correctly perceive what the customer wants, they may not set an appropriate performance standard. An example would be when hospital administrators

instruct nurses to respond to a request 'fast', but may not specify 'how fast'. Gap 2 may occur due to the following reasons:

- ✓ Insufficient planning procedures
- ✓ Lack of management commitment
- ✓ Unclear or ambiguous service design
- ✓ Unsystematic new service development process

Gap 3: between service quality specification and service delivery

This gap may arise through service personnel being poorly trained, incapable or unwilling to meet the set service standard. The possible major reasons for this gap are:

- ✓ Deficiencies in human resource policies such as ineffective recruitment, role ambiguity, role conflict, improper evaluation and compensation system
- ✓ Ineffective internal marketing
- ✓ Failure to match demand and supply
- ✓ Lack of proper customer education and training.

Gap 4: between service delivery and external communication.

Consumer expectations are highly influenced by statements made by company representatives and advertisements. The gap arises when these assumed expectations are not fulfilled at the time of delivery of the service. For example, the hospital printed on the brochure may have clean and furnished rooms, but in reality it may be poorly maintained, in which case the patients' expectations are not met. The discrepancy between actual service and the promised one may occur due to the following reasons:

- ✓ Over-promising in external communication campaign
- ✓ Failure to manage customer expectations
- ✓ Failure to perform according to specifications

Gap 5: between expected service and experienced service.

This gap arises when the consumer misinterprets the service quality. For example, a physician may keep visiting the patient to show and ensure care, but the patient may interpret this as an indication that something is really wrong. As various literatures verify, quality is defined by customers, but the table below shows that there is significant gaps between manages and customers' expectation to determine customer service quality. Therefore companies should know

the gaps with the industry perspective and prepare a strategy to fill the gaps. Summary of Gaps with diagnostic indicators are shown below (Bichanga & Steve, 2013).

Table 2.1 Summary of Gaps

Gap	Brief description	Probable Causes
Gap 1 The Knowledge Gap	Difference between the target market's expected service and management's perceptions of the target market's expected service	· Insufficient marketing research · Inadequate upward communications · Too many layers of management
Gap 2 The standards Gap	Difference between management's perceptions of customer expectations and the translation into service procedures and specifications	· Lack of management commitment to service quality · Employee perceptions of infeasibility · Inadequate goal setting · Inadequate task standardization
Gap 3 The Delivery Gap	Difference between service quality specifications and the service actually delivered	· Technical breakdowns or malfunctions · Role conflict/ ambiguity · Lack of perceived control · Poor employee-job fit · Poor technology- fit · Poor supervision or training
Gap 4 The Communications Gap	Difference between service delivery intentions and what is communicated to the customer	· Lack of horizontal communications · Poor communication with advertising agency · Inadequate communications between sales and operations · Differences in policies and procedures across branches or divisions of an entity · Propensity to overpromise

Source: Bichanga and Steve (2013)

In this study, service quality can be defined as the difference between customer's expectation for service performance prior to the service encounter and their perception of the service received. Customer's expectation serves as a foundation for evaluating service quality because, quality is high when performance exceeds expectation and quality is low when performance does not meet their expectation. Accordingly, it was conducted to examine the difference between the target market's expected service and management's perceptions of the target market's expected service.

As stated earlier service quality has been defined differently by different people and there is no consensus as to what the actual definition is. We have adopted the definition by Parasuraman et al., (1988), which defines service quality as the discrepancy between a customers' expectation of a service and the customers' perception of the service offering. Measuring service quality has been one of the most recurrent topics in management literature, Parasuraman et al., (1988), Gronroos, (1984), Cronin et al., (1992). This is because of the need to develop valid instruments for the systematic evaluation of firms' performance from the customer point of view; and the association between perceived service quality and other key organizational outcomes,

2.3 Empirical Review

Gera (2011) investigated the link between service quality, value, satisfaction and behavioral intentions in a public sector bank in India and one of their results states that "Service quality was found to significantly impact on customer satisfaction and value perceptions. The literature review shows latest researches up to 2011 on the relationship between customer satisfaction and service quality. The researches in this area have been covered so far as it has been researched that there is a relationship between customer satisfaction and service quality; it has been researched that service quality could be evaluated with the use of SERVQUAL model. It has been researched that service quality could be evaluated by other dimensions of service quality that is, functional and technical and not necessarily SERVQUAL model and some researchers even tested service quality and service quality dimensions.

Bennett & Barkensjo (2005) studied relationship quality, relationship marketing, and client perceptions of the levels of service quality of charitable organizations. Questions were asked to 100 people on their perceptions of service quality of the organizations that had given them assistance, their satisfaction with a charity service etc. they constructed a model and estimated using the method of partial least square. Also, perceived service quality was measured via adaptations of the SERVQUAL instrument but without any assessments of the respondents' prior expectations concerning the services they would receive from an organization.

In their results, relationship marketing was found to represent an effective weapon for improving both relationship quality and beneficiaries' satisfaction with service provision. They stated that "relationship quality and actual service quality induced beneficiaries to want to recommend a charity to other people and to engage in positive word-of-mouth" (Bennett & Barkensjo, 2005). Meaning the beneficiaries who stood as the customers were satisfied since recommendation is

signal of satisfaction, confirming the idea that service quality is related to customer satisfaction. They were not directly conducting a research on the relationship between customer satisfaction and service quality, but because when talking about client perceptions, one must think of their satisfaction, and when talking about service quality there is a link between these two as has been proven by many researchers (Baker-Prewitt, 2000; Gera, 2011). This means it could be useful to test these three variables (Customer satisfaction, service quality and Service quality dimensions). Bennett & Barkensjo (2005) stated that the hypothesis elements of SERVQUAL model (Tangible, assurance etc.) were scientifically associated with the service quality construct. It could be interesting to test SERVQUAL model with the five dimensions and service quality assuming that expectations is included to see if it will be significantly associated.

2.4 Conceptual Frame work

In summary, there is a relationship between customer satisfaction and service quality; also that service quality could be evaluated with the use of five service quality dimensions and the most useable is the SERVQUAL scale.

Service quality Dimensions
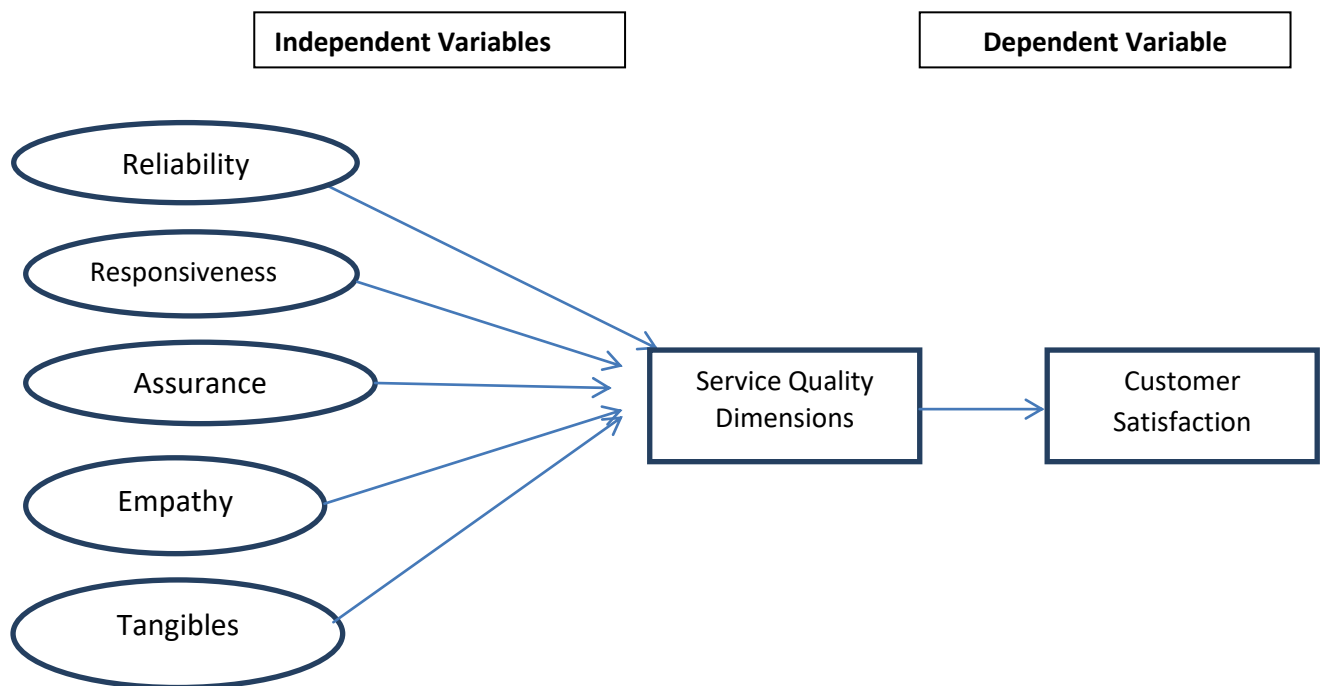
Figure 2.1: The relationship between customer satisfaction and Service quality for this study (adapted from Kuo-YF, 2003 & Gera, 2011)

Customers in this paper are those who consume the services, satisfaction denotes customer's desire to maintain a business relationship with the organization and it is also the feelings of the customers towards the services provided to them by the organizations; while customer satisfaction in this study is the pleasures obtained by customers for the services provided to them by the employees of the organizations. It has been proven that "perceived service quality is a component of customer satisfaction" (Ziethaml et al., 2006). Other researchers had proven also that there is a relationship between customer satisfaction and service quality (Sivadas & Baker-Prewitt, 2000; Kuo-YF, 2003; Gera, 2011).

