



**HAWASSA UNIVERSITY**  
**COLLEGE OF LAW AND GOVERNANCE**  
**SCHOOL OF GOVERNANCE AND DEVELOPMENT**  
**STUDIES**  
**(M.A IN DEVELOPMENT MANAGEMENT)**

**AN ASSESSMENT OF CUSTOMER SATISFACTION ON PUBLIC  
SERVICE DELIVERY AT CITY ADMINISTRATIONS LEVEL OF  
SIDAMA REGIONAL STATE, ETHIOPIA**

**BY**

**TAMRAT TESHALE SHALEMO**

**JUNE 1, 2024**

**HAWASSA, ETHIOPIA**

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**A THESIS PAPER SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF  
HAWASSA UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE DEGREE OF MASTERS IN DEVELOPMENT MANAGEMENT**

**JUNE 1, 2024**

**HAWASSA, ETHIOPIA**

## Declaration

I, Tamrat Teshale Shalemo, hereby declare that the thesis paper entitled "Assessing the level of customer satisfaction with public service delivery at city administration level in Sidama Regional State" is my original work, conducted under the guidance and supervision of major advisor Asst. Professor Akaleweld Fedilu (Ass.prof). This thesis has never been presented, either in part or in full, to any other institution of higher learning for the purpose of obtaining a degree. To the best of my knowledge and belief, all sources of materials used for this research have been duly acknowledged and cited.

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**ADVISORS' APPROVAL SHEET**  
**(Submission sheet-1)**

This is to certify that the research paper entitled "*An Assessment of Customer Satisfaction on Public Service Delivery at the City Administration Level in Sidama Regional State*" has been submitted in partial fulfillment of the requirements for the degree of Master of Arts in Development Management at Hawassa University and has been carried out by *Tamrat Teshale Shalemo* under my/our supervision. Therefore, I/we recommend that the student has fulfilled the requirements and is eligible to submit this thesis to the school.

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Name of Major Advisor

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Signature & Date

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**EXAMINERS' APPROVAL SHEET**

**(Submission sheet-2)**

As member of the board of examiners of the final MA open defense, we certify that we have read and evaluated the thesis prepared by **Tamrat Teshale Shalemo**, under the title “**An Assessment of customer satisfaction on public service delivery at city administrations level in sidama regional state.**”, and examined the candidate. This is therefore, to certify that the thesis has been accepted in partial fulfillment of the requirement for the degree of Master of Science in development management.

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External examiner	Signature	Date
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SGS Approval	Signature	Date

Final approval and acceptance of the thesis is contingent upon the submission of the final copy of the thesis to the School of Graduate Studies (SGS) through the School Graduate Committee (DGC/SGC) of the candidate’s department.

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Date\_\_\_\_\_

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## ***Abstract***

*The primary objective of this study was to assess customer satisfaction on public service delivery at the city administration level in Sidama regional state, Ethiopia. Relevant research questions and hypotheses were formulated to guide this study. The research design employed was descriptive and explanatory and was applied with mixed methods—qualitative and quantitative data. The SERVQUAL model was adapted and integrated into a comprehensive questionnaire to gather data from customers, and in-depth interviews were conducted with top public sector officials. Focus groups and observations were conducted. The study sectors, which encompassed public services such as healthcare, transportation, water supply, and municipal services for sanitation and waste management, were selected because of the magnitude of the challenges and the significance of these institutions in serving society. The sample for this study comprised 392 customers selected using Gorden’s (2004) formula. The collected data were analyzed using MAXQDA version 20 and SPSS version 26. The findings show that all dimensions of service quality are strongly and positively correlated with customer satisfaction. This suggests that all dimensions of service quality are determinants of customer satisfaction and that improving all dimensions leads to higher levels of customer satisfaction. The study also revealed a poor status of public service quality, a low level of customer satisfaction, and a substantial negative service quality gap between customer expectations and perceptions of the city administration in the Sidama regional state. The major challenges that impede effective public service delivery in city administration include limited resources, a lack of advanced technology, bureaucratic practices, corruption, the struggle to adapt to evolving dynamics, insufficient citizen engagement, difficulties in ensuring service accessibility and reliability, poor employee competency, the pursuit of continuous quality improvements, the inadequacy of initiatives aimed at enhancing service delivery, and the absence of clear priorities for service improvement. Therefore, it is recommended that city administrations invest effort in all service quality dimensions that have been found to be substantial determinants of customer satisfaction.*

***Keywords: SERVQAUL Model, public Service Delivery, Service Quality Gap, Customer Satisfaction.***

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## **Acronyms and Abbreviation**

**CSRP:** Civil Service Reform Program

**EDP:** The Expectancy Disconfirmation Paradigm

**FDRE:** Federal Democratic Republic of Ethiopia

**FGD:** Focus Group Discussion

**GTP:** Growth and Transformation Plan

**MAXQDA:** Max Qualitative Data Analysis

**PASDEP:** Plan for Accelerated and Sustained Development to End Poverty

**SDR:** Service Delivery Reform

**SERVQUAL:** Service Quality

**SPSS:** Statistical Package for the Social Sciences

# CHAPTER ONE: INTRODUCTION

## 1.1. Background Of the Study

The provision of public services is a multidimensional idea that has changed greatly throughout time. It includes the means that citizens use to access basic public services such as healthcare, education, and infrastructure. The complexity of providing these services in the modern period transcends old methods, necessitating a rethinking of the theories and practices that drive public service delivery. The multifaceted nature of public service delivery in the twenty-first century necessitates a focus on interorganizational governance and delivery system efficacy rather than administrative processes or intra-organizational management (Osborne, 2010).

Public service quality and customer satisfaction are critical components of public service delivery. In recent years, the importance of customer satisfaction in the public sector has received a lot of attention as governments try to improve the quality of public service delivery. The essence of public service reform is a holistic strategy to improve the efficiency, quality, and delivery of government services to citizens. It entails reconsidering the roles of government, market, and society and enacting strategic changes to address current concerns (Hughes, 2019).

Currently, there are common issues in the public sector around the world, and they are suffering and facing obstacles in proving quality service delivery, which can have an impact on customer satisfaction if customer expectations toward service exceed perception. Delivering high-quality services in line with expectations is a common difficulty encountered by the public sector in the government, commercial sector, and organizations (Parasuraman et al., 1985).

The government and public sector in Ethiopia are not exceptions to these challenges and problems, and they need reform to meet customer expectations and improve overall service delivery and quality of service. Thus, the service delivery reform (SDR) in Ethiopia aimed to enhance efficiency, improve service quality, ensure accountability for failures, foster citizen commitment, and instigate attitudinal shifts towards public service delivery (SDR sub-program, 2000).

A policy on service delivery for the Ethiopian civil service was announced by the Federal Democratic Republic of Ethiopia's administration in April 2001. According to the document,

providing services to public sector organizations involves working to satisfy expectations, address societal needs, and uphold laws, rules, and directions from the government. The policy places a strong emphasis on arranging operations to guarantee that citizens receive the required services in an effective, efficient, transparent, and equitable manner.

Similarly, according to the Strategic Plan for Accelerated and Sustained Development to End Poverty (PASDEP) of 2004, the National Policy for Service, which encompasses core government functions and essential services, is emphasized as a means to enhance the speed, efficiency, and fairness of service delivery within federal and regional institutions. The plan also stresses the importance of adhering to rules and regulations in alignment with legislative spirit, applying government policies and principles impartially, and ensuring access to both personal and official rights of customers.

The Ethiopian public sector reform initiative has achieved notable progress, particularly in enhancing service delivery to citizens. However, the reform endeavor faces challenges such as the absence of accountability and transparency within implementing institutions, insufficient material and moral incentives for employees, which significantly hinders their capacity to oversee the implementation process effectively, and the engagement of diverse stakeholders (Markos 2013).

Within the framework of the aforementioned policy, the Ethiopian civil service faces significant challenges in service delivery, as identified by the Ministry of Public Service and Human Resource Management. These include a lack of positive attitudes towards public service, insufficient recognition of citizens' rights, inadequate accountability mechanisms, and hierarchical, time-consuming processes that prioritize administrative convenience over recipient needs. Institutions often focus on inputs rather than outputs aligned with government policies, while public access to information and formal complaint handling are limited. Additionally, resource shortages, inconsistent regulations, and poor coordination among departments hinder efficiency. These issues negatively impact institutional progress, socio-economic development, good governance, and customer satisfaction, leading to a gap between citizen expectations and perceptions.

According to Mengesha and Common (2007), despite the government's dedicated efforts, there remains a substantial imperative for both governmental and public institutions to address the disparity between customer expectations and service quality. Effective reform within the public sector and an outcome-driven approach are indispensable for the government to attain service

quality, meet customer needs, and enhance overall service delivery. Thus, public managers hold a pivotal position in enhancing public service delivery and customer satisfaction. Their primary focus should be on elevating the standard of services rendered, which can be accomplished through initiatives such as training and capacity-building endeavors for service providers, ensuring the adequacy of essential resources, and instituting quality management frameworks (Cohen, 2014).

These national-level challenges are also applicable to the Sidama regional state, affecting public service delivery and customer satisfaction. To determine if there is adequate reason to conduct this study, researcher conducted a preliminary assessment of the current status of customer satisfaction using regional civil service data. According to the Sidama Regional State's civil service bureau's (2023) annual report, there is a difference between the expected and actual satisfaction levels. In the initial year, the region aimed to achieve a satisfaction level of 75%, but the actual level was only 47%. The researcher recognized that there are potential factors influencing customer satisfaction and dissatisfaction in public service delivery that lack empirical support. This recognition has motivated further investigation to empirically assess the level of customer satisfaction on public service delivery at the city administration level in Sidama Regional State.

## **1.2. Statement of the problem**

Effective public service provision requires comprehensive internal and external sectorial reform to enhance customer satisfaction. As institution measured by quality of service they provided, they have to find the way to provide service as it expected citizen (Hughes, 2019).

The fundamental goal of public service reform involves a comprehensive strategy aimed at enhancing the effectiveness, quality, and delivery of governmental services to the citizens. Similar to global trends, the essence of public sector reform in Ethiopia lies in the imperative to enhance efficiency and effectiveness in service delivery (Kiragu & Mutahaba, 2006).

In 2001, the Government of Ethiopia endorsed the Ethiopian Service Delivery Policy with the primary goal of enhancing the efficiency and effectiveness of service delivery, ensuring equitable access to government services, and establishing mechanisms for accountability in cases of inadequate service provision to uphold customer satisfaction. However, the attainment of customer satisfaction and effective public service delivery has fallen short of expectations, attributable to various influencing factors.

The government of Ethiopia has demonstrated its dedication to enhancing public service leadership by initiating various programs within the framework of the Civil Service Reform Program (CSRP), with leaders at various levels advocating for a transformative agenda to realize the objectives of the Growth and Transformation Plan (GTP) (Duressa & Debela, 2014). However, the performance of public service organizations has underscored several shortcomings in implementation concerning effectiveness, efficiency, and leadership practices, which have not met anticipated standards.

Hailu and Alemseged Gerezgiher (2019) identified several critical barriers to public service delivery, including insufficient accountability, a lack of responsiveness to requests, limited community engagement, inconsistencies in laws and regulations, and insufficient coordination among different government entities. To enhance their coordination and capacity to deliver high-quality services to their citizens, public service organizations should adopt pragmatic and effective accountability mechanisms and engage in collaborative efforts when formulating policies, procedures, and guidelines.

The researcher chose this topic due to the lack of comprehensive studies in the Sidama regional state at the city administration level, specifically focusing on customer satisfaction with public service delivery. Although few studies have explored specific aspects of public service delivery and customer satisfaction in specific areas of the Sidama regional state, there are still significant gaps in the existing literature. This study aimed to assess the level of customer satisfaction regarding public service delivery across various sectors in seven city administrations within the Sidama regional state.

Previous research has often concentrated on individual services or examined sectors in isolation rather than adopting a comprehensive approach that encompasses all the services that fall under the purview of urban local governance across multiple city administrations at the regional level. For instance, a study conducted by Tamrat (2018), “Assessing Good Governance and Public Service Delivery Practice in Urban Water Supply in the Case of Aletawendo City Administration in Sidama Zone,” attempted to explore the practice of good governance and customer satisfaction in the water supply sector and found that more than 75% of the respondents were dissatisfied with the water supply service. However, the narrow focus on single services in the water supply sector

at city administration couldn't reveal the service quality gap or the degree of relationship between service quality and customer satisfaction.

Similarly, a study by Solomon (2022) *Assessing the Quality-of-Service Delivery and Customer Satisfaction: A Case of Tula Sub City Public Institution of Hawassa City, Sidama Regional State*, found the need for improvement in the quality-of-service delivery and customer satisfaction in public institutions. However, the researcher focused solely on the perception aspect without considering the level of customer expectations, which is crucial for identifying service quality gaps, and couldn't evaluate the service quality gap or the degree of relationship between service quality and customer satisfaction. Furthermore, this study limits its scope to the sub-city of Hawassa, thereby limiting the generalizability of the findings.

Another reason for the researcher's choice of this topic is the magnitude of the problems and the importance of institutions in serving society and their impact on socioeconomic development. Additionally, the researcher observed and perceived issues in service delivery and customer satisfaction, along with numerous complaints through their experience and involvement in service delivery at city administrations in Sidama regional state.

### **1.3. Objective of the Study**

#### **1.3.1. General Objective**

The main objective of this study is to assess customer satisfaction on public service delivery at the city administration level in Sidama Regional State.

#### **1.3.2. Specific Objectives**

1. To examine the current status of public service quality at the city administration level in Sidama regional state.
2. To assess the level of customer satisfaction on public service delivery at city administration level administrations in Sidama Regional State.
3. To identify the relationship between service quality and customer satisfaction at the city administration level in Sidama regional state
4. To identify the service quality gaps existing between customers' expectations and their perceptions regarding city administrations' public service in Sidama regional state

5. To identify major challenges in the urban local governance system that impeded effective public service delivery at the city administration level in Sidama regional state and recommend strategies to overcome them.

#### **1.4. Research Questions**

In order to achieve the objectives above, the following questions were identified. These are:

1. What is the current status of service quality in public service delivery at the city administration level in Sidama regional state?
2. What is the level of customer satisfaction with public service delivery at the city administration level in Sidama regional state?
3. What is the relationship between service quality and customer satisfaction at the city administration level in Sidama regional state?
4. What are the service quality gaps existing between customers' expectations and their perceptions regarding city administrations' public service delivery in Sidama regional state?
5. What are the major challenges in the urban local governance system that impede the effective public service delivery at the city administration in Sidama regional state and what strategies are needed to overcome?

In addition to the research questions stated above, the following hypotheses are also stated:

H1: There is a significant relationship between tangibility and customer satisfaction.

H2: There is a significant relationship between reliability and customer satisfaction.

H3: There is a significant relationship between responsiveness and customer satisfaction.

H4: There is a significant relationship between assurance and customer satisfaction

H5: There is a significant relationship between empathy and customer satisfaction.

## 1.5. Scope of the Study

The research was confined to the Sidama Regional State, with an emphasis on seven city administrations, namely Hawassa, Yirgalem, Aletawondo, Chiko, Bensa, Wondogenet, and Leku, in crucial public service sectors, such as health, transportation, water supply, municipal service for sanitation and solid waste disposal, that have a significant impact on the well-being of communities and urban development.

Conceptually, this study was delimited to assessing the level of customer satisfaction with public service delivery using the variables quality of service, delivery process, service encounter, service recovery, outcome, and overall satisfaction. While evaluating the level of public service quality, identifying the relationship between service quality and customer satisfaction, and identifying service quality gaps between customer expectations and perceptions, it was delimited using the SERVQUAL five-dimensional model from customers perspective. Furthermore, the study attempted to identify challenges facing the urban local governance system that impede effective public service delivery to citizens of city administration, as well as suggest strategies for overcoming these obstacles by taking into account the variable managerial aspects of the administrative body, particularly the heads of the public sector.

In terms of its methodology, the study employed a descriptive and explanatory research design to provide a detailed analysis of the impact of service quality on customer satisfaction, utilizing both descriptive and inferential statistics. Additionally, a mixed-methods approach was adopted, mixing quantitative data from surveys and qualitative data from interviews, focus group discussion and observation. This comprehensive methodology enabled a thorough understanding of the level of customer satisfaction and its determinants in public service delivery at the city administration level in Sidama Regional State.

The study involved 392 respondents, comprising residents of each city administration who completed surveys. The study was conducted over a six-month period, and the objective of the study has been fully achieved to provide a comprehensive understanding of the level of customer satisfaction with public service delivery at the city administration level in Sidama Regional State.

## 1.6. Significance of the Study

As the researcher's objective was to thoroughly assess customer satisfaction with public service delivery, evaluate the level of public service quality, identify the relationship between service quality and customer satisfaction, identify service quality gaps between customer expectations and perceptions, and attempt to identify challenges facing the urban local governance system that impede effective public service delivery across different sectors at the city administration level in Sidama Regional State, the study holds significance.