The SERVQUAL model has been proven to be the best model to measure service quality in service sectors especially with the customer perspective. This idea generates an assumption that the five dimensions of SERVQUAL model could have a direct relationship with customer satisfaction. Also, the five dimensions of SERVQUAL model has been proven to be the main yardstick used by most of the researchers in the evaluation of service quality (Wilson et al., 2008; Bennett & Barkensjo, 2005). This idea creates an assumption that each of the five dimensions of SERVQUAL model could have a direct relationship with service quality. Based on the above analysis and decision to use SERVPREF dimensions instrument, a conceptual model has been designed by the researcher to portray elements of the service quality dimensions for the public sector electric utility study.

If customers agree that they are satisfied and give the reasons for satisfaction as service quality; service quality dimension has significant relationship with service quality and customer satisfaction, then a conclusion could be drawn that service quality has a significant relationship with customer satisfaction and with service quality dimensions. Based on these, the research hypotheses were on the fact that service quality dimension had significant relationship with customer satisfaction and with service quality.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This part of the study presents the methodology of the study consisting of the research approach and design, data sources, sampling design, data collection methods, data analysis and ethical consideration.

3.2 Research Approach and Design

There are three types of research approaches, namely, quantitative, qualitative and mixed research approaches. As this study examined the service quality delivery based on SERVQUAL model, the quantitative research approach was employed since its objectives require testing of hypotheses. As result, the study used mixed research approach.

Regarding research design, the study followed firstly a descriptive design because the focus of this study was to assess the current status of service delivery quality of the company. Descriptive study is appropriate which tries to see how the various service quality dimensions are practiced in the Ethiopian Electric Utility. The descriptive research must start with prior knowledge about the phenomenon studied and should rest on one or more specific hypotheses. Second, the study has also used the regression and correlational approach to determine the relationship between the service quality dimensions and customer satisfaction.

3.3 Data Source

In this study, both Primary and secondary data were used. Primary data were collected from customers, employees and management of EEU. Secondary sources were books, articles and other relevant documents mainly used to compile the literature review. The researcher used the primary and secondary data because it helps to know what is happening on the ground and come out with findings and recommendations. This could be to enhance the truthfulness of the data regarding the study.

3.4 Target Population

The target population is the total group of individuals from which the sample might be drawn. Generalizability refers to the extent to which we can apply the findings of our research to the target population we are interested in. Accordingly sampling units was from the target population elements available for selection during the sampling process. The target population of the study

was customers in East Addis Ababa district. A total population of 232,751 customers was found from East Addis Ababa districts.

3.5 Sample size determination

In selecting samples, stratified random sampling was used as the data was collected from the three customers, each category considered as strata. Customers were also grouped with different tariff category and districts, and then sample from each group (strata) was taken using random sampling method. The researcher takes confidence level of 95% and margin of error 5% and 80% response rate with normal distribution to determine sample size. Therefore, from a total population of 232,751, the sample size was calculated to be 460 customers from East Addis Ababa districts.

Table 3-1 Target population and sample size

No	Target group/category/	population	sample size
1	Domestic Customers (EAA CSC6)	139,651	276
2	General tariff customers	60,515	120
3	Industry customers	32,585	64
	Total	**232751**	**460**

Source: - EEU customer data base

The formula for sample size is given below

$$n= Z2pqN/e2 (N-1) +z2pq$$

Where:-

- **Z2= confidence level**
- **p+q=1**
- **p= the largest possible proportion (p=0.5)**
- **q=1-p(q=0.5)**
- **z=95%=1.96 from z table**
- **N= Size of population which is the number of hotel rooms.**
- **n= is the sample size for a finite population.**
- **e= margin of error considered is 5% for this study.**

The value of z is found in statistical table which contain the area under the normal curve. Using the equation for a known population size or a formula for finite population size the sample size is based on the 95% confidence level and 5% margin error (Kothari, 2004).

3.6 Data collection Methods

Primary & secondary data types were collected by the researcher. Quantitative data, the primary data collection method is done using the use of structured questionnaire and researcher design the questionnaires in two categories; general profile information and five Likert scale questions investigating the degree of satisfaction of EEU services. The interval scale includes five categories; strongly disagree, disagree, neutral, agree and strongly agree.

3.7 Reliability Test

This study used Chronbach's alpha to assess the internal consistency of variables in the research instrument. Chronbach's alpha is a coefficient of reliability used to measure the internal consistency of the scale. According to Zikmund et al. (2010), scale with coefficient alpha between 0.6 and 0.7 indicate fair reliability so for this study a Chronbach's alpha score of 0.70 or higher is consider adequate to determine reliability.

Table 3.2 Reliability Test

	Cranach's Alpha	N of Items
Reliability Factor	.853	4
Assurance Factor	.901	4
Tangibility	.877	5
Empathy	.860	5
Responsiveness	.918	4
Overall	.856	22

Source: its own survey, 2016

The reliability test was conducted based on each dimension and employed Chronbach's alpha to assess the internal consistency of variables in the research instrument. According to the above table, each dimension scale had a coefficient alpha more than 0.70 that indicated a strong reliability and considered adequate to determine reliability. The researcher conducted a test to measure the internal consistency and the result showed Cranach's alpha for 22 items is 0.856 that is excellent, and the items are internally consistent.

In statistics, reliability is the consistency of a set of measurements or measuring instrument, often used to describe a test. Reliability is inversely related to a random error there are several different reliability coefficients. One of the most commonly used is called Cranach's Alpha.

Cranach's Alpha is based on the average correlation of items within a test if the items are standardized. It has an important use as a measure of the reliability of a psychometric instrument. Cranach's alpha reliability analysis was conducted on the independent variables to determine the reliability of the instrument used.

3.8 Validity

Validity is concerned with the extent to which data collection methods accurately measure what they were intended to measure (Sounders et. al., 2003). In order to achieve this objective, the researcher has taken different steps. In this thesis, face and content validity were established in order to ensure the appearance, relevance and representativeness of the survey. It carried out among different individuals included the tutor and examiner who are experts in this area. At the same time, the survey was also pretested with persons who were working in customers, service, public organization and marketing in Ethiopia. The study was designed based on relevant theories and checked by experts, the instrument used was achieved the requirement to measure the intended issues. The survey questions were prepared based on previous empirical research and literature review to ensure result validity

3.9 Method of Data Analysis

Quantitative and qualitative data analyses were used in this study. Quantitative data collected through questionnaire and qualitative data which collected from interview checklist were organized separately to identify service quality problems as well as appropriate actions. Moreover, Pearson correlation was used by the researcher to examine a linear relationship among variables. Further, regression analysis was conducted to statistically test of the effect of reliability, responsiveness, assurance, empathy and tangibility on satisfaction.

3.10   Research Ethics

The result of the study is used for academic purpose only. Responses of the participants were kept confidential and analyzed in aggregate manner without any change by researcher. In addition, the researcher respects the work of previous studies and cited appropriately those works that has been taken as a reference. All information taken from the respondents were treated with confidentiality without disclosure of their identity.

CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter includes the analysis of data collected, presentation and interpretation of the research. This part of finding shows the general profile of respondents, respondents perception analysis in service process (mean score of the five dimensions of SERVPERF) and correlation analysis of the variables. The practical observed facts about the service quality and customer satisfaction with data collected from the targeted by using tools mentioned in the methodology part of chapter three presented in this part of the paper. The same data have been presented and analyzed in Tabular and charts.

4.2 Response Rate

Table 4.1: Response Rate

Data collection instrument	Target group	No. of Distributed Questionnaires	Correctly filled and returned Questionnaires	Not returned	% Reponses Rate
Questionnaire	Domestic Customer	276	218	58	79%
	General tariff Customers	120	96	24	80%
	Industry Customers	64	49	15	77%
	Total	**460**	**363**	**97**	**79%**
Interview	EEU managers and employees and customers	30	20	20	67%

Source: Own survey, 2019

A total of 460 questionnaires were distributed and 363 customers of three departments of the surveyed company in Addis Ababa properly returned the prepared questionnaire. The response rate was 79 %from the three target group. It is recorded a response rate of interview 67% was achieved. The data collection activity took a time of one month and fifteen days from April1 to May 15, 2019. As a result, the total response rate is enough for the ongoing analysis of this study.

4.3 Respondents Profile

The respondents' profile was presented based on four categories in terms of age, sex, and occupation and education level.