There's a noticeable gap in the literature due to the lack of comprehensive studies that take a holistic approach to assessing customer satisfaction with public service quality across various city administrations in the region. This study is relevant to bridge that gap by offering empirical evidence through an in-depth evaluation of multiple service dimensions. These include customer satisfaction with public service delivery, the quality of these services, the link between service quality and customer satisfaction, the gap between expectations and actual service quality, and the challenges in urban local governance that impede effective service provision.

The importance of this research lies in its contribution to existing knowledge on customer satisfaction and service quality in the public sector. It lays a strong foundation for decision-making, enabling government organizations to implement effective reforms and initiatives to enhance service delivery and customer satisfaction. By providing valuable insights into areas needing improvement and identifying specific challenges faced by city administrations in Sidama Regional State, this study is highly relevant.

The findings of this study are significant because they highlight common challenges and areas that need improvement. Managers and public service leaders can use this information to develop strategies and plan that can be replicated and scaled across all public service areas in the region. This will ultimately lead to an overall improvement in public service delivery and customer satisfaction.

## 1.7. Limitations of the Study

The study encountered several challenges. Key among them was the issue of adequate financial resources. Given the wide geographical scope of the study, the researcher faced financial difficulties. Another significant limitation was the relatively short timeframe within which the research had to be conducted. The university's academic schedule required the research to be completed by a specific deadline, which constrained the researcher and posed a considerable challenge. To manage the relatively short timeframe, the researcher developed a detailed project timeline with clear milestones and deadlines for each phase of the study. Prioritizing tasks and focusing on critical components of the research ensured that essential activities were completed on time.

Additionally, a major challenge was the lack of interest from respondents in answering the survey questions. Many customers and head officers of sectors were hesitant and insecure about the research questions, often interpreting them within a political context. Despite these challenges, the researcher remained undeterred and took proactive steps to minimize their impact on the study as much as possible. To enhance respondent participation informative and engaging introduction was provided to potential respondents, clearly explaining the study's purpose, significance, and the measures taken to ensure confidentiality and anonymity. This helped to alleviate concerns about political implications and encouraged participation.

## 1.8. Operational Definition of Terms

**The SERVQUAL** is a multidimensional research instrument designed to measure service quality by capturing respondents' expectations and perceptions along five dimensions of service quality (Zeithaml et al., 1991).

**Perception:** refers to the customer's subjective assessment of the actual service performance (Zeithaml et al., 2009)

**Expectations:** are predictions made by consumers about what they anticipate will occur during an upcoming transaction or exchange (Zeithaml and Berry, 1988).

**The Service Quality Gaps:** service quality gaps are discrepancies between customers' expectations and perceptions of the service delivered (Zeithaml et al., 2009)

**Customer:** is the individual who receives and evaluates the service provided by an organization. The customer's perceptions of the service quality are influenced by various factors, such as their previous experiences, personal needs, and word-of-mouth communications (Parasuraman et al. 1988)

**Satisfaction:** Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectation (Kotler, P and Keller, K. L, 2009).

**Tangibility:** is defined as the physical appearance of facilities, equipment, staff and written materials. Tangibles are used to convey images and to signal quality (Zeithaml et al 2006).

**Reliability:** refers to the organization's ability to fulfill its commitments and deliver the promised service consistently and accurately (Zeithaml et al., 2006, p. 117).

**Responsiveness:** refers to the willingness of an organization to assist customers and deliver prompt services (Har, 2008).

**Assurance:** the ability to deliver services at a professional level. This includes the employee's knowledge and courtesy which inspires confidence in them. Having trust and confidence in the employee leads to the customer having more trust in the company itself (Har, 2008).

**Empathy:** is treating the customer as if he is unique and special. Which state that, caring and individualized attention provides to its (Har, 2008).

## 1.9. Organization of the Study

The study was divided into five chapters to provide a thorough analysis of the research matter. Chapter one, titled "Introduction," is an introduction section that includes the study's background, problem statement, research objectives, research questions, study scope, significant operational term definitions, and research limitations. This chapter establishes the basis for the entire study.

Chapter Two, titled "Literature Review," is devoted to a comprehensive assessment of the relevant literature on the subject at hand. It investigates many concepts and theories related to the research topic and questions. This literature review contributes to the development of a theoretical framework and offers a thorough understanding of the study topic.

Chapter Three, titled “Research Methodology,” describes the research design, dissertation study area, population, sample method used and sample size determination, data collection techniques, primary and secondary data sources, and research instruments. Overall, this chapter provides a comprehensive overview of the research methodology employed, outlining the procedures followed, data collection methods utilized, and data analysis techniques employed.

Chapter Four, titled “Data Analysis,” provides details of the study's findings and results. It gives the researcher's analysis and interpretation of the data for the issues under investigation. This chapter gives a thorough description of the data obtained and provides insights into the research findings.

Chapter Five, titled “Summary, Conclusion, and Recommendation,” offers the study's findings and conclusions. It also offers recommendations aimed at improving service quality as well as customer satisfaction within the city administration of Sidama Regional State by summarizing the important findings and providing practical recommendations for improvement.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

The chapter discusses the theoretical and conceptual frameworks related to the study, providing a comprehensive overview of the relevant literature reviewed. It delves into various key concepts such as public service, service quality, dimensions of service quality and measurements, customer satisfaction, service quality gaps, and the relationship between service quality and customer satisfaction.

### **2.2. Theoretical literature review**

A theoretical literature review is crucial as it establishes a foundation for the study, identifying existing theories and frameworks. It highlights gaps in the literature, justifying the research and informing the methodology. By enhancing the understanding of key concepts and supporting the development of research questions, it ensures the study is well-grounded. Additionally, it helps contextualize findings within the broader academic discourse, contributing to the field's knowledge base

#### **2.2.1. The definition and Characteristics of Service**

The concept and definition of service have gained significant scholarly attention in the field of business and management. With the service industry playing a crucial role in the global economy, understanding the intricacies of service becomes essential for organizations aiming to deliver customer satisfaction. Beyond the simple exchange of goods, service includes a variety of actions, interactions, and experiences meant to satisfy the needs of consumers in a variety of sectors, including hospitality, healthcare, finance, and other industries. According to Kotler and Keller (2009), service is an intangible act or performance provided by one entity to another, which does not involve the transfer of ownership and may be accompanied by a physical product. In today's market, there is a growing trend among manufacturers, distributors, and retailers to offer additional services or exceptional customer support as a means of differentiating themselves from competitors (Kotler & Keller, 2009).

Various scholars have provided different definitions and perspectives on the concept of service, depending on their understanding and the context in which the term is used. Gronroos (1990)

defines service as an activity or series of activities that are more or less intangible in nature and typically occur in interactions between customers and service employees, providing solutions to customer problems (Gronroos, 1990). Fogli (2006) adds that customer service is not limited to a specific function or job within an organization but involves the interaction between the customer and a representative of the organization. Customer service is about meeting the needs and expectations of the customer, as defined by the customer themselves (Fogli, 2006).

### 2.2.2. Characteristics of Service

To distinguish between services and goods, the characteristics of service play a crucial role. Kotler (2001) identifies four common characteristics of services:

1. **The characteristics intangibility** of services means that they cannot be perceived through the senses before purchase, such as seeing, tasting, feeling, hearing, or smelling. While opinions and attitudes may be sought beforehand, a repeat purchase often relies on previous experience. To mitigate uncertainty, buyers seek signs or evidence of service quality and draw inferences from the physical aspects they observe, such as the place, people, equipment, and price. Therefore, it becomes the responsibility of service providers to "manage the evidence" and make the intangible aspects more tangible. services are essentially intangible, but service marketers have the ability to manage evidence and visualize the intangible services or abstract offers (Kotler, 2001).
2. **The characteristic of inseparability** in services implies that they are typically produced and consumed simultaneously, and they are often closely connected to the person delivering the service. This means that the act of performing the service takes place at the same time as its full or partial consumption. Unlike physical goods, services cannot be manufactured, stored in inventory, distributed by a seller, and consumed at a later time. Instead, services are produced, sold, and consumed in real-time (Kotler, 2001). whereas Zeithaml (1981) explains that inseparability refers to the simultaneous delivery and consumption of services
3. **The characteristics of Variability:** Services exhibit variability and heterogeneity due to factors such as the provider, timing, location, and recipient. The quality and satisfaction derived from services can fluctuate. Service firms can control and improve quality by recruiting and training the right employees, standardizing service processes, and monitoring customer satisfaction through feedback systems (Kotler, 2001).

**4. The characteristics of Perishability:** Unlike goods, services cannot be stored, resold, or returned once performed. Services are time-bound and cannot be carried forward to future periods. (Kotler, 2001). In contrast to physical goods, services cannot be stored and carried forward to future time periods (Zeithaml et al., 1985). The perishability of services becomes more challenging for service firms when demand fluctuates. While perishability is not a problem when demand remains steady, it poses difficulties for service firms when there are fluctuations in demand.

### **2.3. Definition and Characteristics of public service**

The definition and concept of public service have evolved to meet society's changing needs and expectations. Public service encompasses a wide range of activities aimed at serving the public interest, providing necessary services, and promoting the common good. public services typically refer to the services offered by the government to its citizens, either directly through the public sector or indirectly through funding private service providers (Gaster and Squire, 2003). The authors concept further stated that, public services are associated with a societal agreement, often expressed through democratic elections, that certain essential services should be accessible to all individuals, regardless of their income. Public services have distinguishing characteristics from private goods and services, as they are paid for through general taxation or means-tested payment, rather than individual payments by choice and profit motives common in the private sector. Public services operate within a legal and financial framework that is distinct from the profit-driven private sector.

From this understanding of public service delivery, we see that it involves the provision of essential services by government entities to meet the needs of the public. It emphasizes a customer-centric approach, accessibility, affordability, and quality in service delivery. Good governance principles play a vital role in promoting effective public service delivery. The purpose of any organization, including those in the public sector, is to create and satisfy the customer, in this case, the citizens (Gaster & Squires, 2003)

#### **2.3.1. Characteristics of Public Service Delivery**

The distinctive features of the services that the public receives from government agencies determine the characteristics of public service. These characteristics influence how public services

are managed and delivered, setting them apart from private sector offerings. They also represent the public service principles, which places a strong emphasis on the public interest, accountability, equity, and non-profit orientation. The essential characteristics of public service are as follows:

- ❖ **Public Interest:** Public services are designed to serve the collective interests of the public rather than individual or commercial interests. They aim to promote the well-being, safety, and development of society as a whole (Whetten, 2012).
- ❖ **Accountability:** Public service is characterized by a high level of accountability to the public. Government entities are responsible for transparently managing public resources, making informed decisions, and delivering services efficiently and effectively (Rainey, 2014).
- ❖ **Equity:** Public services aim to ensure equal access and fair distribution of resources and benefits among all members of society. They strive to address social and economic inequalities and promote social justice (Denhardt & Denhardt, 2015).
- ❖ **Compulsory Provision:** In many cases, public services are compulsory and mandated by law. This means that government entities have a legal obligation to provide certain essential services, such as education, healthcare, and security, to all citizens (Whetten, 2012).
- ❖ **Non-profit Orientation:** Public services are typically not operated for profit. Their primary goal is to meet public needs rather than generate financial gains. Revenue generated is often reinvested to improve and expand the services (Rainey, 2014).
- ❖ **Long-term Perspective:** Public service often takes a long-term perspective, focusing on sustainable development and the well-being of future generations. It involves planning and implementing policies and programs that have long-lasting positive impacts on society (Denhardt & Denhardt, 2015).
- ❖ **Political Influence:** Public services are subject to political influences and decisions. Government policies, regulations, and funding priorities can significantly impact the provision and quality of public services (Whetten, 2012).

## 2.4. Service Quality in Public Sector

Employing a range of metrics to evaluate service quality within the public sector is a vital yardstick for evaluating organizational effectiveness and overall customer satisfaction. now a day around the world, establishment service quality measurement is progressively recognized in the public

sector, as it has been used in the private sector to improve customer service and quality. It has also been found that public sector service dimensions differ from those of the private sector since they are not threatened by rivals and hence lack ongoing improvement through competitive strategy. (Iqbal, Rana, Khan, and Qureshi, 2011).

Service quality is an important dimension of organizational performance in the public sector as the main output of most public sector organizations is services (Ilhaamie, 2010). The study of service quality in public sector organizations has not received much attention compared to the extent of work it has received in the private sector.

Gowan et al. (2001) further elaborated on the complexities inherent in public sector service delivery. They noted that it is not merely a matter of addressing expressed needs, but rather a multifaceted process of identifying unexpressed needs, setting priorities, allocating resources, and publicly justifying and accounting for the actions taken.

Moreover, Caron and Giauque (2006) highlighted the emerging professional challenges faced by public sector employees, stemming from the introduction of new principles and tools inspired by the shift towards the New Public Management paradigm. This shift has necessitated a reevaluation of traditional approaches to service quality assessment and management. In this context, the SERVQUAL model's multidimensional nature and empirical validation make it a particularly suitable framework for evaluating and improving service quality in the public sector. Its ability to capture both expressed and unexpressed needs, as well as its alignment with the evolving principles of New Public Management, further justify its application in this domain.

## **2.5. Urban Local Governance and Public Service Delivery**

Urban local governance and public service delivery play a crucial role in ensuring customer satisfaction in urban areas. The complex and multifaceted relationship between these two concepts has been briefly studied. One of the key challenges in urban local governance is delivering public services efficiently and effectively to meet the needs of citizens. This requires coordination and collaboration among different departments and agencies within the local government, as well as external stakeholders such as community groups and private sector organizations (Hupe & Howarth, 2015).

Efficient and effective public service delivery is essential for satisfying customers in urban areas. Citizens have high expectations for service quality, reliability, and responsiveness from their local government. Research has shown that the quality of public transportation, waste management, and public safety significantly impacts citizen satisfaction with urban local governance (Hupe & Howarth, 2015). Ensuring that these needs are met contributes to higher satisfaction levels and a better living environment for citizens.

However, delivering high-quality public services in urban areas presents challenges due to factors like population density, limited resources, and complex governance structures. To address these challenges and improve service delivery, local governments must adopt innovative strategies and approaches.

One approach is leveraging technology to enhance public service delivery in urban areas. Smart city initiatives, for example, can utilize advanced technologies such as data analytics, artificial intelligence, and the Internet of Things. Research suggests that technology can improve citizen satisfaction by providing real-time information, streamlining service delivery processes, and increasing transparency and accountability (Giffinger et al., 2007).

Another approach is fostering partnerships and collaborations between local governments and external stakeholders. Collaborating with community groups and private sector organizations can leverage resources, expertise, and knowledge to enhance public service delivery. Studies indicate that collaborative approaches lead to improved citizen satisfaction, as they enable citizens to engage with their local government and have a greater say in the services they receive (Bryson et al., 2017).

Effective communication and engagement with citizens are also critical for ensuring customer satisfaction in urban local governance. Local governments should implement strategies to engage citizens and provide them with timely and accurate information about public services. Research highlights that effective communication and engagement contribute to increased citizen trust and satisfaction with local government (Krukowski et al., 2018).

In general, the relationship between urban local governance and public service delivery is vital for ensuring customer satisfaction in urban areas. Efficient and effective delivery of public services,

along with the use of technology, partnerships, and effective communication, are key factors in meeting citizen expectations and improving their satisfaction levels.

#### ❖ **Factors influencing urban local governance**

Urban local governance is influenced by several key factors that shape its outcomes. Firstly, decentralization and devolution of powers play a pivotal role in urban local governance. This involves regional or national governments allocating specific powers and responsibilities to urban local bodies, allowing them to make decisions and implement policies that are tailored to local conditions and needs (Brooks & Gupta, 2018). Decentralization fosters citizen participation, accountability, and responsiveness.

Secondly, collaborative governance is essential for effective urban local governance. This involves partnerships and cooperation between various stakeholders, including government agencies, civil society organizations, private sector entities, and community members (Agranoff & McGuire, 2003). Collaborations enhance participation, improve service provision, and strengthen overall governance effectiveness.

Lastly, the availability and management of financial resources significantly impact urban local governance. Adequate and reliable funds are crucial for supporting infrastructure development, service delivery, and administrative functions (Gordon & Kumar, 2010). Additionally, building the capacity of urban local bodies and strengthening financial management systems can enhance governance outcomes.

#### ❖ **Challenges in Urban Local Governance**

Urban local governance faces several challenges that need to be addressed. Firstly, many urban local bodies struggle with resource constraints, including limited financial resources and technical capacities (Kumar & Mathew, 2005). This hampers their ability to effectively manage urban areas, provide essential services, and address the needs of the growing urban population.

Secondly, political interference can hinder urban local governance. Elected officials may prioritize short-term political gains over long-term developmental needs, resulting in inefficient decision-making, corruption, and neglect of urban infrastructure and services (Cheema, 2007).

Lastly, inadequate citizen participation poses a challenge to effective urban local governance. The lack of citizen involvement and meaningful engagement hinders decision-making and accountability (Manor, 1999). Barriers such as limited civic awareness, low trust in government institutions, and cumbersome bureaucratic processes need to be overcome.

## **2.6. Service Delivery Policy in the Civil Service Reform Program in Ethiopia**

As it profoundly discussed by authors, public service delivery shows the relationship between government and citizen in line of provision of service and meet need and expectation. Which can be accomplished by effective and efficient police and strategies, laws regulation as well as instructional reform to assure service quality and customer satisfaction. The implementation of public service reform involves a process of bureaucratic change that will impact the direction of public services. First, the transformation of public services involves the adoption of values from the private sector, which are frequently profit-oriented services that make it difficult for people to access services. Mahmud and colleagues, 2023.

The service delivery reform (SDR) in Ethiopia aimed to enhance efficiency, improve service quality, ensure accountability for failures, foster citizen commitment, and instigate attitudinal shifts towards public service delivery (SDR sub-program, 2000).

An essential prerequisite for enhancing service delivery within the civil service is the establishment of a clearly defined policy that reflects governmental intentions and expectations regarding service provision and quality. This policy should outline the rights and responsibilities of both service providers and recipients.

Within the frameworks of the aforementioned models, the Ethiopian civil service faces various challenges in service delivery. As per the Ministry of Public Service and Human Resource Management's report, several issues contribute to subpar service delivery:

- ❖ There's a lack of sufficient development of a positive attitude towards public service.
- ❖ Insufficient recognition of citizens' rights to access government services.
- ❖ Inadequate accountability mechanisms within civil service institutions.
- ❖ Service delivery processes are often time-consuming and hierarchical, prioritizing administrative convenience over recipient needs.
- ❖ Institutions focus more on input concerns and routine activities than achieving tangible outputs aligned with government policies.

- ❖ Public access to information about available services and the necessary conditions for accessing them is limited.
- ❖ Formal complaints handling mechanisms are lacking in many institutions.
- ❖ Service delivery improvement receives inadequate attention in the planning processes of government institutions.
- ❖ Resource shortages hinder service improvement efforts.
- ❖ Inconsistent regulations and guidelines across institutions and a lack of coordination among departments and related institutions impede service delivery efficiency.

Hence, these problems hinder institutional progress, socio economic development, administrative quality, good governance, effective service delivery and policy implementation and result to poor citizen-oriented approach and poor customer satisfaction. Overall, these result to what citizen would expect from government higher than from what they perceive and it implies that there is gap need to be filled by putting all effort in. the problems that have been identified in national level are not exceptional for our study area which is level customer satisfaction in public service delivery in sidama regional state.

## **2.7. The concept and definition of Quality**

The right measurement of service quality can only be achieved and defined by those who utilize the product or service and how they perceive it. Effective service delivery yields quality service, which can be surprising or as expected. In contrast, poor quality due to service limits would result in lower-than-expected results. The theory, known as the transcendence approach, asserts that quality can only be defined or recognized once the product or service has been utilized or experienced. According Lovelock and Wirtz argument (2004) people can only become skilled at recognizing quality via repeated experience.

The concept and definition of quality have been extensively explored by various renowned scholars in the field. Crosby (1979) defines quality as "conformance to requirements," emphasizing the importance of meeting specified standards and eliminating errors. This perspective underscores the significance of focusing on customer expectations and delivering products or services that align with those expectations (Crosby, 1979). In contrast, Juran (1988) emphasizes the notion of meeting customer needs and fitness for use, highlighting the customer-centric approach to quality. Garvin (1987), on the other hand, presents a comprehensive framework of eight dimensions of quality,

encompassing performance, features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality.

Crosby's (1979) work on quality management further emphasizes the significance of prevention and zero defects in achieving quality. He argues that quality is not merely about detecting and correcting errors, but rather about proactively preventing them from occurring in the first place. This approach underscores the importance of instilling a culture of quality throughout the organization, where every employee is responsible for ensuring the delivery of flawless products or services.

Juran (1988) emphasizes the importance of designing and producing products or services that effectively fulfill their intended purposes. Juran's definition of quality centers around meeting customer needs and expectations. He introduces the concept of "fitness for use," which emphasizes that products or services must be designed and produced to fulfill their intended purposes effectively and efficiently. Juran's approach highlights the importance of understanding and exceeding customer requirements to achieve high-quality outcomes.

Deming (1982) further identified three levels of quality essential to producing goods and providing services that meet the needs of consumers and consumers. They are:

- I. **Quality of design or redesign:** This perspective focuses on developing products and services from the customer's point of view with the goal of delivering offerings that meet market needs at a given cost point. The aim is to suitably design or redesign products/services to satisfy customer requirements.
- II. **Quality of conformance:** This refers to an organization's ability to consistently provide goods and services at predictable, uniform and dependable levels of quality for a reasonable cost. The quality characteristics are predetermined during the quality of design stage. The focus is on adhering to preset quality standards during production or service delivery.
- III. **Quality of performance:** This perspective evaluates the actual performance of the product or service once it is launched in the real-world marketplace. The emphasis is on how well the product/service performs with respect to customer expectations after it enters the market for consumption.

Garvin expands the definition of quality by presenting a framework of eight dimensions: performance, features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality. He argues that organizations should strive to excel in each dimension to gain a competitive advantage. Garvin's framework acknowledges the multi-dimensional nature of quality and emphasizes the need for organizations to address various aspects to deliver superior products or services. To conceptualize quality Garvin (1987) use the following dimensions:

- ❖ Performance: What a customer expects the product or service to do
- ❖ Features: Desired attributes
- ❖ Dependability: Not breaking down
- ❖ Conformance: Fulfill predetermined criteria
- ❖ Durability: The item's capacity to endure till the buyer no longer needs it.
- ❖ Serviceability: Simple and affordable repairs
- ❖ Aesthetics: Appear well
- ❖ Perceived: Value as seen by the person who is observing.

Garvin (1988) distinguished five viewpoints on quality—the transcendent view, the product-based approach, the user-based approach, the manufacturing-based approach, and the value-based definition of quality—during his discussion of the development of the concept of quality.

1. **The transcendent approach:** Quality can only truly be understood through repeated use or consumption of a product/service over time. It is something that is recognized intuitively based on accumulated experiences. According Lovelock and Wirtz (2004) people can only become skilled at recognizing quality via repeated experience.
2. **The product-based approach:** Quality depends on whether certain inherent attributes or specifications are present. It is an objective and measurable variable determined by the product/service itself.
3. **The manufacturing-based approach:** Quality exists when pre-determined internal standards during manufacturing are adhered to. The focus is on meeting production goals and cost controls through compliance with set specifications. It focuses on adherence to standards and guidelines set internally during production, which are typically influenced by objectives around productivity and cost control (Lovelock and Wirtz, 2004). In other words, this

perspective evaluates quality based on how well the final product or service aligns with the technical requirements established within the organization at the design/planning stage, with considerations given to manufacturing efficiency and cost-effectiveness.

4. **The user-based approach:** Quality results from fulfilling customer needs, wants, and expectations. It lies in satisfying the end-user. Until customers are completely pleased, one cannot say quality is achieved.
5. **The value-based perspective** Quality involves balancing performance or consistency against price paid. Quality is defined as providing perfection at a price that is reasonable, taking into account the trade-off between what is offered and received (Lovelock and Wirtz, 2004).

## 2.8. Service Quality

Service quality is a crucial factor that influences service delivery and customer satisfaction across both public and private sector organizations. There are some inherent challenges in measuring and ensuring quality in the public sector in country like Ethiopia. According to Mengesha and Common (2007), Ethiopia's initiatives to reform its public sector capacity have resulted in significant enhancements in service delivery and user contentment. However, the ongoing success of these reforms necessitates continuous momentum and vigilant oversight. Despite the government's dedicated efforts, there remains a substantial imperative for both governmental and public institutions to address the disparity between customer expectations and service quality.

Teicher et al (2002) note that quality improvement efforts tend to be slower in government due to difficulties quantifying outcomes. Public sector work is also subject to greater scrutiny and accountability requirements that limit discretion. Similarly, Gowan et al (2001) point out service provision in government is more complex, as it involves understanding unexpressed community needs, prioritizing based on social objectives, justifying resource allocation publicly, and accounting for results transparently.

These systemic factors constrain public administrators in meeting quality standards flexibly, according to Teicher et al and Gowan et al. The accountability mechanisms that are necessary can paradoxically hamper agility in quality reforms. Nevertheless, delivering quality remains vital for sustainability according to scholars like Rust and Oliver (1994). There are diverse perspectives on defining service quality.

Zeithaml and Bitner (2008:85) conceptualize it through five dimensions-reliability, responsiveness, assurance, empathy and tangibles. It refers to customers' overall assessment of excellence. Zeithaml et al (1990) also describe it as the gap between expected and perceived performance. Similarly, Lewis and Mitchell (1990), Dotchin and Oakland (1994), and Asubonteng et al (1996) define quality as the level of need/expectation fulfillment. Generally, while public sector faces unique hurdles, quality strongly impacts outcomes and satisfaction across all organizations. It is best understood as alignment between performance and customer priorities, however defined and measured contextually. Continuous efforts are important despite challenges.

## 2.9. Service Quality Dimension and Measurements

There are different kind of approach and model to measure service quality and customer satisfaction these are evolved with different dimension and model. The following literature delve into argument, measurement, relationship and difference among their dimension and measurement approach.

### 2.9.1. Service Quality Dimension

Several scholars have proposed different conceptual frameworks for measuring service quality over time. The key models are presented and summarized as the following:

- ❖ Grönroos (1984) Three-component structure: Technical quality, functional quality and Reputational quality
- ❖ Lehtinen and Lehtinen (1982) three component conceptualizations: interactive quality, physical quality corporate quality
- ❖ Hedvall and Paltschik's (1989) two-dimension model: Willingness/ability to serve and physical and psychological access
- ❖ Garvin's (1988) Nine-dimensional approach performance: Features Conformance Reliability Durability, Serviceability, Response, Aesthetics and Reputation.
- ❖ Oliver and Rust (1994): functional quality, technical quality and environmental quality construct
- ❖ Parasuraman, Zeithaml and Berry (PZB) (1988) Conceptualization of five dimensions: Tangibles (T), Reliability (R), Responsiveness (R), Assurance (A), and Empathy (E) Eventually these dimensions led to the development of the **SERVQUAL** instrument.

**Tangibility:** Tangibles is defined as the physical appearance of facilities, equipment, staff and written materials. Tangibles are used to convey images and to signal quality (Zeithaml et al 2006). Hayes (1997), states that some quality dimensions are generalized across many services, but some will apply only to specific type of services and it is necessary to understand quality dimensions to be able to develop measures to assess them. Overall, these frameworks provide a structural basis for developing quality assessment metrics, with SERVQUAL being highly influential. Keeping customers' perspectives is vital for understanding and improving their experiences.

**Reliability:** refers to the organization's ability to fulfill its commitments and deliver the promised service consistently and accurately (Zeithaml et al., 2006, p. 117). It entails keeping one's word and performing the service in a dependable manner.

**Responsiveness:** refers to the willingness of an organization to assist customers and deliver prompt services. This dimension focuses on how effectively the organization handles customer requests, questions, and complaints in a timely and attentive manner. An organization demonstrates responsiveness by promptly communicating with customers, providing them with information on the expected timeframe for addressing their inquiries or resolving their issues (Har, 2008).

**Assurance:** the ability to deliver services at a professional level. This includes the employee's knowledge and courtesy which inspires confidence in them. Having trust and confidence in the employee leads to the customer having more trust in the company itself.

**Empathy:** according to Har (2008), is treating the customer as if he is unique and special. Which state that, caring and individualized attention provides to its customers.

## 2.10. Service Quality Measurements

In the realm of service quality, two distinct perspectives have emerged: the internal perspective and the external perspective.

### 1. The Internal

The internal perspective emphasizes the importance of adhering to established requirements and doing things right the first time (Garvin, 1988). On the other hand, the external perspective focuses on customer perception, satisfaction, attitude, and delight (Sachdev and Verma, 2004). This article

delves into the topic of service quality, exploring the different perspectives and measurement models that have been developed to assess it.

## **2. The External Perspective**

In contrast to the internal perspective, the external perspective of service quality shifts the focus to the customer. Sachdev and Verma (2004) highlight the increasing prominence of this perspective due to heightened customer awareness, evolving tastes, and escalating expectations. The external perspective recognizes that service quality is ultimately determined by customer perception, satisfaction, and delight.

### **2.10.1. Measurement Models of Service Quality**

To effectively measure service quality from the external perspective, various measurement models have been developed. One widely embraced model is the one provided by Parasuraman, Zeithaml, and Berry (PZB) in 1985 (Sachdev and Verma, 2004). This model defines service quality as the extent and direction of disparities between customers' perceptions and expectations across critical dimensions of service quality that could impact their future behavior.

#### **1. The Discrepancy Model**

Parasuraman et al. (1985) propose the discrepancy model, which positions service quality on a spectrum ranging from ideal quality to totally unacceptable quality. The position of a customer's perception of service quality on this spectrum is determined by the degree of discrepancy between their expected service and the actual service received. If the expected service exceeds the actual service, the service quality is considered less than satisfactory and deteriorates as the discrepancy increases. Conversely, if the perceived service exceeds the expected service, service quality moves towards ideal quality as the positive discrepancy increases. When the expected and perceived services align, service quality is considered satisfactory.

#### **2. Computed Disconfirmation**

Service quality is measured as the difference between performance (P) and expectation (E), known as computed disconfirmation (Parasuraman et al., 1985). This measurement provides service providers with a tool for assessing and managing their service quality levels by focusing on clients' perceptions (P) and expectations (E) (Sachdev and Verma, 2004). To maximize quality, service providers should aim to exceed customer expectations by maximizing the difference between the two measures. The disconfirmation paradigm, also used in customer satisfaction literature,

measures the same constructs using the P and E parameters. Although customer satisfaction and service quality are conceptually different constructs, they are both important for businesses to consider when providing high-quality services.

### **3. SERVQUAL and Other Measurement Models**

Sachdev and Verma (2004) highlight the importance of noting that the original measurement model created by Parasuraman et al. (1985) comprised ten dimensions. These dimensions include access, communication, competence, credibility, courtesy, reliability, responsiveness, security, tangibility, and understanding the customer. However, these dimensions were later reduced to the popularly known five, and Parasuraman et al. proposed the SERVQUAL scale for their assessment. In 1992, Cronin et al. introduced four different measurement models, including SERVQUAL, SERVPERF, WEIGHTED SERVQUAL, and WEIGHTED SERVPERF, with SERVPERF being deemed the most superior. These measurement models aim to provide a comprehensive understanding of service quality by considering various factors and dimensions.

### **4. Importance-Performance Analysis Grid**

Another measure of service quality, proposed by Martilla et al. (1997), is the Importance-Performance Analysis Grid. This model aims to identify areas requiring urgent improvement and allocate resources effectively. By assessing the importance and performance of different service quality dimensions, organizations can prioritize their efforts and focus on areas that have the most significant impact on customer satisfaction.

### **5. Five Factors of Service Quality**

Sureshchandar et al. (2002) identified five factors of service quality that contribute to the overall customer experience. These factors include the core service or product, human elements of service delivery, systematization of service delivery, tangibles of service, and social responsibility. By considering these factors, organizations can ensure a holistic approach to service quality and address various aspects that influence customer satisfaction.

### **6. Universal Applicability of the PZB Model**

The model developed by PZB has gained widespread recognition and applicability in the field of service quality. Nyeck et al. (2002) demonstrate the universal applicability of the PZB model. Generally, Service quality is a critical aspect of any business that aims to satisfy and delight its customers. By understanding the different perspectives and measurement models of service quality, organizations can effectively assess and improve their service delivery. The internal

perspective emphasizes adherence to established requirements, while the external perspective focuses on customer perception and satisfaction. Measurement models like the PZB model and SERVQUAL scale provide valuable tools for evaluating service quality. Additionally, the Importance-Performance Analysis Grid and the identification of key factors contribute to effective prioritization and improvement efforts. By prioritizing service quality, organizations can enhance customer satisfaction and loyalty, ultimately leading to long-term success.

## **2.11. The SERVQUAL Model**

In the realm of service quality, one framework stands out as a pioneering concept in the field - the SERVQUAL model. Developed by Parasuraman et al. in their works from 1985 to 1994, this framework has provided researchers and service organizations with valuable insights into understanding and measuring service quality. The SERVQUAL instrument, a 22-item scale, has been widely used by researchers to assess the gap between customer expectations and their actual service experience.

### **A. The Evolution of the SERVQUAL Model**

Initially, the SERVQUAL instrument measured service quality on ten dimensions: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding, and tangibles. However, this construct was deemed complex, subjective, and statistically unreliable. As a result, the model was simplified and modified into the five-dimensional RATER model, which includes reliability, assurance, tangibility, empathy, and responsiveness (McCabe et al., 2007). This revised model considers service quality as a function of customer expectations, perceived process quality, and perceived output quality.