Table 4.2 Cross Tabulation of Respondents' Age by Target category

N * A Cross tabulation

Count		Age Category				Total
		<18	18-30	31-45	>45	
N	Domestic	10	70	84	54	218
	General tariff	2	36	37	21	96
	Industry	0	16	24	9	49
Total		**12**	**122**	**145**	**84**	**363**

Source: Own survey, 2019

The above table indicates respondents' age category by target group. Accordingly, most of the respondents were aged between 31 -45 from all target group (84 respondents were from domestic, 37 from general tariff, 24 from industry and 21 from employees). This data indicates that the respondents' distribution by age is widespread from more than 18 up to matured aged respondents.
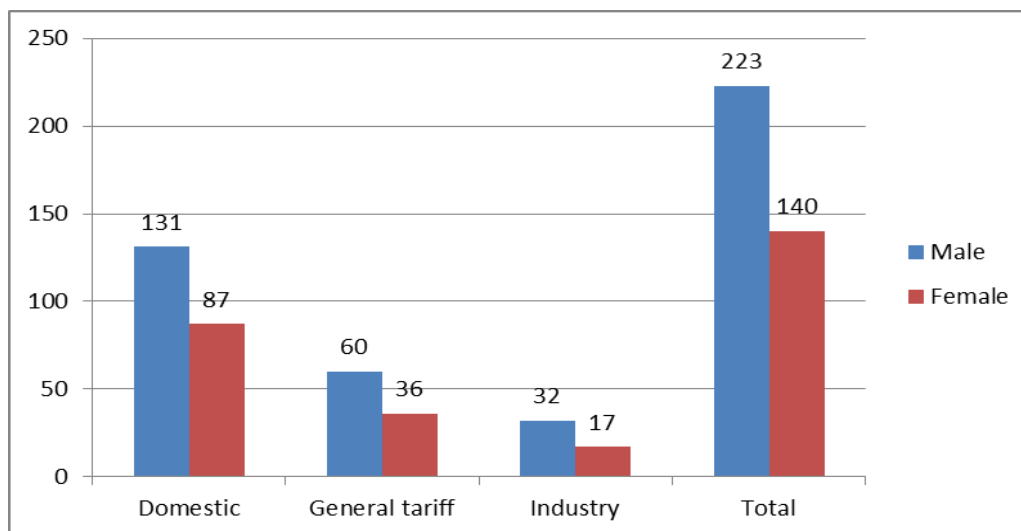
Source: Own survey, 2019

Figure 4.1: Respondents' Profile by sex, age and target category

The above table portrays that most of the respondents were male (n=269; 63%) and 37% of the respondents were female respondents (n=160). This data indicates that the respondents' allocation by gender is indicated as relatively equally distributed and the study has got a chance to collect data from both male and female equally.

Table 4.3 Respondents' Occupation and Education Level

		Occupation					Total
		Student	Self-employee	Government	Private	Unemployed	
Education Level	Read and Write	0	6	5	1	2	14
	Primary	3	3	16	0	2	24
	Secondary	4	40	35	12	6	97
	Vocational	4	17	42	10	0	73
	University/College	7	18	86	36	5	152
	Others	0	0	0	3	0	3
Total		**18**	**18**	**84**	**184**	**62**	**15**

Source: Own survey, 2019

Figure4.3: Respondents' Occupation and Education Level

The above chart portrays respondents' education level and occupation by educational Status vs. occupation cross tabulation. It indicates that most of the respondents were working on government offices and self-employed (84 respondents were from private and 184 participants from government offices) as compare to other categories.

It can be said that most respondents were university or college graduate's degree (n=152). In addition, other respondents also participated in this study such as students (n=18) and unemployed (n=62). It can be said that the participants of this study were working in different organization with having different educational status and it indicates that the data were collected from different participants that have different educational and working background.

Table 4.4 Respondents' Visiting Period

		Visiting gap			Total
		One month	Per two month	More than two month	
		Count	Count	Count	
Frequency of visit	Once	57	21	17	**95**
	Two	11	32	5	**48**
	More than 2	95	58	67	**220**
	Total	**163**	**111**	**89**	**363**

Source: Own survey, 2019

The above table portrays most of the respondents visit the company at least two times per month for various instances. 111 respondents indicated that they visited the company more than two times per month. It indicates that the respondents have a chance to know more about the company and its services. It is supposed that they gave a pertinent data about the service quality and measure their satisfaction level.

Table 4.5 Service need of Customers in each category

		Count	%
Respondents' Service need	new	26	7%
	Urgent Maintenance	1	0%
	Bill Settlement	191	53%
	Improvement Request	11	3%
	Change	17	5%
	Meter Reading	25	7%
	Connection	12	3%
	Prepaid	70	19%
	Contract stopped	6	2%
	Complain	4	1%
	Total	363	100%

Source: Own survey, 2019

Most of the respondents 53% need bill settlement services from the company. 19% of the respondent's accounts for prepaid electric recharging service need. One respondent need urgent maintenance and others few respondents categorized in complain, service modification, meter reading and others.

4.3 Main problems to get quality services from EEU

Table 4.6 Customers suggestions

	Target category					Total	%
	Domestic	General tariff	Industry	Employee	Manager		
	Count	Count	Count	Count	Count		
Input shortage	56	28	12	12	3	111	31%
Management problem	67	34	12	19	4	136	37%
Lack of Workers fast responses	9	43	10	15	7	84	23%
Lack of commitment	17	4	5	6	0	32	9%
Total	149	109	39	52	14	363	100%

Source: Own survey, 2019

Employees were also asked to list down the main problems that exist on service provision, and they are summarized as follows: most of the respondents (n=136) indicated that the problem of providing quality service in the company involved on involved in management problem. Particularly, domestic customers (n=67) and general tariff customers (n=34) specified this category as quality service problems. In addition, 111 of the total respondents indicated that the source of poor-quality service in the company was input shortage. Input shortage (meter shortage, equipment, and other materials) was also specified as the main source of problem by 111 respondents subsequently.

4.4 Response Analysis of SERVQUAL Dimensions

Descriptive statistics are used to illustrate the main features of a data set in quantitative terms. It aims to quantitate summarize a data set, rather than being used to support inferential statement about population. In this study, service quality of electric power industry was collected and the service quality defined as the provision of appropriate and technically sound care that produces the desired effect. The quality of service, both technical and functional, is a key ingredient in the success of service organizations. Technical quality in sales service enters is defined primarily on

the basis of the technical accuracy of the diagnosis and procedures. Functional quality, in contrast, relates to the manner of delivery of quality services. This part was analyzed based on the variables as indicated below.

- Reliability: This dimension deals with the ability to perform the promised service dependably and accurately by the organization
- Assurance: This dimension explains how knowledge and courtesy of employees and their ability to inspire trust and confidence
- Tangibility: This dimension consists of physical facilities, equipment, and appearance of personnel of an organization
- Empathy: This dimension defines how much of an individualized attention the firm provides to its customers.
- Responsiveness: This dimension focuses on the willingness to help customers and provide prompt service
- Overall satisfaction level – in terms of the overall service quality of the customer satisfaction, guest hospitality and others

4.4.1 Reliability service quality factor

Reliability is the ability to perform the promised service dependably and accurately. It is regarded as the most important determinant of perceptions of service quality. In line with this idea, respondents were requested to rate the company reliability in terms of appropriate service delivery, provision of consistent quality service and provision of expected service.

Table 4.7 Respondents' response on reliability factor

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Sd
Delivered as promised	Row N %	15%	25%	26%	28%	6%	100%	2.84	0.811
Solved problems as identified	Row N %	20%	24%	20%	27%	9%	100%	2.81	0.757
Provided services directly	Row N %	17%	35%	20%	20%	8%	100%	2.67	0.797
Delivered services as promised time	Row N %	28%	28%	10%	23%	11%	100%	2.61	0.821
						Grand Mean		**2.73**	

Source: Own survey, 2019

The above table summarized the assessment of reliability of the company services and respondents were requested to rate this factor by four items. Most of the respondents (25%) opted for neutral category of response on the sales center delivery of service as promised. Only 28% and 6% of the total respondents preferred the category of strongly agree and agree, respectively. Respondents were also requested to rate the sales center services on assisting customers in problem solving. The result indicates that 35% and 17% respondents ticked the category of strongly disagree and disagree categories, respectively. It showed that the centers of the company are not willing to solve customers' problems. Almost more than half of the respondents strongly disagree and disagree for this dimension that deals with the ability to perform the promised service dependably and accurately by the organization. Overall, it is understood that most respondents rated that the company did not give appropriate service delivery. But this does not mean that all respondents disagreed the reliability of the company is in very bad condition and no 100% assurance was found the company's incapacity to perform the promised service dependably and accurately as regarded.

4.4.2 Assurance service quality factor

Assurance is defined as the employees' knowledge and courtesy, and the ability of the service to inspire trust and confidence. Respondents were also asked for their opinion by rating assurance in terms of factors called feel safe in all the company's transaction, adequate and skilled personnel for good customer services and service performance.

Table 4.8 Respondents' response on assurance

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Sd
Workers behavior to build confidence	Row N %	30%	26%	18%	18%	8%	100%	2.47	**0.815**
Feel safe	Row N %	20%	29%	18%	25%	8%	100%	2.72	**0.777**
courtesy of the employees	Row N %	19%	25%	15%	30%	11%	100%	2.89	**0.815**
adequate and skilled personnel	Row N %	25%	31%	15%	25%	4%	100%	2.52	**0.847**
						Grand Mean		**2.65**	

Source: Own survey, 2019

The above table summarized is about the behavior and ability of the employees to instill confidence, secure transactions, courtesy of the employees and the knowledge of the employees to answer questions from customers. These dimensions are workers behavior to build confidence, feel safe, courtesy of the employees and adequate and skilled personnel.

Accordingly, assurance has a grand mean score of 2.65. The highest contributor for this score is courtesy of the employees (2.89). The lowest mean score was found on Workers behavior to build confidence (2.47). The result grand mean score of assurance which is 2.84, shows that there is lower knowledge and courtesy of employees and their ability to inspire trust and confidence in the company.

4.4.3 Tangibility service quality factor

Tangible is seen as the appearance of physical facilities, equipment, personnel and communication materials. All of these are used in varying degrees to project an image that will find favor with consumers. Tangibles will be of significance where the customer's physical presence at a service facility is necessary for consumption to occur, e.g. service centers.