### **B. Application and impact of SERVQUAL Model**

The SERVQUAL model has been widely applied across various industries and service sectors due to its versatility as a measurement tool. According to research studies, it has been utilized to assess service quality in contexts such as healthcare (Parasuraman et al., 1991), hotels (Babakus et al., 1992), travel and tourism (Saleh and Rylan, 1991), telecommunications (Fick and Ritchie, 1991) and banking (Armoo, 2000). This broad applicability stems from SERVQUAL's generic nature, making it valuable for service organizations to gain customer insights and evaluate their

performance against expectations. By administering the SERVQUAL instrument, businesses can better understand what customers value in an offering and how well their needs are currently being met.

Comparing customer survey responses to employee perceptions also provides an invaluable benchmark for identifying improvement areas. This allows organizations to strive towards excellence by recognizing service quality gaps. In essence, the versatility of the SERVQUAL model has enabled its extensive use as a diagnostic tool. It helps service providers comprehend customer preferences more deeply while benchmarking current service quality levels against those preferences. The actionable insights generated can then be used to enhance the customer experience.

### **C. Criticisms of the SERVQUAL Model**

Despite its widespread use, the SERVQUAL model has faced criticism from some researchers. Francis Buttle (1996) argues that the five dimensions of the RATER model are not universal and that the model lacks integration with established economic, statistical, and psychological theories. In response to these critiques, Luis Lages and Joana Fernandes (2005) proposed the Service Personal Values (SERPVAL) model, which focuses on higher-level abstractions in consumer decision-making.

Additionally, some studies have questioned the five-factor structure of SERVQUAL and the necessity of including expectation items (**Carman, 1990**), (**Babakus and Boller, 1992**). Cronin and Taylor (1992) developed their own performance-based measure, the SERVPERF scale, which excludes expectations and focuses solely on perceptions. They found that the unweighted SERVPERF measure outperformed other measures of service quality in terms of accuracy.

### **D. Justification for using SERVQUAL Model**

Despite these criticisms, the SERVQUAL model continues to be widely used to measure service quality in various contexts. It has been applied in hospitals, universities, police services, banks, travel agencies, and public utilities (Bakar et al., 2008; Galloway, 1998; Donnelly et al., 2006; Kangis and Passa, 1997; Luk, 1997; Babakus and Boller, 1992). The wide range of applications speaks to the confidence placed in SERVQUAL as a technique for measuring service quality in different sectors.

Although there have been criticisms regarding the structure of the SERVQUAL model, Parasuraman et al. (1993) have defended the use of its different dimensions based on both conceptual and practical justifications. They have cautioned against making changes to the items and dimensions of the model, as doing so could potentially undermine the reliability and validity of the scale.

### **E. The Value of the SERVQUAL Model**

In support of the SERVQUAL model, Nyeck et al. (2002) argue that it remains the most comprehensive attempt to conceptualize and measure service quality. They highlight its ability to be applied across numerous service industries, such as healthcare, banking, financial services, and education. They also emphasize the importance of validating the measuring tool, as many researchers fail to do so.

Generally, the SERVQUAL model has revolutionized the understanding and measurement of service quality. Despite criticisms, it continues to be a valuable tool for service organizations seeking to enhance customer satisfaction and improve their performance. By providing a comprehensive framework and instrument for measuring service quality, the SERVQUAL model enables organizations to identify gaps between customer expectations and their actual service experience. This knowledge empowers organizations to make informed decisions and take necessary actions to deliver exceptional service. Thus, this study employed SERVQUAL mode to assess the level of customer satisfaction

## **2.12. Service Quality Gap**

The concept of the service quality gap, as proposed by Parasuraman et al in 1988, highlights the disparity between customer expectations and the actual service provided. According to their research, customer expectations are not solely based on what is currently being offered, but rather on what customers believe a service should encompass. Zeithaml et al (1990) further expanded on this idea and identified four key factors that influence customer expectations: word-of-mouth communications, personal needs, past experiences, and external communications.

When there is a discrepancy between what customers expect and how they perceive the actual service delivered, a gap arises. Parasuraman et al. (1985) and Lewis and Mitchell (1990) have confirmed this misalignment, noting that when customer expectations exceed the performance or

perception of the service received, it results in a perception of poor quality and ultimately leads to customer dissatisfaction. The concept of quality gaps, as conceptualized, defined, and explained by Zeithaml et al. (1990), can be summarized as follows.

*Table 2.1 Service Quality Gap*

Gap Number	Gap Type	Description
<b>Gap1</b>	Positioning Gap	Refers to the difference between managers' perceptions of consumer expectations and the importance consumers place on various quality aspects.
<b>Gap2</b>	Specification Gap	Represents the difference between what management believes consumers want and what consumers actually expect from the organization.
<b>Gap3</b>	Delivery Gap	Denotes the difference between the service provided by employees and the standards set by management.
<b>Gap4</b>	Communication Gap	Arises when the promises made by the organization do not align with consumers' expectations based on those promises.
<b>Gap5</b>	Perception Gap	Reflects the disparity between consumers' internal perceptions and expectations regarding the service.

*Source: Zeithaml, Valerie, Parasuraman and Berry (1990), Delivering Quality Service, The Free Press, New York, N.Y*

### **2.13. Addressing Service Quality Gap**

According to Zeithaml, Parasuraman, and Berry (1990), service quality gaps occur when there are discrepancies between customers' expectations and perceptions of the service delivered. Various strategies can be used to address these issues.

First, as suggested by Zeithaml et al. (1990), organizations can close the knowledge gap by conducting market research and soliciting feedback to gain a deeper understanding of customer needs and preferences. This understanding can be used to align service offerings with customer expectations. Second, to address the standards gap, organizations can establish clear and measurable service quality standards based on identified customer expectations, as recommended by Zeithaml et al. (1990). Third, to minimize the delivery gap, organizations can ensure that employees possess the necessary skills and resources to meet customer expectations, as highlighted by Zeithaml et al. (1990). This involves providing adequate training and empowering frontline employees as well as equipping them with the necessary tools and technology to deliver high-quality services. Fourth, to close the communication gap, organizations can effectively manage customer expectations and provide accurate and transparent communication regarding the service being provided, as suggested by Zeithaml et al. (1990). This includes proactively managing customer expectations and keeping them informed throughout a service encounter.

Finally, to reduce the perception gap, organizations can actively seek feedback from customers and address their concerns promptly, as emphasized by Zeithaml et al. (1990). This involves listening to customer feedback, resolving issues or complaints, and continuously improving the service delivery process.

## **2.14. Customer Satisfaction and Its Theory**

Kotler (1996) posits that customer satisfaction is a measure of a person's contentment or dissatisfaction with a product's perceived performance or outcome relative to their expectations. According to Wang et al. (2006), customer satisfaction is a comparative behavior that assesses the product or service's performance before and after its acquisition. Essentially, customer satisfaction reflects how well an organization's product or service meets or exceeds customer expectations, which may encompass various aspects, such as its products or services, physical environment, facilities, and staff (Kotler, 2000).

Yi (1990) further explains that customer satisfaction is the result of the customer's perception, evaluation, and psychological reactions to their consumption experience with a product or service. It is crucial to differentiate between different types of satisfaction. Johnson et al. (2008), Omachonu et al. (2008), and Garbarino and Johnson (1999) have distinguished between overall satisfaction and encounter satisfaction.

Overall satisfaction pertains to the customer's overall experiences throughout their interaction with the organization, while encounter satisfaction refers to the specific experiences the customer has at different stages or touchpoints of the service delivery process. The type of satisfaction that is most dominant depends on the nature of the service industry. For example, in the banking industry, where services are ongoing and long-term, overall satisfaction is more relevant than encounter satisfaction (Lovelock, 1983). This implies that customers have role expectation from the employees of an organization – especially, frontline staff and that successful meeting of those expectations will reflect in their satisfaction.

Davidow and Uttal (1989) posited that customer expectations are shaped by various uncontrollable forces, including prior experiences with other organizations and their advertising, the customer's psychological state at the time-of-service delivery, the customer's background and values, and the images associated with the purchased product or service. This perspective suggests that expectations are influenced by a multitude of factors that are not directly controlled by the service provider. Additionally, Zeithaml et al. (1990) emphasized that customer service expectations are built upon complex conditions, including the customer's own pre-purchase beliefs and the opinions of others.

Miller (1977) further highlighted that customer expectations related to different levels of satisfaction, which can be based on previous product or service experiences, learning from advertisements and word-of-mouth communication. In essence, expectations can be seen as a pre-consumption attitude before the next purchase, potentially involving experiential factors.

## **2.15. Disconfirmation Theory**

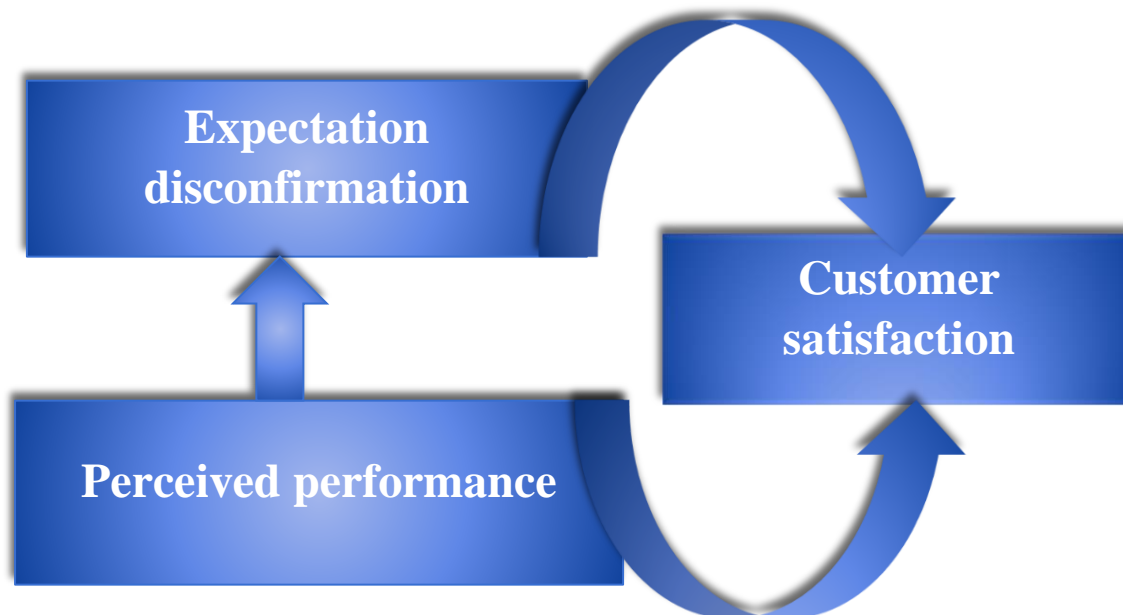
The disconfirmation theory is a fundamental concept in marketing literature that explains customer satisfaction by examining the difference between perceived performance and cognitive standards, such as expectations and desires (Churchill and Surprenant, 1982; Oliver, 1980). This theory posits that satisfaction is influenced by both the intensity and direction of the gap, or disconfirmation, between expectations and perceived performance.

Customer expectations can be defined as partial beliefs held by customers regarding a product or service (Mckinney et al, 2002). These expectations are predictions made by consumers about what they anticipate will occur during an upcoming transaction or exchange (Zeithaml and Berry, 1988).

On the other hand, perceived performance refers to customers' perception of how well a product or service fulfills their needs, wants, and desires (Cadotte et al, 1987). Perceived quality, as defined by Zeithaml (1988), is the customer's judgment regarding the overall excellence or superiority of an entity. Disconfirmation, in this context, refers to the subjective judgments made by customers when comparing their expectations to their perceptions of the performance they actually received (Mckinney et al, 2002; Spreng et al, 1996).

The disconfirmation theory suggests that satisfaction is influenced by both the intensity (or size) and direction (positive or negative) of the gap, or disconfirmation, between expectations and perceived performance.

*Figure 2.1 Expectation disconfirmation theory*



*Source: Khalifa and Liu (2003)*

### **How Expectation Disconfirmation Occurs?**

**Positive Disconfirmation:** Positive disconfirmation occurs when the perceived performance of a product or service exceeds the customer's expectations, resulting in a higher level of customer satisfaction. This positive disconfirmation leads to a positive perception of the organization (Khalifa and Liu, 2003).

**Confirmation:** Confirmation happens when the perceived performance aligns with the customer's expectations, reinforcing their satisfaction and maintaining a positive perception of the organization (Khalifa and Liu, 2003).

**Negative Disconfirmation:** Negative disconfirmation occurs when the perceived performance falls short of the customer's expectations, leading to disappointment or dissatisfaction. This negative disconfirmation can negatively impact the customer's perception of the organization and may result in negative word-of-mouth or reduced loyalty (Khalifa and Liu, 2003).

## 2.16. Service Quality and Customer Satisfaction

Service quality and customer satisfaction are closely related concepts that are crucial for businesses to understand and manage effectively. The academic literature suggests that customer satisfaction is determined by the discrepancy between a consumer's prior expectations and their perception of the actual service experience (Churchhill and Surprenant, 1982; Oliver, 1977; Tse and Wilton, 1988; Yi, 1990). When the experience exceeds expectations, it leads to favorable customer evaluations (Iacobucci et al, 1995).

Service quality is similarly defined as the comparison between consumer expectations and actual service performance (Parasuraman et al, 1985). The terms quality and satisfaction are sometimes used interchangeably, but researchers have debated whether they are distinct constructs (Dabholkar, 1993; Gotlieb et al, 1994). Some view satisfaction as a more specific, short-term evaluation and quality as a more general, long-term evaluation (Bitner and Hubbert, 1993, Parasuraman et al, 1985), while others see quality as the more specific judgment and a component of the broader satisfaction evaluation (Oliver, 1993).

Iacobucci et al. (1995) found no difference between quality and satisfaction for factors like disconfirmation, keeping promises, customization, empathy, friendliness or purchase intentions. They established that the disconfirmation gap concept is a plausible antecedent for both quality and satisfaction, and that purchase intentions are a likely consequence of either.

Service quality has been described as an attitude related to but not equivalent to satisfaction, resulting from comparing expectations with performance (Bolton and Drew, 1991; Cronin Jnr. and Taylor, 1992; Shepherd, 1999). Quality has a long-term impact on customer satisfaction

(Omachonu et al, 2008). The SERVQUAL scale, which measures service quality across five dimensions (tangibles, reliability, responsiveness, assurance and empathy), has been widely used and critically evaluated (Parasuraman et al, 1988; Cronin and Taylor, 1992; Brown, Churchill and Peter 1992; Oliver, 1993).

Two main schools of thought exist regarding the relationship between service quality and customer satisfaction (Ahmed et al, 2010). One argues that service quality precedes customer satisfaction (Antreas and Opoulos, 2003; Cronin and Taylor, 1992; Spreng and Mackey, 1996), while the other suggests that satisfaction helps develop perceptions of high quality (Bolton and Drew, 1991). Ultimately, service quality and customer satisfaction are interlinked and create value for the customer, helping them decide if the service justifies the cost.

## **2.17. Empirical Literature Review**

The area of public service delivery within Ethiopian civil service institutions has been the focus of several studies. A significant study carried out in 2014 by the Amhara Management Institute evaluated how customer satisfaction was impacted by the way services were delivered in the Amhara National Regional State's hospitals, courts, industry, urban development, trade, and transportation sectors. The results showed that a significant proportion of respondents were not satisfied with how these particular public sector organizations delivered their services.

Rajasekhara and V.S. Malglale (2011) conducted additional research that focused on the important factors affecting customer satisfaction in the Ethiopian service industry. According to their research, a significant proportion of consumers (36%) expressed dissatisfaction with employees' communication skills. In addition, 47% of customers said they weren't satisfied with the way in which services were delivered, and 52% and 61% said they were dissatisfied with how complaints were handled and the service recovery process, respectively. In general, 49% of clients stated they were dissatisfied with the services they received.

A study by Hailu (2019) examined customer satisfaction and service delivery in a number of federal departments and enterprises in Ethiopia. The study found that while customers were generally satisfied with the services they received, there were notable variations both within and between organizations. Among the challenges that were noted were a lack of responsibility, a

reluctance to offer assistance, and problems with integration between different government organizations.

In order to determine the strengths and weaknesses of service operators, Girma and Woldetensae (2022) evaluated the effectiveness of public bus services from the perspective of passengers. The results showed that, overall, users were (0.54) satisfied with the city's bus services' quality, especially when it came to availability-related features.

Teshome, Belete, Gizaw, and Mengiste (2020) carried out a study to assess how satisfied customers were with the public service organizations in the Dire Dawa Administration's service delivery. The main findings emphasized the moderate degree of service delivery and customer satisfaction. Furthermore, a positive correlation between customer satisfaction and service delivery dimensions has been identified. A lack of skilled and competent leadership, inconsistent monitoring and follow-up, the pervasiveness of corruption, a lack of motivation and a service-oriented mindset, and an imbalance between supply and demand for electricity, health, and water services were among the primary challenges to providing services.