Table 4.9 Respondents' response on tangibility

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Sd
Having adequate equipment	Row N %	26%	30%	15%	17%	12%	100%	2.57	0.871
Physical appearance	Row N %	29%	30%	13%	20%	8%	100%	2.48	0.856
Well dressed	Row N %	20%	35%	7%	28%	10%	100%	2.73	0.951
Communication materials	Row N %	26%	37%	12%	18%	7%	100%	2.43	0.864
Visually appealing	Row N %	29%	22%	9%	25%	15%	100%	2.75	0.754
						Grand Mean		2.59	

Source: Own survey, 2019

The study found that the grand mean value of tangibility is 2.59 and it can be seen from the table the third question asked under tangibility is reordered as the highest mean score. It is obtained that the first question is the lowest mean value of all five questions. It indicates that company majority of the respondent's agree that the company does not have up to date equipment and technology. The other lesser mean score was obtained in the statement which asks about

providing passable communication materials. Most respondents preferred the category of disagree and they expressed their feeling as the company does not have appropriate appearance of physical facilities, equipment, personnel and communication materials. As a consequence, respondents' responses showed that the studied company did not fully provide indicators that helps to show different service area to access easily and have adequate customer handling space and they did not have a proper suggestion box to collect customer comment and complain, But most respondents agreed that staff did not appear neat attractive and professional (smartness, elegant). As a result, there is an indication of a problem in tangible on providing physical facilities, equipment, personnel and communication materials.

4.4.4 Empathy service quality factor

Empathy is seen as the caring, individualized attention the service provides its customers. Small service companies are better placed (though not necessarily better at) for treating customers as individuals than their larger, invariably standardized counterparts.

Table 4.10 Respondents' response on empathy

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Sd
Giving individualized attention	Row N %	14%	35%	12%	26%	13%	100%	2.78	0.789
Suitable working time	Row N %	22%	30%	13%	25%	10%	100%	2.72	0.845
Caring the customer	Row N %	20%	35%	9%	22%	14%	100%	2.66	0.899
willingness respond to individual customer desires	Row N %	19%	32%	11%	23%	15%	100%	2.76	0.875
Understanding customers need	Row N %	25%	25%	15%	25%	10%	100%	2.61	0.912
						Grand Mean		2.71	

Source: Own survey, 2019

Empathy is providing caring and individualized attention to customers to make them feel they are receiving caring services and individualized attention. Service empathy characterizes both the service provider's willingness and capability to respond to individual customer desires. This means putting one's self in the shoes of the customer. The mean score of Empathy was 2.79. The majority of the respondents agree that the company's service hour does not have convenient working time and workers do not caring the customer. The mean scores show the company's

employees do not understand the customer's specific needs. Thus, this research requested respondent's opinion this factor (empathy) is achieved lowest value in terms of the working hours convenient to the customers.

4.4.5 Responsiveness service quality factor

Responsiveness is the willingness to help customers and to provide prompt service. This dimension is particularly prevalent where customers have requests, questions, complaints and problems. Accordingly, respondents' were asked for their opinion on this factor (responsiveness) in terms of the staff show courteous and respect for the customer, the staff respond request quickly and the staffs have willing to help customers and ready to respond to customers request.

Table 4.11 Respondents' response on responsiveness

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Sd
Prompt response to the service need of the customer	Row N %	21%	27%	10%	33%	9%	100 %	2.79	0.812
the staff respond request quickly	Row N %	22%	25%	11%	30%	12%	100 %	2.82	0.779
the staffs have willing to help customers	Row N %	25%	27%	10%	18%	20%	100 %	2.66	0.791
ready to respond to customers request	Row N %	15%	29%	8%	38%	10%	100 %	2.65	0.899
Grand Mean								2.80	

Source: Own survey, 2019

Responsiveness refers to the prompt response to the service need of the customer and the readiness of employees to provide service. It is the speed and timeliness of service delivery. As it can be distinguished from the above table the grand mean score of responsiveness is 2.80. The highest mean score is obtained on question number 2. Here majority of the respondents agree the company's employees somewhat respond request quickly whereas the lowest mean score is obtained on question number 4.

The company's employees are not ready to respond to customers' request. This includes the speed of throughput and the ability of the service to respond promptly to customer service requests, with minimal waiting and queuing time. Customer always are kept waiting for no apparent reason that creates unnecessary negative perceptions of quality. Similarly, the ability for

the company to recover quickly is weak and its service fails and does not exhibit professionalism; as result it creates very negative perceptions of quality. This dimension touched on subjects as information about the request by customers being authorized promptly, communication of new products to customers and handling of customer professionally.

4.4.6 Customer Service Satisfaction

Customer satisfaction can result from any dimension, whether or not it is quality related. These are customer satisfaction judgments can be formed by a large number of non-quality issues, such as needs, equity, perceptions of fairness, expectations for quality are based on ideals or perceptions of excellence and customer satisfaction is believed to have more conceptual antecedents.

Table 4.12 Respondents' response on satisfaction

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Sd
Customer satisfaction	Row N %	38%	22%	10%	20%	10%	**2.42**	**0.799**

Source: Own survey, 2019

As explained in the literature review, customer satisfaction involves the fulfillment of customers' anticipation of the goods and services. Customers become satisfied if the performance of the good or service is equivalent to, or even surpasses, the original expectation. Accordingly identifying satisfaction level of customers is one interest of this study. The satisfaction level in this study is also categorized and it ranges from highly dissatisfied, dissatisfied, neutral, satisfied and highly satisfied.

The table presents the overall level of customer satisfaction. As it can be seen from the table, 10% of the respondents are very satisfied, 20 percent of the respondents are satisfied, 10% chose to remain neutral, 22% are dissatisfied and 38% is very dissatisfied. It can be inferring that the company needs to work more to change this result and highly satisfy its customers for customers are key divers of service performance in today's environment.
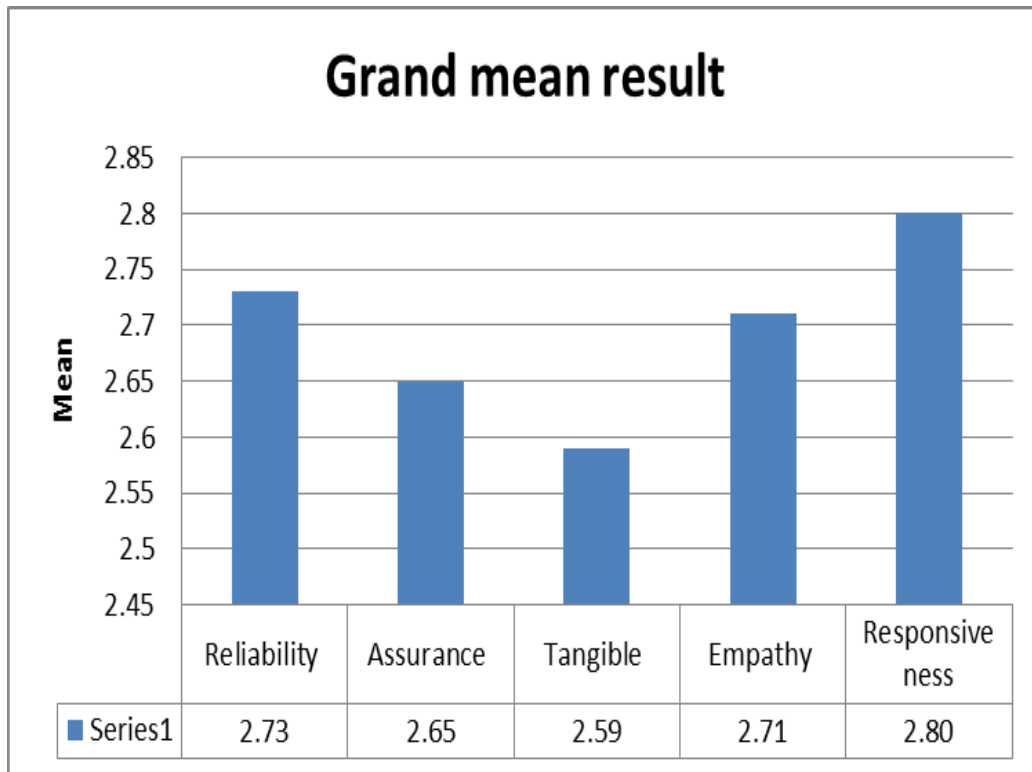
Figure 4.2 Grand mean results of respondents' response

The gran mean was indicated in the above figure and it shows responsiveness had the highest mean which was 2.8; the lowest grand mean was found on tangibility factor. This shows that the, majority of respondents preferred the category of strongly disagreement and disagreement.

4.5 Correlation Analysis

To find out the factors affecting quality service delivery in Ethiopian electric utility, Pearson's correlation coefficient (r) which measures the strength and direction of a linear relationship between two variables is used. Values of Pearson's correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive sense; a correlation coefficient of -1 indicates that two variables are perfectly related in a negative sense. A low correlation coefficient; 0.1-0.29 suggests that the relationship between two items is weak or non-existent. If r is between 0.3 and 0.49 the relationship is moderate. A high correlation coefficient i.e. >0.5 indicates a strong relationship between variables (John, 2007).