Tsehaye (2015) used the SERVQUAL model to describe different aspects of service quality in a study she conducted at the Commercial Bank of Ethiopia. The study examined service quality and customer satisfaction. The study's conclusion—that bank customers were not happy with the services they experienced and received—emphasized how crucial it is for the bank to concentrate on working according to customer expectations.

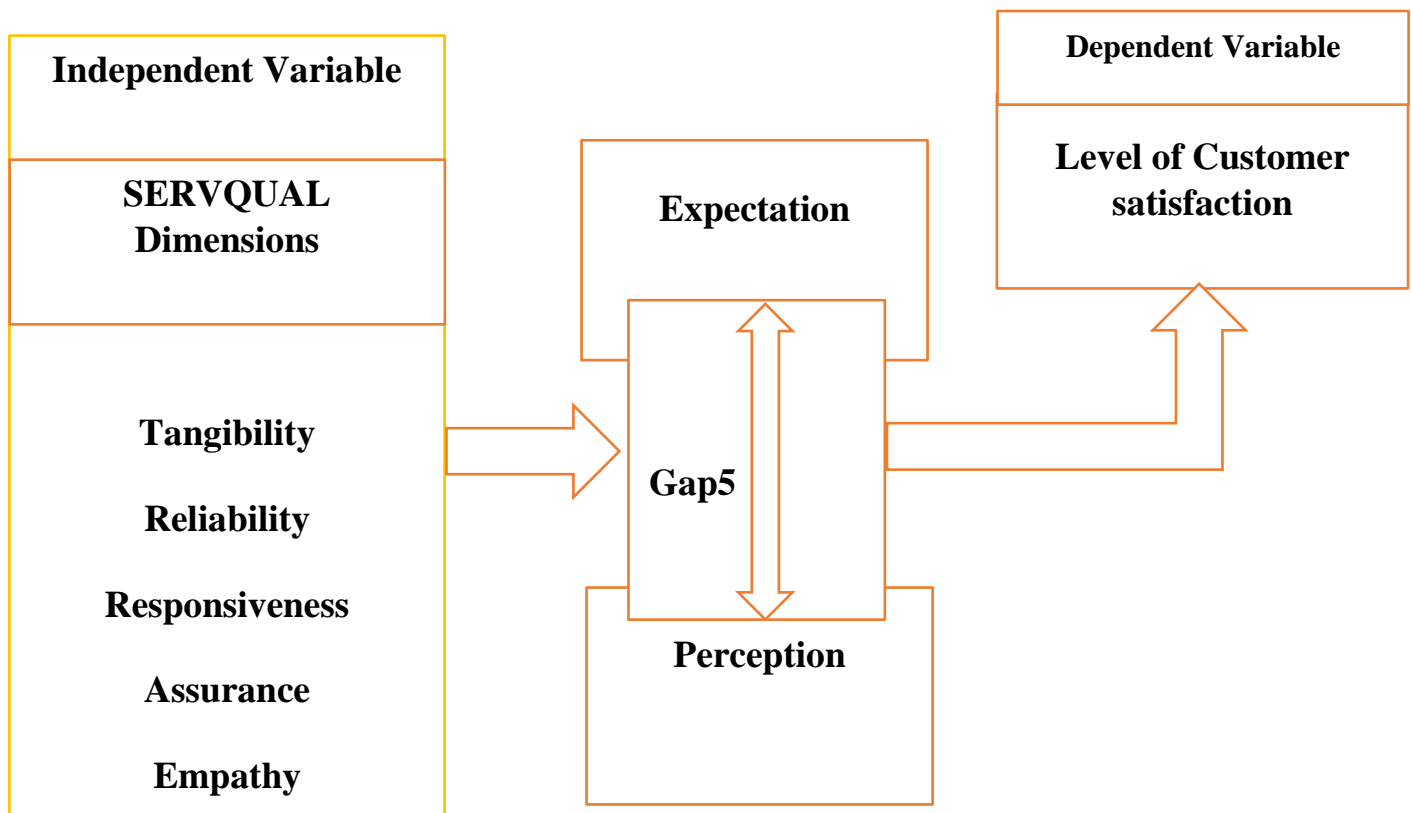
Afdel and Lemma (2013) used the SERVQUAL model at EEPCCo in the South Addis Ababa Region to assess industrial customers' satisfaction with service quality. All SERVQUAL model dimensions showed a negative difference between service expectations and perceptions, according to the study, suggesting that the business fell short of customers' expectations.

In order to assess the quality of health services, general customer satisfaction, and factors influencing the provision of health services at health centers, Negi (2019) carried out a study in the Oromia Regional State. The study found that health centers' health service quality procedures performed better than the national average in every dimension when using a modified SERVQUAL model. Customers, however, voiced dissatisfaction with overall health services, sanitation, and drug and supply availability. Organizational challenges such as insufficient

resources, poor management, a lack of collaboration among healthcare providers, and customer and employee-related challenges were the main factors affecting the provision of high-quality health services.

Belay (2019) evaluated the degree of customer satisfaction with public transportation services in three cities in the Southern Nations, Nationalities, and People's Regional State of Ethiopia: Hawassa, Hosana, and Sodo. The SERVQUAL framework was utilized to assess the level of customer satisfaction. The results showed that although the overall percentage of customers' satisfaction was relatively low (37%), there was a high level of transport need for popular mobility (61%). Seventy percent of respondents said that bajaj or rickshaw motors were their most popular and frequently used form of urban public transportation.

## 2.18. Conceptual Framework of the study



**Figure 2.2: conceptual framework of study**

*Source: own, adopted from the Journal of Marketing, Measuring Service Quality Using SERVQUAL Model*

## **CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY**

### **3.1. Introduction**

This chapter describes the research design, description of the study area, population, sample method used and sample size determination, data collection techniques, primary and secondary data sources, and research instruments, and ethical consideration. In general, this chapter clearly explains how the research was conducted, as well as the methods utilized to collect and analyze the data.

### **3.2. Description of the Study Area**

The study conducted in Sidama Regional State aimed to assess the level of customer satisfaction with public service delivery at the city administration level. Sidama Regional State encompasses seven city administrations: Hawassa, Yirgalem, Aleta Wondo, Daye, Leku, Wendo Genet, and Bensa. Sidama Region is located in southern Ethiopia between 5'45"-6'45"N latitude and 38'00"-39'20"E longitude, with a land area of approximately 6,695 km<sup>2</sup>. The distance between Sidama Region, the capital city of Hawassa, and Addis Ababa, the capital city of Ethiopia, is approximately 282.8 km to the north. Sidama is bordered from north to southeast by the Oromia region, south by the Gedeo zone, and west by the Wolaita zone. Sidama Regional State encompasses seven city administrations: Hawassa, Yirgalem, Aleta Wondo, Daye, Leku, Wendo Genet, and Bensa. Sidama Region is located in southern Ethiopia between 5'45"-6'45"N latitude and 38'00"-39'20"E longitude, with a land area of approximately 6,695 km<sup>2</sup>. The distance between Sidama Region, the capital city of Hawassa, and Addis Ababa, the capital city of Ethiopia, is approximately 300 kilometers (186 miles) to the north. Sidama is bordered from north to southeast by the Oromia region, south by the Gedeo zone, and west by the Wolaita zone.

Sidama has a variety of climatic conditions. Warm conditions cover 54% of the area. This is a temperate zone ranging from an elevation of 1500 m to 2500 m above sea level. A hot climate zone covers 30% of the total area. Its elevation ranges from 500 m to 1500 m above sea level. Cool climatic. This covers 16% of the total area with an elevation between 2500 m and 3500 m above sea level.

The Sidama economy is based primarily on subsistence agriculture, characterized by archaic production techniques. However, coffee has been the major source of income for rural households in a substantial part of Sidama. Coffee exports contribute to the country's revenue and foreign exchange, and the production and exchange of coffee have been used as the main economic power of people living in Sidama. Also, the cultivation of “enset” (*Enset ventricosum*), a staple food crop, highlights the agricultural significance of the region.

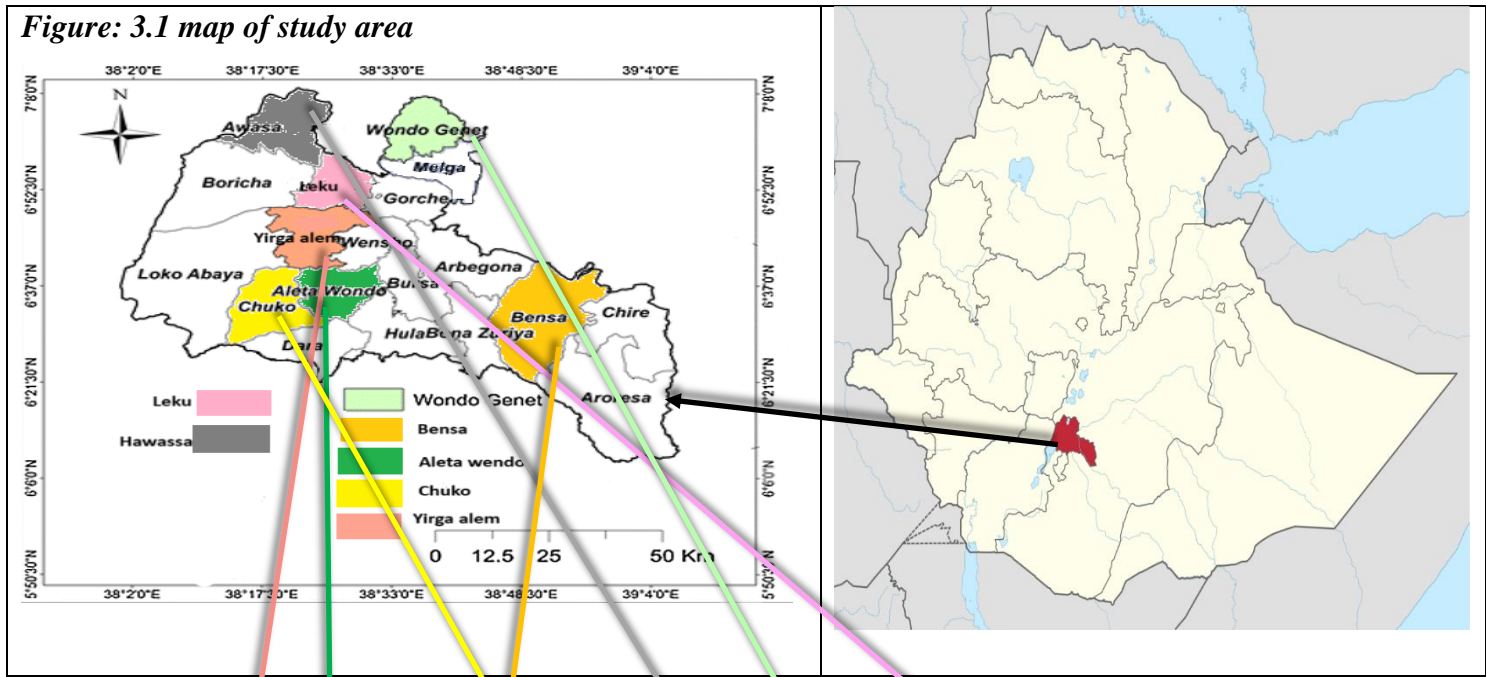
According to the Ethiopian Statistics Service, the population of Sidama Region in 2022 is projected to be approximately 4,623,162 people. One of the most densely populated regions in the country, with over 460 people per km<sup>2</sup> and an average household size of 4.99 persons (Kumo 2016). Administratively, the Sidama region is divided into four zones, with 32 rural districts and seven city administrations.

**Hawassa** is the capital city of Sidama regional state. It has a total population of 555,480, covers a 157.2 km<sup>2</sup> area, and has a 533/km<sup>2</sup> population density with a 5.2% annual population change (Ethiopian Statistics Service, 2022). It serves as a major economic and administrative center. It offers a diverse range of services, including government offices, health care facilities, education, transportation, water supply, and municipal sanitation. The Hawassa city administration plays a crucial role in providing various public services to residents of the city. **Wondogenet** is one of city administration of sidama regional state, it has total 234,490 Population, cover 226.4 km<sup>2</sup> Area 1,036/km<sup>2</sup> Population density with 2.8% Annual Population change (Ethiopian Statistics Service,2022). It serves as a major economic and administrative center. It offers a diverse range of services, including government offices, health care facilities, education, transportation, water supply, and municipal sanitation. The Wondogenet city administration plays a crucial role in providing various public services to residents of the city. **Yirgalem** is one of the city administrations of Sidama regional state. It has a total population of 357,733 and covers 276.9 km<sup>2</sup> with 1,292/km<sup>2</sup> of population, with a 2.6% annual population change (Ethiopian Statistics Service, 2022). It serves as a major economic and administrative center. It offers a diverse range of services, including government offices, health care facilities, education, transportation, water supply, and municipal sanitation. The Yirgalem city administration plays a crucial role in providing various public services to residents of the city.

**Bensa** is one of city administration of sidama regional state, it has total 342,116 Population, cover 551.2 km<sup>2</sup> Area 620.6/km<sup>2</sup> Population density with 2.6% Annual Population Change (Ethiopian Statistics Service,2022). It serves as a major economic and administrative center. It offers a diverse range of services, including government offices, health care facilities, education, transportation, water supply, and municipal sanitation. The Bensa city administration plays a crucial role in providing various public services to residents of the city. **Cheko** is one of city administration of sidama regional state, it has total 225,450 Population, cover 308.1 km<sup>2</sup> Area 731.8/km<sup>2</sup> Population with 2.0% Annual Population change (Ethiopian Statistics Service,2022). It serves as a major economic and administrative center. It offers a diverse range of services, including government offices, health care facilities, education, transportation, water supply, and municipal sanitation. The Chiko city administration plays a crucial role in providing various public services to residents of the city. **Leku** is one of city administration of sidama regional state, it has total 320,639 Population, cover 197.1 km<sup>2</sup> Area 1,627/km<sup>2</sup> Population with 2.1% Annual Population change (Ethiopian Statistics Service,2022). It serves as a major economic and administrative center. It offers a diverse range of services, including government offices, health care facilities, education, transportation, water supply, and municipal sanitation. The Leku city administration plays a crucial role in providing various public services to residents of the city. **Aletawendo** is one of the city administrations of Sidama regional state. It has a total population of 276,385 and covers 230.5 km<sup>2</sup> (an area of 1,199/km<sup>2</sup>), with a 2.5% annual population change (Ethiopian Statistics Service, 2022). It serves as a major economic and administrative center. It offers a diverse range of services, including government offices, health care facilities, education, transportation, water supply, and municipal sanitation. Hawassa city administration. The Ben city administration plays a crucial role in providing various public services to residents of the city.

Key public service programs in the region and city administration include infrastructure development, including transportation networks, water supply systems, health, education, and urban planning. Rapid urbanization is currently sweeping across Sidama as more resident flock to cities in search of a better life, employment, opportunities, and improved access to essential public services. The urban population in Sidama has been showing a significant increment, placing significant demand on city administration to efficiently deliver vital services such as infrastructure development, health facilities, transportation networks, water supply, education institutions, etc.

**Figure: 3.1 map of study area**



*Map showing Sidama region, its city administrations and Ethiopia*

*Source: google satellite map and image 2024 G.C*

### **3.3. Research Design**

The study used a descriptive and explanatory design in which both quantitative and qualitative (a mixed approach) were applied. The reason behind using a descriptive study design is because the researcher is interested in describing the existing situation under study as it was. Gay (1992) characterizes descriptive research as obtaining data to test hypotheses or answer research questions relating to the current state of the subject under study.

This study also employed an explanatory study design to explain the relationship between variables and answer the research question at hand. According to Burns and Grove (2001), explanatory research design helps the researcher organize and carry out the study in an approach that allows the researcher to obtain the expected results, hence improving the likelihood of receiving information that is relevant to the actual situation being studied. The explanatory research design is proper when the researchers know little about the opportunity or issue.

### **3.4. Population of the Study**

Across the Sidama Regional State, the study was carried out at seven city administrations, including Hawassa, Yirgalem, Aleteawondo, Chiko, Wondogenet, Leku, and Bensa. From these seven city administrations, four key public service institutions were chosen for the study, namely health, transportation, water supply, and municipal services for sanitation and waste disposal. The selection criteria for these institutions were based on criteria such as their significant customer base, substantial budget allocations, and their critical role in the social and economic contribution of the city administration in Sidama regional state.

The study population comprises individuals who utilize public services at the city administration level within the Sidama Regional State. This population includes individuals from the aforementioned sectors: health, transportation, water supply, and municipal services for sanitation and waste disposal. Moreover, the study included head officers of the respective city administrations who worked in the sector office for at least two years. These head officers were expected to provide valuable information about customer satisfaction with service delivery and the challenges of urban local governance that impede the provision of effective public service at city administration.