Table 4.13 Correlation analysis

<table>
<tr><th colspan="8">Correlations</th></tr>
<tr><th></th><th></th><th>Reliability</th><th>Assurance</th><th>Tangibility</th><th>Empathy</th><th>Responsivenes s</th><th>Customer satisfaction</th></tr>
<tr><td rowspan="3">Reliability</td><td>Pearson Correlation</td><td>1</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Sig. (2-tailed)</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>N</td><td>363</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td rowspan="3">Assurance</td><td>Pearson Correlation</td><td>.730**</td><td>1</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Sig. (2-tailed)</td><td>.000</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>N</td><td>363</td><td>363</td><td></td><td></td><td></td><td></td></tr>
<tr><td rowspan="3">Tangibility</td><td>Pearson Correlation</td><td>.570**</td><td>.606**</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>Sig. (2-tailed)</td><td>.000</td><td>.000</td><td></td><td></td><td></td><td></td></tr>
<tr><td>N</td><td>363</td><td>363</td><td>363</td><td></td><td></td><td></td></tr>
<tr><td rowspan="3">Empathy</td><td>Pearson Correlation</td><td>.680**</td><td>.722**</td><td>.813**</td><td>1</td><td></td><td></td></tr>
<tr><td>Sig. (2-tailed)</td><td>.000</td><td>.000</td><td>.000</td><td></td><td></td><td></td></tr>
<tr><td>N</td><td>363</td><td>363</td><td>363</td><td>363</td><td></td><td></td></tr>
<tr><td rowspan="3">Responsiveness</td><td>Pearson Correlation</td><td>.666**</td><td>.615**</td><td>.719**</td><td>.755**</td><td>1</td><td></td></tr>
<tr><td>Sig. (2-tailed)</td><td>.000</td><td>.000</td><td>.000</td><td>.000</td><td></td><td></td></tr>
<tr><td>N</td><td>363</td><td>363</td><td>363</td><td>363</td><td>363</td><td></td></tr>
<tr><td rowspan="3">Customer satisfaction</td><td>Pearson Correlation</td><td>.597**</td><td>.546**</td><td>.512**</td><td>.640**</td><td>.608**</td><td>1</td></tr>
<tr><td>Sig. (2-tailed)</td><td>.000</td><td>.000</td><td>.000</td><td>.000</td><td>.000</td><td></td></tr>
<tr><td>N</td><td>363</td><td>363</td><td>363</td><td>363</td><td>363</td><td>363</td></tr>
<tr><td colspan="8">**. Correlation is significant at the 0.01 level (2-tailed).</td></tr>
</table>

Source: Own survey, 2019

The table above presents the result of the correlation analysis made using bivariate correlation. If the coefficient is a positive number, then the dependent variable will move in the same direction as the independent variable; if the coefficient is negative, then the dependent variable will move in the opposite direction of the independent variable. Hence in this study both the direction and

the level of relationship between the dimensions of service quality and customer satisfaction are conducted using the Pearson's correlation coefficient.

Accordingly, this study found that there is a linear relationship between reliability and customer satisfaction (.597), between assurance and customer satisfaction (.546), between tangibility and customer satisfaction (.512), between Empathy and customer satisfaction (.640), and between responsiveness and customer satisfaction (0608) with all significant at the 0.01 level (2-tailed).. When assessing the inter correlation between the service quality dimensions, it is found that there is a positive and significant relationship which implies that a change made in one of the service quality dimension will positively motivate the other service quality dimension. The highest inter correlation is between reliability and assurance (r=.730) followed by empathy and reliability (r=.680). Thus from this result confirmed that there is a positive and significant relationship between service quality dimension and customer satisfaction. Further, it is concluded that these five factors are the dimensions of services quality and there is a positive relationship between the service quality dimensions and customer satisfaction. Hence any improvement in one of the dimensions will positively contribute in enhancing the customer satisfaction.

4.6 Regression Analysis

Multivariate analysis: Multivariate analysis examines the relationships among multiple independent and dependent variables. Analyzing a complex combination of variables to produce research findings involves difficult mathematics. Fortunately, contemporary statistical software packages allow for user-friendly handling of complex data. Statistics books with an applied focus also allow researchers to access multivariate statistics more easily. Thus, complexity should not be a deciding factor in terms of a preferred analysis strategy.

In summary, multivariate statistics allow for the examination of the influences of simultaneous independent and/or dependent variables, more closely approximate real-world research questions, provide more nuanced understanding of the relationships among multiple dependent and/or independent variables and are more easily accessible with user-friendly statistical software packages

4.6.1 Assumptions and diagnostic test

1) Test for average value of the error term is zero (E (ut) = 0)

The first assumption required is that the average value of the errors is zero. In fact, if a constant

term is included in the regression equation, this assumption will never be violated. Therefore, since the constant term (i.e. **α**) was included in the regression equation, the average value of the error term in this study is expected to be zero.

2) Test for Normality Test

Table 4.14 Normality Test

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Reliability	-0.238	0.134	0.091	0.268
Responsiveness	-0.047	0.134	0.466	0.268
Assurance	-0.193	0.134	0.261	0.268
Empathy	-0.174	0.134	0.264	0.268
Tangibility	0.188	0.134	0.193	0.268
Valid N (listwise)				

Source: its own survey, 2019

Various statistics authors indicate that Kurtosis with higher kurtosis means more of the variance is due to infrequent extreme deviations, as opposed to frequent modestly-sized deviations. And Skewness with its type of distribution like positive skew as the right tail is longer; the mass of the distribution is concentrated on the left of the figure. The distribution is said to be right-skewed. Negative skew as the left tail is longer; the mass of the distribution is concentrated on the right of the figure. The distribution is said to be left-skewed. As we can see from the above descriptive statistic from Table 4.5, Kurtosis and Skewness statics calculation demonstrates that the distribution is normal because Kurtosis and Skewness are in between -2 and +2, thus data is normally distributed and had a reasonable variance to use subsequent analysis (John, 2007).

3) Test for multiCollinearity

Multicollinearity refers to a situation in which there is exact (or nearly exact) linear relation among two or more of the input variables (Uma, 2003). The VIF (Variance Inflation Factor) for each term in the model measures the combined effect of dependence among the regressors on the variance of that term. One or more large VIF indicate multicollinearity. Practical experience indicates that if any of the VIF results exceeds 5 or 10, it is an indication that the associated regression coefficients are poorly estimated because of multicollinearity (Uma, 2003).

Table 4.15 Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
	Reliability	.789	1.268
	Responsiveness	.507	1.972
	Assurance	.368	2.715
	Empathy	.543	1.843
	Tangibility	.546	1.831

Source: Own survey, 2019

The above table shows Collinearity Statistics shows that the VIF value of 1.268 for reliability, 1.972 for responsiveness, 2.715 for assurance, 1.843 for empathy and 1.831 for tangability which all are less than 5 or 10 and no collinaritry was observed on this data. The table also presents the result of regression analysis; the result regression analysis is based on dependent varaible. The independent variables that contribute to variance of the dependent variable are explained by standardized Beta coefficient.

4) Test for Autocorrelation

Assumption that is made of the multiple liner regressions disturbance terms is that the covariance between the error terms over time (or cross-sectionally, for that type of data) is zero.

Table 4.16 Autocorrelation Test: Durbin Watson

Variables	DW test static result
All variables	1.58

Source: Own survey, 2019

To test the presence of autocorrelation, the popular Durbin-Watson Test was employed in this study In other words, it is assumed that the errors are uncorrelated with one another. If the errors

are not uncorrelated with one another, it would be stated that they are "auto correlated" or that they are "serially correlated". A test of this assumption is therefore required.

4.6.2 Regression test result

To end with statistically tests, regression analysis was performed and it was done by reliability, responsiveness, assurance, empathy and tangibility as independent variables of the component of service quality variables and customer satisfaction with overall service as dependent variable. The data were taken as the average value of the average each dimensions of reliability, responsiveness, assurance, empathy, tangibility, recovery as independent variables of the component of service quality variables and satisfaction with overall service as dependent variable with descriptive statistics of each dimensions.

Table 4.17 Regression Test Results

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	reliability, responsiveness, assurance, empathy and tangibility [b]	.	Enter

a. Dependent Variable: Customer satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.692[a]	.478	.471	.869

a. Predictors: (Constant), reliability, responsiveness, assurance, empathy and tangibility

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	247.263	5	49.453	65.452	.000[b]
	Residual	269.734	357	.756		
	Total	516.997	362			

a. Dependent Variable: CS

b. Predictors: (Constant), reliability, responsiveness, assurance, empathy and tangibility

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.276	.146		1.887	.010
	Reliability	.258	.071	.222	3.606	.000
	Assurance	.040	.070	.036	.568	.015
	Tangibility	-.133	.083	-.109	-1.597	.011
	Empathy	.463	.099	.376	4.676	.000
	Responsiveness	.254	.070	.233	3.637	.000

a. Dependent Variable: CS

The above table shows regression analysis of reliability, responsiveness, assurance, empathy and tangibility as independent variables of the component of service quality variables and satisfaction with overall service as dependent variable. In literature, linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable. In this research, the regression analysis used the independent variable (reliability, responsiveness, assurance, empathy, tangibility) indicated on the model to measure the satisfaction with overall service. The significance level of 0.05 was used with 95% confidence interval. The reason for using single analysis was to examine the direct effect of independent variable (reliability, responsiveness, assurance, empathy, tangibility) indicated on the model to measure the satisfaction with overall service as the independent variable on the satisfaction with overall service (dependent variable).

As indicated in the above table the independent variables predict the dependent variable R square = 47.8 % with adjusted R square 47.1 % the remaining other extraneous variable that can affect the satisfaction level. This result also indicates that the variable selected as independent had an effect on satisfaction level.

Similarly, the ANOVA test, it is noticed that F value of 65.452is significant at 0.000 level. Therefore, from the result, it can be concluded that with 47.8% of the variance (R-Square) in independent variables reliability with Sig.000 is significant; responsiveness with Sig.000 is significant; assurance with Sig.015 is significant; empathy with Sig. .000 is significant; tangibility with Sig. 0.011 is significant with dependent variable of satisfaction level of customers and the model adopted appropriately measure the construct. The independent variables

that contribute to variance of the dependent variable are explained by standardized Beta coefficient.

4.7 Qualitative Analysis

This interview analysis data was taken from an interview with EEU's employees and managers including customers by preparing the interview checklist on EEU services. Few market research or customers need assessment for providing better service was conducted by the EEU. All the respondents indicated that EEU was not tried to conduct timely access the service quality and customer satisfaction.

The respondents were requested to rate EEU's services. They suggested that EEU did not deliver its services at the right time and place and their staff did not properly handle customer complains. But EEU has strong capacity and multiple resources to customers solve or respond to customer complaints timely.

There were variety of several problems on delivering quality service and it has to remain to provide a quality service in EEU. The interviewees indicated the main problem involved on to providing consistent quality service. All interview respondents agreed that EEU was feeble to create an organized system and inability to perform the promised service dependably and accurately. In addition, its employees and managers were not willing to help customers and provide prompt service on where customers have requests, questions, complaints and problems. Moreover, customers did not feel safe in all their transaction at EEU; they permanently said as if EEU did not have adequate and skilled personnel for good customer services and it staffs did not keep their working hours which was convenient to the customers.

Further, interviewees raised there were lack of equipment and safety material like stationary, computers, printers, fax, safety material like staffe, ferroti etc and telecommunication network interruption especially in the billing, collection, finance, district and enforcement departments (which do technical work like inspection). For prepaid customers, because of power interruption for long time and interruption of computer system network the customer unable to fill prepaid electric card. There was also a distribution materials problem in terms of quantity and quality; which included lack of supply of transformers, wires, meters, fuses, lighting arrestor etc. which is necessary for the service according to the customer applications. The common faults on transmission and distribution lines include: short circuits, open circuits, and earth faults. The point of fault may be located at several kilometers from the closest settlement of EEU station

inside the bush. There was no modern equipment available to the power industry in Ethiopia to indicate the exact point of the fault. It takes the maintenance crew a lot of time tracing the distribution lines network of several kilometers by foot, inside the City.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This section presents the findings, conclusion and recommendations of the study.

5.1 Summary of Findings

The general objective of the study is to examine the extent to which EEU's service quality was geared towards customer satisfaction using the SERVQUAL model. In addition, it specifically aimed to examine service quality dimensions on customer satisfaction and to assess which of these dimension have a significant effect on customer satisfaction. This study was bounded to factors related to service quality and customer satisfaction analyzed using the SERVQUAL model with 5 dimensions (reliability, assurance, tangibles, empathy and responsiveness) using data collected from EEU's customers in Addis Ababa.

Using response Analysis of SERVQUAL Dimensions, the study found that

- Regarding reliability factor, most of the respondents (25%) opted for neutral category of response on the sales center delivery of service as promised; only 28% and 6% of the total respondents preferred the category of strongly agree and agree, respectively.

- For assurance factor, the highest contributor for this score is courtesy of the employees (2.89). The lowest mean score was found on Workers behavior to build confidence (2.47). The result grand mean score of assurance which is 2.84, shows that there is lower knowledge and courtesy of employees and their ability to inspire trust and confidence in the company.

- For tangible factor, most respondents preferred the category of disagree and they expressed their feeling as the company does not have appropriate appearance of physical facilities, equipment, personnel and communication materials.

- Regarding empathy, the majority of the respondents agreed that the company's service hour does not have convenient working time and workers do not caring the customer. The mean scores show the company's employees do not understand the customer's specific needs.

- For responsiveness factor, the majority of the respondents disagree the company's employees somewhat respond request quickly and the company's employees were not ready to respond to customers' request.

- Regarding customer satisfaction, 10% of the respondents are very satisfied, 20 percent of the respondents are satisfied, 10% chose to remain neutral, 22% are dissatisfied and 38% is very dissatisfied. It can be inferring that the company needs to work more to change this result and satisfy its customers.

- Overall, the grand mean was indicated in the above figure and it shows responsiveness had the highest mean which was 2.8; the lowest grand mean was found on tangibility factor. This shows that the, majority of respondents preferred the category of strongly disagree and disagree. therefore EEU`s customer service quality is not geared to all SERVIQUAL dimensions as per the findings of the study.

Using correlation analysis, the study also reassured that there was a linear relationship between Reliability and customer satisfaction (.597), between Assurance and customer satisfaction (.546), between Tangibility and customer satisfaction (.512), between Empathy and customer satisfaction (.640), and between Responsiveness and customer satisfaction (0608) with all significant at the 0.01 level (2-tailed).

Further, using regression test results, it found that with 47.8% of the variance (R-Square) in independent variables reliability with Sig.000 is significant; responsiveness with Sig.000 is significant; assurance with Sig.015 is significant; empathy with Sig. .000 is significant; tangibility with Sig. 0.011 is significant with dependent variable of satisfaction level of customers and the model adopted appropriately measure the construct. The independent variables that contribute to variance of the dependent variable are explained by standardized Beta coefficient.

5.2 Conclusions

Nowadays customers are increasingly demanding quality service where service providers should better to understand customers' need. Ensuring service quality will play a major role in keeping the pace of stiff competition, and achieving its goals. Therefore, the study made about customer service quality of EEU showed that the service status is far below customers' expectation.

The following conclusions are drawn from the findings of the study, which is obtained from data analyzed for each service quality measures.

On the measurement of customers' perception towards the service quality dimensions, the assurance, dimension of service quality is resulted superior to the other four dimensions followed

by, responsiveness and empathy respectively. Tangibility is the least performed service quality dimension.

In all the five service quality measurement factors the research findings shows that the company's employees are not ready to respond to customers' request. There is also lower knowledge and courtesy of employees and inability to inspire trust and confidence in the company, the staff did not appear neat attractive and professional (smartness, elegant). There is an indication of a problem in tangible on providing physical facilities, equipment, personnel and communication materials. It is also found that empathy is achieved lowest value in terms of the working hours convenient to the customers. Overall, it is understood that most respondents rated that the company did not give appropriate service deliver and are not willing to solve customers' problems as per customers' expectation.

5.3 Recommendation

Based on the findings and conclusions of the study, the following recommendations are forwarded to the management of EEU and concerned bodies.

- The company should work on the indicators of this dimension; it should invest on trainings to enhance its employee's knowledge and behavior and also the sales and services provision should ensure that customer feels safe in all transitions made. The company should also realize that the improvement of this dimension would enhance customer satisfaction which in turn results in better performance of providing quality services.

- Tangibility dimension was considered as one of the most important factors influencing customer satisfaction. However, the customers of the company were found less satisfied in terms of this dimension. One way of addressing this could be by improving the appearance of physical facilities, equipment like Crane, fault detector…etc, personnel and communication materials. All of these are used in varying degrees to project an image that will find favor with consumers. The company should provide sign or indicators that helps to show different service area to access easily and have adequate parking space, managing customer comment and complain properly and staff should appear neat attractive and professional (smartness, elegant)

- As public organization like other operators' e.g. Ethiopian airline, Ethio-Telecom and others, the company should not just rely on profit margins as good indicator of business

performance, rather; they should develop strategies that will assist them to capture customers' perceptions on demand.

- Customer service strategy will help companies to compare their performances against customer standards against internal processes, power utility industry benchmarks and identify opportunities for improvement.

- Utility or power infrastructures like network towers should be improved. More investment should be made in new modern technologies. On the customer access levels fiber optic backbone networks are recommended for improved service and reliability.

5.4 Limitations

- Some of the limitations of the study were that the study did not consider government officials and regional sales centers. Besides, all the five service quality dimensions (the SERVQUAL model) were neither applied to the test for the individual organizations nor the group test. Since this is an academic research with limited time, the study targeted only public service sectors due to time period to conduct the research. It would have preferred to target as many companies and different business sectors as possible, to actually be able to see how this holds with them and to draw a better conclusion and generalization. It would have been better to include the situation of other countries, as well as to investigate how this relationship works in other organizations, like manufacturing-oriented companies.

5.5 Suggestions for future research

- There is a need for further research. As the study did not consider employees who provide the services to customers, further research could be to study relationship among customer satisfaction, service quality and job satisfaction with the use of all the five SERVQUAL dimensions at once, to see if satisfaction level of employees is related to their services and/or customer satisfaction. Another further study could be to test among the dimensions with the use of another statistical method to see which of them will be more important to service quality and/or customer satisfaction. Also, future study could be to test these same variables in a manufacturing sector.

REFERENCES

Ahmed, I., Nawaz, MM., Usman, A., Shaukat, MZ., Ahmed, N. & Wasin-ul- R., (2010) Does service quality affect students' performance? Evidence from institutes of higher learning, African Journal of Business Management, 4 (16), 3457.3462.

Anderson, E.W., Fornell, C., & Lehmann, D.R. (1994), customer satisfaction, market share and profitability: findings from Sweden, Journal of Marketing, 58(3), 53-66.

Arash Shahin. (2006). SERVQUAL and Model of Service Quality Gaps: A Framework for Determining and Prioritizing Critical Factors in Delivering Quality Services, ICFAI University press, India.

Bennett.R & Barkensio A. (2005) Relationship quality, relationship marketing, and client perceptions of the levels of service quality of charitable organizations, International Journal of Service Industry Management, 16(1) 81-106.