### 3.5. Sampling Techniques and Sample Size

The study has been employed non-probability sampling techniques. In this study, purposive and convenient sampling method has been employed. Accordingly, from aforementioned seven city administrations, four key public service institutions were chosen purposively based on specific criteria relevant to research objectives, namely health sector, transportation sector, water supply sector, and sector of municipal services for sanitation and waste disposal whereas subject selected conveniently because of their convenient accessibility and proximity to the researcher because, they are easiest to recruit for the study and the researcher did not consider selecting subjects that are representative of the entire population. According to Burns and Bush (2006), stated that convenient sampling would be ideal to test the entire population, but in most cases, the population is just too large that it is impossible to include every individual.

In this case, researcher wanted to gather insights from customers who have had recent experiences with the services provided by health facilities, transportation systems, water supply agencies, and waste disposal facilities. Therefore, the researcher purposively selected and conveniently released the questionnaires for those customers who lived and had been using public service in city administration.

#### 3.5.1. Sampling Size

Sampling refers the process of selecting a few (a sample) from a bigger group (the sampling population) to become the basis for estimating or predicting the prevalence of unknown piece of information, situation or outcome regarding the bigger group, (Kumar, 2011:177). In order to determine sample size, the author advice that the sample should be small enough in size for making a collection convenient and has to be large enough to be true representative of the population.

To determine the sample size, the researcher has used a formula developed by Gorden (2004) that help to calculate unknown total population. Accordingly, the authors a formula presented as follow:

$$n = \frac{P[1-P]Z^2}{E^2}$$

Where, **n** = is for the sample size

**P**= is for the proportion of the dependent variables

**Z**= represents the standard of errors units found to be equivalent 95% Confidence level which is given to be 1.96.and,

**E**= margin of errors to be tolerated which is 0.05.

$$\text{Therefore, } n = \frac{0.5[1-0.5]1.96^2}{(0.05)^2} = 384$$

Therefore, the estimated sample size required for an unknown population with a 50% estimated proportion using public service, a confidence level of 95%, and a margin of error of 5% is approximately **384**. To distribute equal the sample size equally for each city administration and public sector, the total sample size of 384, as calculated using the Gorden (2004) formula, was divided by the number of selected city administrations, which is 7, multiplied by the public sector, which is 4.

$$\text{Sample per sector in each city} = \frac{\text{Total sample size of the study}}{\text{Number of cities} * \text{Number of sectors}}$$

Sample per sector in each city=  $384/7 \times 4 = 384/28 = 13.71$ . Since fractional sample sizes are impractical, the figure was rounded up to 14 samples for each public sector.

- Per City: 14 samples per sector
- Total per City:  $14 \times 4 = 56$
- Overall Total:  $56 \times 7 = 392$

**Table 3.1: customer’s Sample size distribution across of city administration and sector**

City administration	Sector				Sample size
	health	Water supply	Transportation	Municipal service for sanitation and waste disposal	
Hawassa	14	14	14	14	56
Wondogenet	14	14	14	14	56
Yiragalem	14	14	14	14	56
Leku	14	14	14	14	56
Aletawondo	14	14	14	14	56
Chiko	14	14	14	14	56
Bensa	14	14	14	14	56
Total	98	98	98	98	392

The key informants were selected using a purposive sampling technique to ensure the inclusion of individuals with the most relevant knowledge and experience in public service delivery and urban

local governance issues. Consequently, the study included 28 head officers from the respective city administrations, with 4 head officers from each sector (4 sectors\*7 city administrations = 28). All head officers had worked in their sector offices for at least two years.

**Table 3.2: Head officers sample size distribution across city administration and sector**

City administration	Sector				Sample size
	health	Water supply	Transportation	Municipal service for sanitation and waste disposal	
Hawassa	1	1	1	1	4
Wondogenet	1	1	1	1	4
Yiragalem	1	1	1	1	4
Leku	1	1	1	1	4
Aletawondo	1	1	1	1	4
Chiko	1	1	1	1	4
Bensa	1	1	1	1	4
Total	7	7	7	7	28

### 3.6. Variables of the Study

**Dependent variable (response variable):** It is a variable which depended upon or is a consequence of the other variable (variables). The dependent variable of this study was customer satisfaction.

**Independent variable (explanatory variable):** It is the variable that is antecedent to the dependent variable and also a variable that stand alone and not changed by another variable. **SERVQUAL** dimensions were independent variables of this study: Tangibility, Reliability, Responsiveness, Assurance and Empathy.

### 3.7. Source of Data

To attain the objectives of the study, data has been be collected from both primary (questionnaire, interview, focus group and observation) and secondary sources (books, articles /thesis, journals, internet, reports and relevant scholarly or academic writings).

### **3.7.1. Primary Source**

To obtain a comprehensive understanding and assess the level of customer satisfaction with public service delivery at the city administration level in Sidama Regional State, primary data was collected using various methods. These included the SERVQUAL questionnaire, interviews, focus group discussions, and observations. Data was gathered from residents of the city administration and head officers of the public sector.

#### **A. Questionnaires (closed-ended)**

The questionnaires were used to collect data regarding five dimension-reliability, responsiveness, assurance, empathy and tangibility of SERVQUAL model from customers expectation and perception. Questionnaires were designed in closed ended and prepared in Five Likert Scales to let customers and express their opinion on the scales. also, variables related to customer satisfaction was used in the questionnaire to collect data such as customer evaluation of service delivery, service quality, service recovery, service encounter and service improvement and request outcome of that particular level from the customers. The questionnaires were administered to 392 customers. Once the questionnaires have been developed in English, before releasing, all part of the questionnaires were translated in to Amharic.

#### **B. Interview (In-depth)**

The researcher employed the purposive sampling technique to select the head officers of the public sector office of the city administration for in-depth interviews. This approach was suitable for the study as it allowed the researcher to target individuals with specific attributes relevant to the research question, which focused on the challenges faced by the urban local governance system that impede effective public service delivery at the city administration and strategic solutions related to these challenges. The use of in-depth interviews in this study was also justified by the need to gather rich, detailed data that could not be captured through quantitative methods alone. In-depth interviews allow researchers to delve deeply into the participants' perspectives, experiences, and motivations, providing a more nuanced understanding of the research topic.

#### **C. Focus Group Discussion (FGD)**

Focus group sessions are designed to encourage lively interactions among participants, promoting the exchange of thoughts, opinions, and viewpoints. These discussions can stimulate engaging conversations, foster the development of new ideas, and unveil shared experiences that might not

arise in individual interviews. In this study, data was collected from customers through the use of seven focus groups, with each city administration having its own group. The researcher then used the information gathered through this method to corroborate and integrate the data collected through questionnaires and interviews, as well as to analyze and synthesize the findings thematically.

#### **D. Observation**

The researcher utilized the observation method while conducting research to assess the level of customer satisfaction at the city administration level in the Sidama regional state. By employing the observation method, the researcher systematically observed and documented behaviors, events, and phenomena related to customer satisfaction with service provision in the city administration. This approach allowed for the collection of real-time information about the subjects under study, providing authentic and unfiltered data on customer perceptions and experiences with service delivery at city administration. Through careful observation and recording of interactions and behaviors, the researcher gained valuable insights into the factors influencing customer satisfaction and was able to draw meaningful conclusions regarding the effectiveness of service delivery in the city administration of the Sidama regional state.

#### **3.7.2. Secondary Data Sources**

Through an analytical review of various documentary sources, the researcher gathered relevant secondary data related to the study's topic in order to strengthen the study. Books, articles, theses, journals, the internet, reports, and any other related academic or scholarly writings were the most popular types of these sources.

### **3.8. Method of Data Analysis and Presentation**

For the purpose of achieving the objectives of the study, data gathered through these different techniques were analyzed and interpreted qualitatively and quantitatively hence the data analysis was employed both qualitative and quantitative method. data gathered through questionnaire was analyzed quantitatively by using Statistical Package for Social Scientists (SPSS) software IBM version 26. Specifically, descriptive statistics like a mean value, standard deviation, frequency distribution and percentages conducted. Presentation devices such as tables, and charts used display the results. Reliability method analysis conducted to check the internal consistency of the

research instrument. Furthermore, Inferential statistics like a bivariate Pearson correlation, and linear regression analysis, has been used to examine relationship between service quality and customer satisfaction. On other hand, the qualitative data gathered through interview and FGD analyzed independently by using MAXQDA version 20 and it interpreted, thematically, in line with the data gathered by questionnaire especially in the discussion part of the study.

### **3.9. Ethical Consideration of the Study**

The integrity and ultimate achievement of a study are significantly influenced by ethical considerations, which are a crucial component of the research process. The researcher followed several ethical considerations throughout the study while communicating various organizations and individuals in the research areas. To prevent any potential harm that might arise from respondents' participation in the study, careful ethical consideration was maintained to ensure their safety and security. Participants were informed of the purpose and objectives of the study to ensure ethical conduct. Clear and unambiguous explanations were provided to ensure that participants understood the objectives and purposes of their participation, thereby upholding the principles of informed consent and minimizing the risk of harm.

# CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

## 4.1. Introduction

This chapter provides a comprehensive analysis and interpretation of the study's findings. It encompasses the reliability method, data coding, respondents' demographics, evaluation of public service quality, level customer satisfaction, customer expectations and perceptions, the relationship between service quality and customer satisfaction, service quality gaps. The qualitative data was analyzed using MAXQDA version 20, while SPSS version 26 was utilized for quantitative data analysis. Descriptive statistical techniques, such as percentage, mean, and standard deviation, were employed. Furthermore, inferential statistical methods, including linear regression and correlation tests, were conducted to investigate the association between dependent and independent variables.

## 4.2. Data Coding

The SERVQUAL dimensions/items are main variables used in this study and they were coded in order to ease the analysis of data collected. 25 Items categorized into expectation of service and 25 items categorized into perception of service quality with each dimension contain five items. additionally, six variables used to assess the level of customer satisfaction also it coded to analysis. Also, demographic information was collected from respondents and these variables have to be coded as well for analysis. Here is the coding of the variables for analysis.

<b>SERVQUAL (Expectation of Service Quality)</b>	<b>SERVQUAL(Perception of Service Quality)</b>
Tangibility ( <b>TAN 1-5</b> )	Tangibility ( <b>PTAN 1-5</b> )
Reliability ( <b>RLA 1-5</b> )	Reliability ( <b>PRLA 1-5</b> )
Responsiveness ( <b>RSPO 1-5</b> )	Responsiveness ( <b>PRSPO 1-5</b> )
Assurance ( <b>ASSU1-5</b> )	Assurance ( <b>PASSU 1-5</b> )
Empathy ( <b>EMPHA 1-5</b> )	Empathy ( <b>PEMPHA1-5</b> )

### **Assessing level of customer satisfaction:**

Service quality ( <b>SQ</b> )	service delivery ( <b>SD</b> )	outcome of service( <b>OTS</b> )
Service encounter ( <b>SE</b> )	service recovery ( <b>SR</b> )	overall satisfaction ( <b>OVA</b> )

### 4.3. Reliability Test

According to Bryman and Bell (2007), reliability analysis focuses on the internal consistency of a research instrument. The internal consistency of the SERVQUAL items was assessed by computing the overall reliability scale for both expectation and perception. Also, additional six variable's items used to assess the level of customer satisfaction the total reliability scale assessed.

#### A. Reliability test of SERVQUAL items- expectation

The reliability test value of *SERVQUAL items-expectation* for this study is 0.82. This reliability value is substantial considering the fact that the maximum reliability that can be obtained is 1.0. This indicates that the items in the five dimensions of the SERVQUAL model are acceptable for analysis.

The tables below show the reliability scale for all five dimensions, as well as the reliability scale for each dimension calculated when each item is deleted from the dimension. This is done to determine if the deleted item is genuine or not. If Cronbach's alpha for a dimension increases when an item is deleted, it indicates that the item is not genuine in that dimension. Reviewing the reliability coefficients of all five dimensions in the tables below, all dimensions have coefficients above 0.8, which is tangible. These dimensions show coefficients higher than 0.8, indicating that the dimensions, comprised of various items, truly measure service quality and customer satisfaction.

**Table 4.1: Reliability Scale of SERVQUAL items- expectation**

Case Processing Summary			
		N	%
Cases	Valid	373	95.2
	Excluded <sup>a</sup>	19	4.8
	Total	392	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.821	25

## B. Reliability test of SERVQUAL items- perception

The reliability test value of SERVQUAL items-perception for this study is 0.974. This reliability value is very high considering that the maximum reliability that can be obtained is 1.0. This indicates that the items in the five dimensions of the SERVQUAL model are acceptable for analysis.

The tables below show the reliability scale for all five dimensions, as well as the reliability scale for each dimension calculated when each item is deleted from the dimension. This is done to determine if the deleted item is genuine or not. If Cronbach's alpha for a dimension increases when an item is deleted, it indicates that the item is not genuine in that dimension.

Reviewing the reliability coefficients of all five dimensions in the tables below, all dimensions have coefficients above 0.9, which is quite high. These dimensions show coefficients higher than 0.9, indicating that the dimensions, comprised of various items, perfectly measure service quality and customer satisfaction.

**Table 4.2: Reliability scale of SERVQUAL items- perception**

<b>Case Processing Summary</b>			
		N	%
Cases	Valid	361	92.1
	Excluded <sup>a</sup>	31	7.9
	Total	392	100.0
a. Listwise deletion based on all variables in the procedure.			

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.974	25

## C. Reliability test for items assessing the level of customer satisfaction

The reliability test value of items used to assess the level of customer satisfaction for this study is 0.947. This reliability value is very high considering the fact that the maximum reliability that can be obtained is 1.0. This indicates that the items used to assess the level of customer satisfaction are acceptable for analysis. The tables below show the reliability scale for all items, as well as the reliability scale for each variable calculated when each item is deleted from the variables.

This is done to determine if the deleted item is genuine or not. If Cronbach’s alpha for a variable increase when an item is deleted, it indicates that the item is not genuine in that variable. Reviewing the reliability coefficients of all variables in the tables below, all variables have coefficients above 0.9, which is quite high. These variable show coefficients higher than 0.9, indicating that the variables, comprised of items, perfectly measure the level of customer satisfaction.

**Table 4.3: Reliability scale for items assessing the level of customer satisfaction**

<b>Case Processing Summary</b>			
		N	%
Cases	Valid	389	99.2
	Excluded <sup>a</sup>	3	.8
	Total	392	100.0
a. Listwise deletion based on all variables in the procedure.			

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.947	6

#### **4.4. validity Test**

To ensure the accuracy and credibility of the research assessing the level of customer satisfaction with public service delivery at the city administration level in Sidama Regional State, comprehensive validity testing was conducted. This research utilized multiple validity tests to confirm that the survey instrument accurately measures the intended constructs of customer satisfaction and service quality.

##### **Content Validity**

Content validity was established through a meticulous review process involving experts in public administration and service delivery. These experts evaluated the survey items to ensure comprehensive coverage of all relevant dimensions of customer satisfaction, including service quality and efficiency, and overall satisfaction. By incorporating feedback from these experts, the

survey was refined to include a full range of pertinent questions that adequately represent the multifaceted nature of public service delivery.

### **Construct Validity**

Construct validity was assessed using factor analysis. This statistical method was employed to examine the underlying structure of the survey items and to verify that they align with the theoretical constructs of customer satisfaction and service quality. The factor analysis helped in identifying distinct dimensions within the data, ensuring that the survey accurately captures the complex constructs it aims to measure. For example, items related to reliability clustered together, distinct from items measuring responsiveness, confirming the instrument's validity in reflecting different aspects of customer satisfaction.