Bichanga Walter Okibo, Steve Lucky Ogwe. (2013). An Assessment of Factors Affecting Quality Customer Care Services in Telkom Kenya, international journal of scientific & technology research volume 2, issue 10, ctober 2013.

Council of Minister's Regulation. (2013). No. 302 & 303/2013 dated 27th of December 2013.

Eshghi, A., Roy, S. K., & Ganguli, S. (2008). Service quality and customer satisfaction: An empirical investigation in Indian mobile Telecommunications services, Marketing Management Journal, 18(2) 119-144.

Ethiopian Electric utility customer data base, 2011 E.C

Giese, J. L., & Cote, J. A. (2002). Defining Consumer Satisfaction, Academy of Marketing Science, Vol. 2000, Number 1, p.1-24.

Kotler P., Armstrong G., Saunders J. Wong V. (2002) Principle of Marketing, 3rd edition, Pretence Hall $Europe.

Kotler, Philip (2016), Marketing Management 15th Global Edition, Pearson Education Limited, England.

Kotler, P. & Keller, K. L. (2009) Marketing management (13th end). New Jersey: Pearson Education Inc, Upper Saddle River,

Kuo. YF (2003) A study on service quality of virtual community websites, Total Quality Management & Business Excellence, 13 (4), 461-473

Lee, H., Lee, Y. & Yoo, D. (2000). The determinants of perceived service quality and its relationship with satisfaction, Journal of Service Marketing, 14(3), 217-231.

Lee, J. K. & Ritzman, L. P. (2005) Operations Management; Process and value Chains. (7th edition) New Jersey: Person education

Negi, R. (2009). Determining customer satisfaction through perceived service quality: A study of Ethiopian mobile users, International Journal of Mobile Marketing; 4(1),31-38.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research, Journal of Marketing, 49, 41-50.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality, Journal of Retailing

Parasuraman, Valarie A. Zeithaml and Leonard L. Berry, A Conceptual Model of Service Quality and Its Implications for Future Research, Journal of Marketing, Vol. 49, No. 4 (Autumn, 1985), pp. 41-50

Ray, Kent. (2007) Marketing Research, method and Application in Europe, Thomson Learning.

Saravanan, R. & Rao, K. S. P. (2007). Measurement of service quality from the customer's perspective – An empirical study, Total Quality Management, 18(4) p.435-449.

Saunders, M., Lewis P. and Thornhill A. (2009) Research Methods for business students 4th edition Pearson education limited

Schiffman, L. G. and LazarKanuk, L. (2004) Consumer Behaviour. 8th edition. New Jersey Pearson Education Inc, Upper Saddle RiverTitus

Sivadas, Eugene; Baker-Prewitt, Jamie L (2000) An examination of the relationship between service quality, customer satisfaction, and store loyalty, Journal of Retail & Distribution Management, 28(2)73-82

Solomon Micheal.R (2009). Consumer behaviour, Buying, Having and Being, 8th edition, Pearson education, inc.

Spreng, R.A., Mackenzie, S.B. and Olshavsky, R.W. (1996) A re-examination of the determinant of customer satisfaction, journal of Marketing, 60(3), 15-32

Sureshchandar G.S., Rajendran C, & Anantharaman R.N. (2002) The relationship between service quality and customer satisfaction – a factor specific approach, Journal of Services Marketing, 16(4), 363 – 379.

Uma Sekaran. (2003). Research Methods for Business, 4th edition. New York, John Wiley & Sons, Inc.

Wang Y. & Hing-Po L. (2002.) Service quality, customer satisfaction and behavior intentions: Evidence from China's telecommunication industry, 4(6), 50-60.

Wen-Yi S. Keng-Boon O., Binshan L., & Chong. A. Y. (2009) TQM and customer satisfaction in Malaysia's service sector. Industrial Management & Data Systems; 109(7) 957-975

Wicks, A. M., & Roethlein, C. J. (2009). A Satisfaction-Based Definition of Quality Journal of Business & Economic Studies, 15(1) 82-97.

Wilson A., Zeithaml V.A., Bitner M.J., Gremler D.D. (2008) Services Marketing, McGraw-Hill Education

Zeithaml V. A., Bitner M. J., Gremler D. D. (2006) Services marketing, 4th edition, McGraw-Hill.

Annex

1. Questionnaire in English and Amharic

Questionnaire to be filled by Ethiopian Electric Utility Customers Service quality delivery survey on EEU points of Customers Service Centers

My name is Yohanese Legesse and I am a graduate student at Saint Mary University. I am conducting this study for the completion of my Master's Degree in Business Administration. The purpose of the study is to examine the extent to which EEU's service quality was geared towards customer satisfaction using the SERVQUAL model. Your kind cooperation will help me to find reliable data and will be used only for this study. Please try to answer all stated questions and I would like to thank you for your time again.

Please mark your response with "√"

If you have any question, please contact me through yontryd@gmail.com

Part One: Demographic information of respondents.

1. **Age**

    □ Below 18   □ 18 – 30   □ 31 – 45   □ Above 45

2. **Gender**

    □ Male   □ Female

3. **Occupation**

    □ Student   □ Self-employed   □ Public - employee
    □ Private - employee □ Unemployed

4. **Level of education**
    □ Read and write   □ Vocational school
    □ Elementary School □ College/University
    □ High school   □ Others specify------------

Part two: Perception towards service quality dimensions

5. From services provided by Ethiopian Electric Utility which service do you currently use?

    □ New connection   □ Complain   □ Prepaid   □ Emergency

    □ Bill payment   □ Meter reading □ Compensation □ Reconnection

    □ Relocation   □ Upgrading □ Disconnection

    If other please state _____

6. How many times did you visit Ethiopian Electric Utility?

    □ Once   □ Twice   □   More than two times

7. If you visited Ethiopian Electric Utility more than two times, how frequently do

    you visit Ethiopian Electric Utility service centers?

    □ Once a month   □   Twice a month   □   More than twice a month times

8. What is the purpose of your current visit to Ethiopian Electric Utility service centers?

    □ New connection   □ Relocation   □ Prepaid

    □ Bill payment   □ Meter reading   □ Compensation

    □ Upgrading   □ Reconnection   □ Disconnection

    □ Complain   □ Emergency

    If other please state _____

9. In your opinion what is the main problem to get quality service from Ethiopian Electric

    Utility?

    □ Lack of resource   □ Lack of employee responsiveness □ Management problem

    □ Lack of commitment □ Please specify if any other   -----------------

Please show the extent to which you believe the EEU point of sales you visited has the feature described in the statement in the table below, using the following scale:

1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree

Service quality dimensions	Rating scale				
A. Reliability	1	2	3	4	5
1. The Point of sales services provider is fully equipped with materials					
2. When you have problem, the point of sales shows a sincere interest in solving it					
3. The point of sales performs the service right the first time					
4. The point of sales provides its service at the time it promises to do so					
5. The point of sales insists on error free records					
B. Assurance					
1. The behavior of employees in the EEU service center instills confidence in you					
2. You feel safe in your transactions with the EEU service center					
3. Employees in the EEU service center are consistently courteous with you					
4. Employees in the EEU service center have the knowledge to answer your questions					
C. Tangibles					
1. EEU service center has modern looking equipment					
2. The EEU service center point of sales physical 3.3 features are visually appealing					
3. Employees in the EEU service center point of sales are well dressed and neat appearing					

4. Materials associated with the service (such as pamphlets, brochures etc) are visually appealing in the point of sales					
D. Empathy					
1. The EEU service center gives you individual attention					
2. The EEU service center has operating hours convenient to customers					
3. EEU service center has employees who give your personal attention					
4. The EEU service center has your best interest at heart					
5. The employees of the EEU service center understand your specific needs					
E. Responsiveness					
1. Employees in the EEU service center tell you exactly when the services will be performed					
2. Employees in the EEU service center give your prompt service					
3. Employees in the EEU service center are always willing to help you					
4. Employees in the EEU service center are never too busy to respond to your request					

If you have any issue you want to raise on service quality, please s explain here under --------------

----

Part Three: Level of Customer Satisfaction

Please indicate your level of agreement on the below statements. (1= Highly Dissatisfied,

2=Dissatisfied, 3=Neutral, 4=Satisfied, 5= Highly Satisfied)

Statement	1	2	3	4	5
Overall, how would you rate your overall satisfaction with the service you received from the EEU service centers?					

2. Interview Checklist/Questions

1. How do you express the services?

   _____

   _____

   _____

   _____

2. What is/are the main challenge (s) you considered while considering the services of EEU?

   _____

   _____

   _____

   _____

3. Have you ever encountered any problem related to sales centers service, if so how did it go? Such as complaining/presenting your problem to those in charge)

   _____

   _____

   _____

4. How the complaint was handled (company's reliability)?

   _____

   _____

   _____

   _____

5. 5. How do you evaluate the experience of complaint handling in relation to prepayment service?

   _____

   _____

   _____

የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሽያጭመኪል የአገልግሎት አሰጣጥ ጥራት ደረጃና ተግዳሮት ምዘከታ ማጠይቅ

ስሜዮሐንስ ለገሠይበላል፡፡ በቅድስተማሪያምዩኒቨርስቲ ትምህርት ቤት በንግድ ሥራ አስተዳደር ትምህርት የ2ኛ ዲግሪ ተማሪቁ ተሜ ስሆን ይህንን ጥናት የማከሂደው ትምህርቴን ለማጠናቀቅ እንዲረዳኝ ነዉ ፡

የጥናቱ ዓላማ የአገልግሎት አሰጣጥ ችግር ዋና ምክንያቶችን የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሽያጭመኪል ለማሞክት ነዉ ፡ ትብብርዎ እዉ ተኛ እና አስተማማኝ ሚጃ ለማግኘት የሚዳኝ ሲሆን ከእርስዎ የማገኘው ሚጃ ለጥናቱ ዓላማ ብቻ የሚዉል ይሆናል፡፡ እባክዎን ሁሉንም የተጠቀሱትን ጥያቄዎች ይህን ምዕከት በማከቀም " √ " ለመሜአስ ይሞክሩ፡፡ ማንኛቸዉም ጥያቄ ካልዎት በኢሜል አድራሻ yontryd@gmail.com ይጠይቁኝ፡፡

ጊዜዎን ስለሰጡኝ ላማስግንዎት እወዳለሁ፡

ክፍል 1
አጠቃላይ ሚጃ

1. **ዕድሜ**

   ☐18 ዓመት በታች   ከ18-30   31-45☐   ከ 45 ዓመት በላይ

2. **ፆታ**

   ☐ንድ   ☐ሴት

3. **ሥራ**

   ☐ሜ   ራሱን ቀ☐ሮ የማያስተዳደር   የመንግስት ሰራተኛ
   ☐ግል - ሰራተኛ   ሥራ☐ለኝም

4. **የትምህርት ደረጃ**

   ☐   ማንበብ እና ሜፍ   የመ☐ትምህርት
   ☐   የመጀመሪያ ደረጃ ትምህርት   ከሌጅ/ዩኒቨርስቲ
   ☐ታለተኛ ደረጃ ትምህርት   ሌላ ካሉይግለጹ -------------------------------------

ክፍል ሁለት
ዝርዝር ማጠይቆች

5. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያጭ፤ሜዕከል ከማቋርቡት አገልግሎቶች በአሁኑ ጊዜ የትኞቹን ይጠቀማሉ (ከአንድ በላይ አገልግሎት ተጠቃሚከሆኑ የሚጠቀሟቸው አገልግሎቶች ላይ ✗ምልክት ያድርጉ)

☐ ዲስ ለማክገባት   ማዞሪ☐   ቅድመክፊያ☐

☐ ቢል ክፊያ   የቆጣሪ ንባብ   ዉል ማጽረጥ

☐ ማሻሻ ማጠየቅ   ማስቀጠል   ካሳ ክፍያ☐   ቅሬታ   ☐

እባክዎን ሌላ ካለ ይግለጹ --

6. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያጭ፤ሜዕከል ለምን ያህል ጊዜ ጎብኝተውያዉቃሉ

☐ንድጊዜ   ለሁለት☐ ጊዜያት   ከሁለት☐ ጊዜያት በላይ

7. ከሁለት ጊዜያት በላይጎብኝተዉዩ ማዎቁ ከሆነ የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያጭ ፤ሜዕከልን በምን ያህል ጊዜ ልዩነት ይጎበጇቸዋል?

☐ወር አንድጊዜ   በወርታለቴ☐   በወር ከሁለት ጊዜበላይ

8. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያጭ፤ሜዕከል በአሁኑ ጊዜ የጎበኙበት ምክንያት ምንድን ነዉ?

☐ዲስ ለማክገባት   ቅድሜ☐ፊያ   ቢል ክፊያ   ☐የቆጣሪ ንባብ   ☐

☐ል ማጽረጥ   ማሻሻ ☐ጠየቅ   ማስቀጠል   ☐ካሳ ክፍያ   ☐

☐ሬታ   አስቸኪይ☐ጣና በተማከተ

እባክዎን ሌላካለ ይግለጹ ---

9. በርስዎ አስተያየት በኢትዮጵያ ኤሌክትሪክ አገልግሎት ጥራት ያለዉአገልግሎት ለማጠት ያልተቻለበት ችግሩ ምንድን ነዉ

☐ግብዓት እጥረት   የሰራተኛ ፈጣን ምላሽ አለማጠት

☐ስራአጫር ችግር   የቁጥጥርኝነት ማስ

እባክዎን ሌላ ካለ ይግለጹ ---

ክፍል ሦስት

የአገልግሎት ጥራት አስጠየ ጿታዎች ማኺኪያ

የሚከተለት ማጠይቆች የኢትጵያ ኤሌክትሪክ አገልግሎትን የሽያጭ ማዕከል የአገልግሎት ጥራት ገጾታዎች የሚዋ ማኺኪሱ ማኺኪያዎች ናቸዉ። እርስዎ በሽያ ጭጡይያዉበነ በርዎት ቆይታ ማረት በማጠይቆቹ ያለዎትንየ ስምማ ት ማከ እባክዎን ያ ጿሊክ ቱ፡፡ (1= በ ጣም አልስ ማማም 2 = አልስ ማማም3 = ወሳኔ አልሰ ጥም 4= እ ስ ማማ ለ ሁ 5= በ ጣም እ ስ ማማ ለ ሁ)

የአገልግሎት ጥራት ገጾታዎች	የስምማ ት ደረጃዎች				
ሀ. ተዓማኒ ነ ት	1	2	3	4	5
1. ቃል በተገባዉ ማረት የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያ ጭ ማዕከል አገልግሎቶችን ያቀርባል					
2. ችግር ሲያ ጋጥማቸ፣ የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያ ጭማዕከል ችግሩን ለ ማክ ወገ ድ ቅን ፍላጎት ያ ሳያል					
3. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያ ጭ ማዕከል አገልግሎ ቱን ለ ማጀ ማሪ ያ ጊ ዜ በ ቀጥታ ይ ፈ ጽ ማል					
4. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያ ጭ ማዕከል አገልግሎ ቱን ቃል በ ገ ባ በ ት ጊ ዜ ወ ስ ጥ ይ ፈ ጽ ማል					
ለ. ሚ ጋገ ጫ					
1. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያ ጭ ማዕከል ሰራተ ቾች ባህሪ በ እርስ ዎ ወ ስ ጥ መ ተ ማ ማ ን ያ ሳ ድ ራ ል					
2. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያ ጭ ማዕከል ጋ ር ባ ለ ዎ ት ግ ብ ይ ቶ ች ደ ህ ን ነ ት ይ ሰ ማ ታ ል					
3. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያ ጭ ማዕከል ሰራተ ቾች በ ወ ጥ ነ ት በ ትህ ት ና የ ተ ማ ላ አ ቀ ራ ረ ብ አ ላ ቸ ዉ					
4. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያ ጭ ማዕከል ሰራተ ቾች የ ደ ን በ ኞ ች ን ጥ ያ ቄ ለ ማ ሟ ኸ ስ በ ቂ እ ው ቀ ት አ ላ ቸ ዉ					
ሐ. ተ ጨ ባ ጭ ነ ታ ዎች					
1. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያ ጭ ማዕከል ዘ ማ ና ዊ ማ ሪ ያ አ ለ ዉ					
2. የኢትጵያ ኤሌክትሪክ አገልግሎት ማዕከል ለ አ ይ ን የ ሚ ር ክ ነ ዉ					
3. የኢትጵያ ኤሌክትሪክ አገልግሎት የሽያ ጭ ማዕከል ሰራተ ቾች ጥ ፉ አ ለ ባ በ ስ ያ ላ ቸ ዉ እ ና ን ጹ ህ ሆ ነ ዉ የ ሚ ዋ ዩ ና ቸ ዉ					

የአገልግሎት ጥራት ገጽታዎች	የስምምነት ደረጃዎች				
4. ከአገልግሎቱ ጋር ተዛማጅ የሆኑ ቁሳቁሶች (እንደ ፓምፕሌቶች፣ ብሮሽሮች ወዘተ)					
5. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል ለእይታ በሚሞ ኩ ሚ ኩ ይገኛል					
መ.ሚዳት					
1. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል ለደንበኞች በግለሰብ ደረጃ ትኩረት ይሰጣል					
2. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል ለደንበኞች ምቹ የሆነ የስራ ሰአት አለው					
3. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል ሰራተኞች ለደንበኞች ጥንቃቄ የ ሚያደርጉ ናቸው					
4. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል ሰራተኞች የልብዎትን ለሚፀምየተቻላቸውን ሁለ ያደርጋል					
5. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል ሰራተኞች የእርስዎን ልዩ ልዩ ፍላጎቶች ይረዳል					
ሠ. ምኣሽ ሰጪት					
1. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል ሰራተኞች አገልግሎት የሚጠብትን ጊዜ በትክክል ያሳውቃል					
2. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል ሰራተኞች ቀልጣፋ የሆነ አገልግሎት ይሰጣል					
3. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል ሰራተኞች ሁልጊዜም እርስዎን ለሚዳት ፍቃደኛ ናቸው					
4. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል ሰራተኞች የእርስዎን ጥያቄ ለመማስ ሁሌምዝግጁ ናቸው					

ክፍል አራት

የደንበኞች እርካታማኪያ

በሚከተሉት አረፍተነገሮች ያለዎትን የስምምነት ደረጃ እባክዎን ያሚኣክቱ(1= በከፍተኛ ደረጃ አልረካሁም2 = አልረካሁም3 = ወሳኔ አልሰጥም4 = ረክቻለሁ 5= በከፍተኛ ደረጃ ረክቻለሁ)

የደንበኞች እርካታ	1	2	3	4	5
በአጠቃላይ፣ እርስዎ በኢትዮጵያ ኤሌክትሪክ አገልግሎት የሸያጭማከል አገልግሎት ምን ያህል ረክተዋል ?					