**Table 4.4: The factor analysis KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.923
Bartlett's Test of Sphericity	Approx. Chi-Square	19414.580
	Df	1540

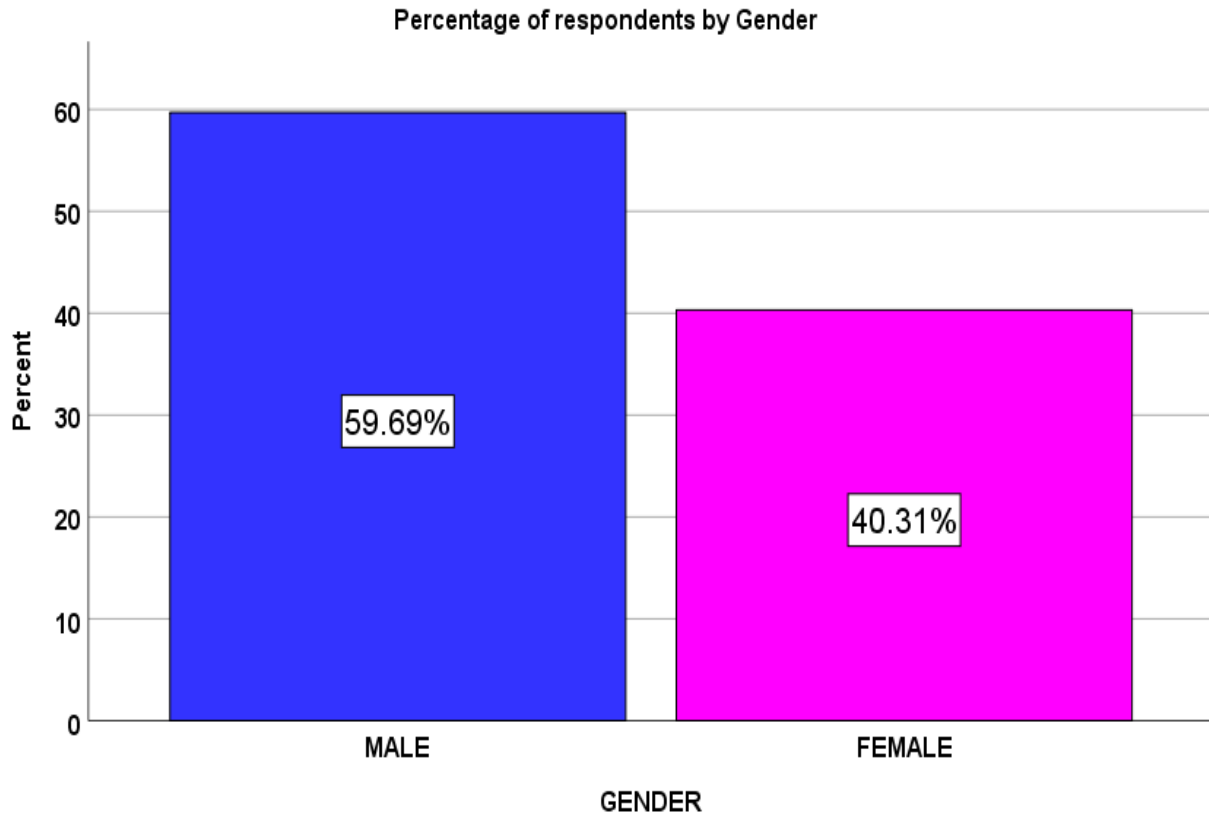
### **Face Validity**

Face validity was assessed through preliminary testing with a sample of customers and head officers of public sector from the city administrations. Participants were asked to review the survey and provide feedback on whether the items appeared relevant and appropriate for measuring customer satisfaction.

This feedback ensured that the survey was perceived as credible and straightforward by respondents, enhancing their engagement and the overall reliability of the responses.

## 4.5. Demographic Profile of Respondent

Figure 4.1: percentage of respondents by gender

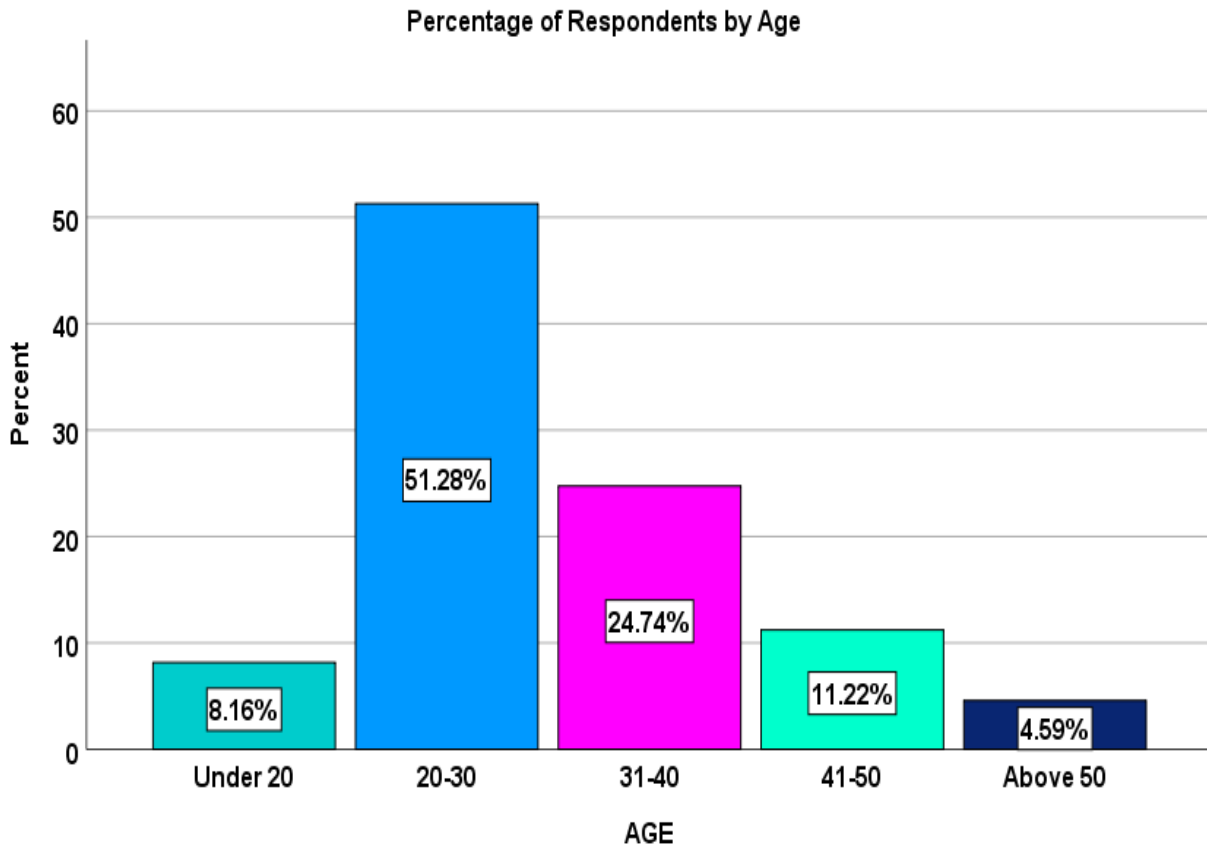


*Source: field data 2024 G.C*

Demographic factors were not the primary focus of the study; however, the demographic characteristics provide valuable context for interpreting the results. The gender distribution among respondents indicates a larger proportion of male participants compared to female participants. Specifically, the data shows that 59.7% of the respondents were male, while 40.31% were female.

This difference suggests that male respondents were more actively engaged in the survey process than female counterparts. Although both genders are represented in the sample, the predominance of male respondents was captured in the study. The higher engagement rate among males may reflect underlying factors such as accessibility, willingness to participate, or relevance of the survey topics to the male demographic

**Figure 4.2: percentage of respondents by age**

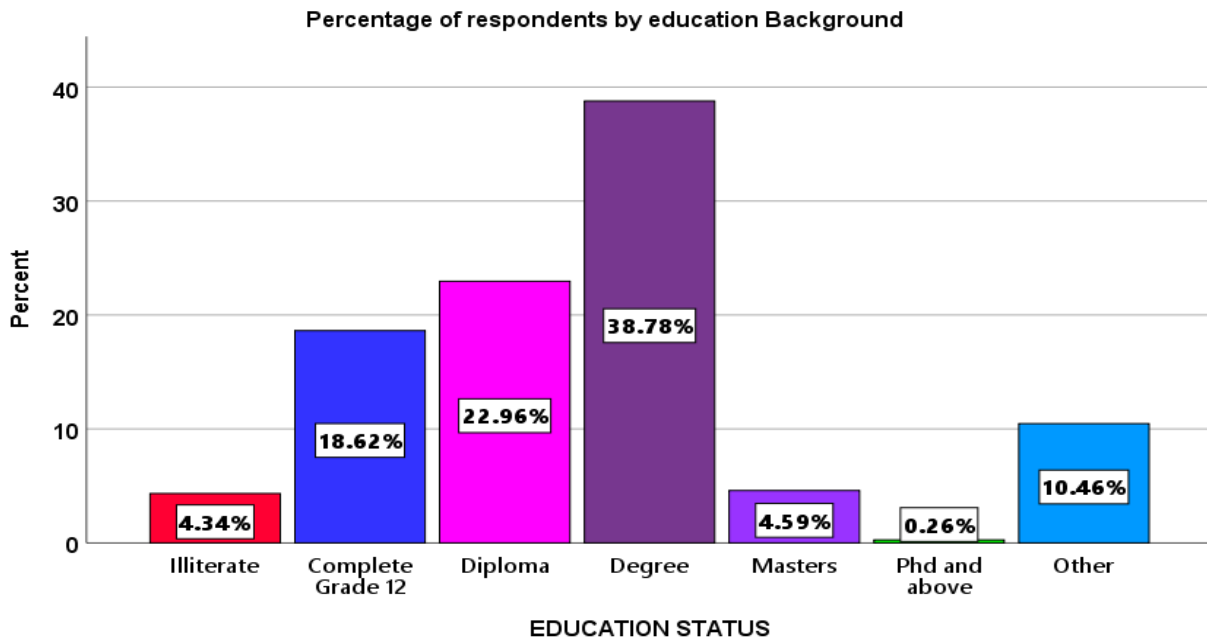


*Source: field data 2024 G.C*

The age distribution data reveals that the majority of respondents fall within the younger age brackets. Specifically, 51.28% of the respondents are aged 20–30 years, making this the largest group. The 31–40 age group is the second largest, comprising 24.74% of the sample. Together, these two groups account for over 76.02% of the respondents, indicating a predominantly young sample.

The 41–50 age group represents 11.22% of the respondents, while those aged above 50 are the smallest group, making up only 4.3%. Additionally, individuals under 20 years old constitute 8.16% of the sample. This age distribution suggests that the survey primarily attracted younger individuals, with the majority of participants being between 20 and 40 years old. This could be due to several factors, such as younger individuals being more willing to participate in surveys, having more time or availability, or possibly finding the survey topics more relevant to their experiences.

**Figure 4.3: percentage respondents by education background**



*Source: field data 2024 G.C*

The data shows that the education level distribution of respondents with the highest percentage is degree holders at 38.78%, followed by diploma holders at 22.96%. This indicates that a majority of the respondents have a university-level education with either a degree or diploma. Only a small percentage are illiterate (4.34%) or have basic education up to Grade 12 (18.62%). Postgraduate education levels are less common, with only 7% of respondents having a Master’s degree and just 0.26% having a PhD or higher. 9.8% of respondents reported ‘other’ education level that was not clearly specified. Overall, this distribution suggests that the respondents are reasonably well educated, with over 80% having some form of tertiary education or above. Less than 5% are illiterate. The high degree and diploma levels indicate the respondents can probably provide informed views and opinions in the research. Their level of education is also above the average population level.

#### **4.6. Evaluating Quality of Public Service Delivery at City Administration Level in Sidama Regional State**

According to Zeithaml and Bitner (2008), "service quality is an assessment that reflects the customer's perceptions of specific quality dimensions: reliability, responsiveness, assurance,

empathy, and tangibles." This concept focuses on perceived quality, which is defined as a customer's evaluation of an entity's overall excellence. Customer satisfaction, as described by Kotler (2000), measure how well a product or service meets or surpasses customer expectations, determining a person's satisfaction or dissatisfaction based on the perceived performance compared to their expectations.

**Table: 4.5 Measuring tangibility**

Measuring Tangibility										
	PTANGB1		PTANGB2		PTANGB3		PTANGB4		PTANGB5	
Mean	1.9056		1.8980		1.9333		1.9003		1.9289	
Std. Deviation	.73200		.71862		.79242		.71452		.72476	
VARIABLES	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
The city administration offices have a modern and up-to-date infrastructure	89	22.7%	278	70.9%	7	1.8%	9	2.3%	9	2.3%
The city administration offices have visually appealing material associated with the service delivery	92	23.5%	272	69.4%	11	2.8%	10	2.6%	7	1.8%
Employees have a neat and professional appearances	95	24.2%	259	66.1%	11	2.8%	17	4.3%	8	2%
After all the office's service is usually reliable	92	23.5%	270	68.9%	10	2.6%	14	3.6%	5	1.3%
Physical surroundings and layout of offices are pleasant and user-friendly	81	20.7%	271	69.1%	9	2.3%	12	3.1%	7	1.8%

*Source: field survey 2024 GC*

- ✓ 0-2.5 low mean difference of agreement due to positive statement
- ✓ 2.6-3.5 medium mean difference
- ✓ 3.6-5.00 – high mean difference

The data analysis in the above table encompasses five variables related to the tangibility of the city administration's service delivery, which comprise infrastructure, visual appeal, employee appearance, reliability of service, and the physical surroundings and layout of the offices. For each variable, the analysis provides a table that delineates the frequency, percentage, mean score, and standard deviation of customer responses across the Likert scale, ranging from strongly disagree to strongly agree.

As shown in the above table 4.4, the first variable evaluates modern equipment associated with service delivery, and the results show that 22.7% of respondents strongly disagree and 70.9% disagree. It is evident that a total of 93.6% of respondents stated a negative perception regarding modern and up-to-date infrastructure for service delivery by city administration. Conversely, only 2.3% agreed, 2.3% strongly agreed, and 1.8% were neutral. The mean value of 1.9056 and a standard deviation of 0.73200 were scored for the positive statement that the offices have a modern and up-to-date infrastructure. This indicates significant dissatisfaction and poor public service quality with the physical facilities provided by the offices.

The second variable evaluates the visual appeal of materials associated with service delivery. The data reveals that 23.5% strongly disagree and 69.4% disagree. It is evident that a total of 92.9% of respondents stated a negative perception regarding the visual appeal of materials associated with service delivery at city administration. Conversely, only 2.6% agreed, 1.8% strongly agreed, and 2.8% were neutral. The mean value of 1.8980 and a standard deviation of 0.71862 were scored for the positive statement that the city administration has visually appealing materials. This highlights a lack of visual appeal in the service delivery materials.

The third variable evaluates the appearance of employees in the city administration offices. The results show that 24.2% strongly disagree and 66.1% disagree. It is evident that a total of 90.3% of respondents stated a negative perception regarding the employees having a neat and professional appearance. Conversely, only 4.3% agreed, 2.0% strongly agreed, and 2.8% were neutral. The mean value of 1.9333 and a standard deviation of 0.79242 were scored for the positive statement that employees have a neat and professional appearance. This suggests poor quality of public service delivery and a significant dissatisfaction with the presentation of staff members, which can impact the perceived professionalism of the office.

The fourth variable evaluates the reliability of service delivery. The data indicates that 23.5% strongly disagree and 68.9% disagree. It is evident that a total of 92.4% of respondents stated a negative perception regarding the reliability of the service. Conversely, only 3.6% agree, 1.3% strongly agree, and 2.6% are neutral. The mean value of 1.9003 and the standard deviation of 0.71452 were scored for the positive statement that the office's service is usually reliable. This suggests poor quality of public service and a notable level of skepticism among customers regarding the reliability of the service.

The fifth variable evaluates the physical surroundings and layout of the offices. The results show that 20.7% strongly disagree and 69.1% disagree. It is evident that a total of 89.8% of respondents stated a negative perception regarding the fact that the physical surroundings and layout are pleasant and user-friendly. Conversely, only 3.1% agreed, 1.8% strongly agreed, and 2.3% were neutral. The mean value of 1.9289 and a standard deviation of 0.72476 were scored for the positive statement that the physical surroundings and layout are pleasant and user-friendly. This suggests poor service quality and a non-welcoming and efficient environment for customers.

The majority of respondents either "strongly disagree" or "disagree" with the positive statements about the city administration's public service delivery. The mean scores for all variables are below 2, indicating an overall negative perception of the tangible aspects of the city administration's service delivery. The standard deviations are all around 0.7, suggesting a relatively consistent level of disagreement among respondents for each variable. Generally, the data analysis indicates poor public service quality, and customers are generally dissatisfied with **the tangibility dimension** of the city administration's service.

*The researcher conducted observations and found that, in most instances of city administration, there were inadequacies in modern equipment and technology utilized for public service delivery. Although Hawassa City had reasonably well-equipped facilities for health, water, and transportation, a dearth of skills and knowledge impeded their proper usage.*

*Interviews with heads of officers similarly indicated a scarcity of modern and up-to-date equipment. They identified a shortage of technology and infrastructure as significant obstacles. The majority of services relied on manual processes due to poor, outdated systems. "Limited funds undermine our capacity to invest in infrastructure and adopt modern technologies."*

*This was exemplified by a focus group participant who expressed shame at seeing officials purchase luxury assets for personal use from public funds while citizens had to endure inadequate infrastructure. They stated that there was insufficient prioritization of public services equipment, often resulting in extensive wait times for equipment procurement.*

**Table 4.6: Measuring Reliability**

Measuring Reliability										
	PRR1		PRR2		PRR3		PRR4		PRR5	
Mean	1.8776		1.8929		1.8769		1.8699		1.8871	
Std. Deviation	.62375		.61420		.66898		.66009		.60730	
VARIABLES	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
The employees of the city administration office provide service as promised.	86	21.9%	283	72.2%	10	2.6%	11	2.8%	2	0.5%
The employees of the city administration offices are dependable in handling customers service problem	79	20.2%	291	74.2%	10	2.6%	9	2.3%	3	0.8%
Employees of the city administration office perform service delivery right at the first time	95	24.2%	264	67.3%	18	4.6%	10	2.6%	3	0.8%
The employees of the city administration office provide the required service at the promised time.	91	23.2%	280	71.4%	6	1.5%	11	2.8%	4	1%
The city administration office handle citizen complaints effectively	77	19.6%	283	72.2%	12	2.1%	5	1.3%	4	1%

*Source: field survey 2024 G.C*

The data analysis in the above table encompasses five variables related to reliability of the city administration's service delivery, which comprise delivering service as promised, being dependable in handling customer service problems, service delivery right at the first time, providing the required service at the promised time, and handling citizen complaints effectively.

For each variable, the analysis provides a table that describes the frequency, percentage, mean score, and standard deviation of customer responses across the Likert scale, ranging from strongly disagree to strongly agree.

As shown in the above table 4.5, the first variable evaluates the provision of service as promised. The results show that 21.9% of respondents strongly disagree and 72.2% disagree. It is evident that a total of 94.1% of respondents stated a negative perception regarding the employees of the city administration office providing service as promised. Conversely, only 2.8% agree, 0.5% strongly agree, and 2.6% are neutral. The mean value of 1.8776 and a standard deviation of 0.62375 were scored for the positive statement that the employees of the city administration office provide service as promised. This indicates significant dissatisfaction and poor public service quality with the service provided as promised by the office.

The second variable evaluates handling customer service problems that are associated with service delivery. The data reveals that 20.2% strongly disagree and 74.2% disagree. It is evident that a total of 94.4% of respondents stated a negative perception regarding the employees of the city administration offices being dependable in handling customer service problems. Conversely, only 2.3% agreed, 0.8% strongly agreed, and 2.6% were neutral. The mean value of 1.8929 and a standard deviation of 0.61420 were scored for the positive statement that the employees of the city administration offices are dependable in handling customer service problems. This indicates significant dissatisfaction and poor public service quality with the dependable handling of customer problems by the city administration office.

The third variable evaluates the performance of service delivery for the first time. The results show that 24.2% strongly disagree and 67.3% disagree. It is evident that a total of 91.5% of respondents stated a negative perception regarding the employees of the city administration office performing service delivery for the first time. Conversely, only 2.6% agreed, 0.8% strongly agreed, and 4.6% were neutral. The mean value of 1.8769 and a standard deviation of 0.66898 were scored for the positive statement that the employees of the city administration office perform service delivery right the first time. This suggests significant dissatisfaction and poor service quality when performing service delivery for the first time in the city administration offices.

The fourth variable evaluates providing the required service at the promised time. The data indicates that 23.2% strongly disagree and 71.4% disagree. It is evident that a total of 94.6% of

respondents stated a negative perception regarding providing the required service at the promised time. Conversely, only 2.8% agree, 1% strongly agree, and 1.5% are neutral. The mean value of 1.8699 and a standard deviation of 0.66009 were scored for the positive statement that the employees of the city administration office provide the required service at the promised time. This suggests significant dissatisfaction and poor service quality from the city administration office, which provided the required service at the promised time.

The fifth variable evaluates how to handle citizen complaints effectively. The results show that 19.6% strongly disagree and 72.2% disagree. It is evident that a total of 91.8% of respondents stated a negative perception regarding how the employees of the city administration office handle citizen complaints effectively. Conversely, only 1.3% agreed, 1% strongly agreed, and 3.1% were neutral. The mean value of 1.8871 and a standard deviation of 0.60730 were scored for the positive statement that the city administration office handles citizen complaints effectively. This suggests significant dissatisfaction and poor service quality with the city administration office handling citizen complaints effectively. The majority of respondents either "strongly disagree" or "disagree" with the positive statements about the city administration public service delivery. The mean scores for all variables are below 2, indicating an overall negative perception of the **reliability** dimension of the city administration's service delivery. The standard deviations are all around 0.6, suggesting a relatively consistent level of disagreement among respondents for each variable. Generally, the data indicates poor public service quality, and customers are generally dissatisfied with the reliability aspects of the city administration's service delivery.

*The response from the focus group interviews highlights significant concerns regarding the delivery of public services in the city administration. Respondents expressed dissatisfaction with the reliability and governance of municipal services, emphasizing a lack of tangible results and good governance practices. One respondent expressed that "no public sector in city administration is acting according to their promise and vision of the institution. Everything looks symbolic rather than tangible. Society is suffering due to a lack of good governance. Government officials prioritize individual benefit over societal welfare, neglecting the needs of the community they are meant to serve. We are suffering from a lack of good governance."*

*Another respondent shared a similar sentiment, stating that "there is no public sector in the city administration effectively addressing societal problems. Reports produced by these sectors are*

often fake and not reflective of reality. The main reasons behind this are corruption, lack of responsibility, and the prioritization of individual interests over public welfare. Employee attitudes, lack of motivation, and burdens contribute to the ineffective delivery of services, making them unreliable for customers.” Despite the response of an effective complaint handling system and performance evaluation standards for employees from head officers, data from customers and observation protocols revealed a different reality. Observations highlighted a lack of reliable service, frequent customer complaints, and frustrations due to service unreliability. The absence of a proper mechanism to address complaints and provide solutions further compounds the challenges faced by customers seeking reliable services from the city administration.

**Table 4.7: measuring responsiveness**

Measuring Responsiveness										
	PRRS1	PRRS2		PRRS3		PRRS4		PRRS5		
Mean	1.9362	1.9260		1.8699		1.8974		1.9456		
Std. Deviation	.74909	.68386		.61183		.62076		.74878		
VARIABLES	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
The city administration office’s employees are always willing to help customers	88	22.4%	270	68.9%	11	2.8%	17	4.3%	6	1.5%
The employees of the offices are ready to respond to your request as required.	81	20.7%	279	71.2%	18	4.6%	8	2.0%	6	1.5%
The employees of the city administration office provide prompt services	85	21.7%	287	73.2%	9	2.3%	8	2.0%	3	0.8%
The office’s experts are never too busy to respond to customer requests.	78	19.9%	289	73.7%	12	3.1%	7	1.8%	4	1%
The city administration offices have convenient operating hours for all customers.	82	20.9%	273	69.6%	8	2.0%	16	4.1%	7	1.8%

Source: field Data 2024 G.C

The data analysis in the above table encompasses five variables related to responsiveness of city administration's service delivery which comprise the willingness to help customers, providing prompt services, not being busy to respond to customer requests, readiness to respond to customers as required, and convenient operating hours for all customers. For each variable, the analysis provides a table that describes the frequency, percentage, mean score, and standard deviation of customer responses across the Likert scale, ranging from strongly disagree to strongly agree.

The first variable in Table 4.6 evaluates the employee's willingness to always help customers. Data results indicate that 22.4% of respondents strongly disagree and 68.9% disagree. A total of 91.3% of respondents stated a negative perception of the employee's willingness to always help customers. Conversely, only 4.3% agreed, 1.5% strongly agreed, and 2.8% were neutral. The mean value of 1.9362 and a standard deviation of 0.74909 were scored for the positive statement that city administration office employees are always willing to assist customers. It suggested that city administration office employees were not always willing to assist customers. As a result, there is significant dissatisfaction and poor public service quality with city administration service delivery.

The second variable evaluates the readiness of the employee to respond to the customer as required. The data reveals that 20.7% strongly disagree and 71.2% disagree. It is evident that a total of 91.9% of respondents stated a negative perception regarding the employees of the offices are ready to respond to customer requests as required. Conversely, only 2% agreed, 1.5% strongly agreed, and 4.6% were neutral. The mean value of 1.9260 and a standard deviation of 0.68386 were scored for the positive statement that the employees of the offices are ready to respond to customer requests as required.

This indicates the employees of the offices were not ready to respond to customer requests as required. As a result, there is significant dissatisfaction and poor public service quality with city administration service delivery.

The third variable evaluates providing prompt service. The results show that 21.7% strongly disagree and 73.2% disagree. It is evident that a total of 94.9% of respondents stated a negative perception regarding the employees of the city administration office provide prompt services. Conversely, 2% agreed, 0.8% strongly agreed, and 2.3% were neutral. The mean value of 1.8699 and a standard deviation. 61183 were scored for the positive statement that the employees of the

city administration office provide prompt services. This suggests a significant dissatisfaction with the poor service quality provided by the employees of the city administration office.

The fourth variable evaluates never too busy to respond to customer requests. The result indicates that 19.9% strongly disagree and 73.7% disagree. It is evident that a total of 93.6% of respondents stated a negative perception regarding the office's experts never too busy to respond to customer requests. Conversely, only 1.8% agreed, 1% strongly agreed, and 2.9% were neutral. The mean value of 1.8974 and a standard deviation of 0.62076 were scored for the positive statement that the office's experts are never too busy to respond to customer requests. This suggests significant dissatisfaction and poor public service quality in city administration.

The fifth variable evaluates the convenient operating hours for all customers. The results show that 20.9% strongly disagree and 69.6% disagree. It is evident that a total of 90.5% of respondents stated a negative perception regarding the city administration offices have convenient operating hours for all customers. Conversely, only 4.1% agreed, 1.8% strongly agreed, and 2% were neutral. The mean value of 1.9456 and a standard deviation of .74878 were scored for the positive statement that the city administration offices have convenient operating hours for all customers. This suggests a significant dissatisfaction with poor service quality at the city administration offices, due to lack of convenient operating hours for all customers.

The majority of respondents either "strongly disagree" or "disagree" with the positive statements about the city administration public service delivery. The mean scores for all variables are below 2, indicating an overall negative perception of the **responsiveness** dimension of the city administration's service delivery.

The standard deviations are two around 0.7 and three with a slight difference; these are not significantly varied from 0.7 to around 0.6, suggesting a relatively consistent level of disagreement among respondents for each variable.

Generally, the data analysis indicates poor public service quality, and customers are generally dissatisfied with the **responsiveness** dimension of the city administration's service delivery.

*The focus group interviews revealed a prevalent sentiment among respondents regarding the lack of responsiveness in service delivery within the city administration. Respondents expressed frustration with the government's inefficiency and slow response times, highlighting challenges*

*faced when seeking public services. Many respondents emphasized the prolonged wait times, early closure of offices, and delays in addressing their needs, leading to a sense of unresponsiveness and difficulty in accessing necessary services.*

*Participants in the focus group interviews shared experiences such as: “One of the major challenges we face in public service delivery is the sluggish response times. Some cases take much longer than anticipated, sometimes extending over a month or two. When we visit the offices at around 2:30 am in the morning, we often find them closed, with no staff present until around 3:30 am or even 4:00 am. when they do return, they typically only work until 5:00 am, which means only for one hour, and they will leave, with one of their secretaries informing us that they have gone for a tea break and asking us to wait. Regrettably, during this break, they often extend it into a lunch break. Even upon their return after lunch in the afternoon, we are often met with excuses such as ongoing meetings, and we are asked to return the following week. This cycle repeats itself, making it exceedingly difficult for us to access the public services we require.”*

*The observation protocol used during the research corroborated these findings, indicating a systemic issue of poor responsiveness across various interactions with customers. Employees were consistently slow in responding to inquiries, requests, and complaints, leading to a notable increase in grievances and dissatisfaction among service users. The analysis of complaint records further highlighted the negative impact of delayed responses on customer satisfaction and the overall effectiveness of service delivery within the city administration.*

*Data obtained from officials and head officers during the interviews aligned with the focus group findings, emphasizing issues such as inadequate time management, poor attendance, and a lack of motivation among employees.*

*These factors collectively contributed to the decline in responsiveness and service quality, reflecting a broader organizational challenge within the public sector offices at the city administration level of Sidama Regional State.*

**Table 4.8: Measuring assurance**

Measuring Assurance										
	PRA1		PRA2		PRA3		PRA4		PRA5	
Mean	1.9821		1.8517		1.9974		2.0765		1.8849	
Std. Deviation	.71050		.68575		.72947		.60229		.67143	
VARIABLES	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
The employees of the office greet positively just as customer enter the office	71	18.1%	281	71.7%	20	5.1%	13	3.3%	6	1.5%
The employees treat customer equal to others for his/her request	98	25.0%	274	69.9%	4	1%	9	2.3%	6	1.5%
The organization is good at keeping customer privacy secret as needed	73	18.6%	269	68.6%	31	7.9%	10	2.6%	7	1.8%
The employee's ability is convincing in problems solving	85	21.7%	287	73.5%	9	2.3%	7	1.8%	3	0.8%
Helpful, sufficient information supplied to customers by city administration office	87	22.2%	283	72.2%	5	1.3%	11	2.8%	5	1.3%

*Source: field survey 2024 G.C*

The data analysis in the above table encompasses five variables related to the assurance of city administration's service delivery, which comprise positive greetings for customers, treating customers equally to others for their requests, keeping customer privacy, convincing ability in problem solving, and providing sufficient, helpful, and up-to-date information. For each variable, the analysis provides a table that describes the frequency, percentage, mean score, and standard

deviation of customer responses across the Likert scale, ranging from strongly disagree to strongly agree. The key findings from the data analysis discussion are as follows:

As shown in the above table, the first variable evaluates greeting the customer positively. Data results show that 18.1% of respondents strongly disagree and 71.7% disagree. It is evident that a total of 89.8% of respondents stated a negative perception regarding the employees of the office greeting customers positively just as they enter the office. Conversely, only 3.3% agreed, 1.5% strongly agreed, and 5.1% were neutral. The mean value of 1.9821 and a standard deviation of 0.71050 were scored for the positive statement that the employees of the office greet customers positively just as they enter the office. This suggests significant dissatisfaction and poor service quality at city administration.

The second variable evaluates the equal treatment of all customers for their requests. The data reveals that 25.0% strongly disagree and 69.9% disagree. It is evident that a total of 94.9% of respondents stated a negative perception regarding the equal treatment of all customers for their requests. Conversely, only 2.3% agreed, 1.5% strongly agreed, and 1% were neutral. The mean value of 1.8517 and a standard deviation of 0.68575 were scored for the positive statement that the employees treat customers equally to others for their requests. This suggests significant dissatisfaction and poor service quality because the employees do not treat customers equally with others for their requests.

The third variable evaluates how well organizations are at keeping customers privacy. The results show that 18.6% strongly disagree and 68.6% disagree. It is evident that a total of 87.2% of respondents stated a negative perception regarding the organization is good at keeping customer privacy secret as needed. Conversely, only 2.6% agreed, 1.8% strongly agreed, and 7.9% were neutral. The mean value of 1.9974 and a standard deviation of 0.72947 were scored for the positive statement that the organization is good at keeping customer privacy secret as needed. This suggests significant dissatisfaction and poor service quality at city administration.

The fourth variable evaluates employees' convincing ability in problem solving. The data indicates that 21.7% strongly disagree and 73.5% disagree. It is evident that a total of 95.2% of respondents stated a negative perception regarding the employee's ability to solve problems. Conversely, only 1.8% agreed, 0.8% strongly agreed, and 2.3% were neutral. The mean value of

1.8648 and a standard deviation of 0.60229 were scored for the positive statement that the employee's ability is convincing in problem solving.

This suggests significant dissatisfaction and poor service quality with the employee's ability to solve problems convincingly at city administration.

The fifth variable evaluates the provision of adequate, useful, and up-to-date information. The data reveals that 22.2% strongly disagree and 72.2% disagree. It is evident that 94.4% of respondents stated a negative perception regarding the provision of adequate, useful, and up-to-date information. In contrast, only 2.8% agreed, 1.3% strongly agreed, and 1.3% were neutral. The mean value of 1.8849 and a standard deviation of 0.67143 were recorded for the positive statement regarding the provision of helpful, sufficient, and up-to-date information to customers by the city administration office. This indicates significant dissatisfaction and poor service quality in the city administration.

The majority of respondents either "strongly disagree" or "disagree" with the positive statements about the city administration's public service delivery. The mean scores for all variables are below 2, indicating an overall negative perception of the **assurance dimension** of the city administration's service delivery. The standard deviations are two around 0.7 and three with a slight difference; these are not significantly varied from 0.7 to around 0.6, suggesting a relatively consistent level of disagreement among respondents for each variable.

Generally, the data analysis indicates poor public service quality, and customers are generally dissatisfied with the **assurance dimension** of the city administration's service delivery.

During the focus group discussions, the majority of respondents expressed negative responses regarding the assurance dimension of service quality.

*The data from interviews and observations highlights significant challenges within the city administration of Sidama Region State. Respondents expressed concerns about inconsistencies in services, a lack of effective communication, difficulties in accessing services, and a lack of accountability and follow-up from the administration. These issues have led to confusion, unreliability, and a sense of dissatisfaction among residents.*

*According to respondents, "there is a lack of consistency in the services provided by the city administration. We often experience discrepancies in how different departments handle our requests, leading to confusion and a sense of unreliability."*

*One respondent from the group stated that "the city administration fails to communicate effectively with the public. There is a lack of transparency in their processes, and we are left in the dark about important updates or changes in services."*

*Another respondent also mentioned that "we face difficulties in accessing the services we need. The administrative processes are often unclear, and it can be challenging to navigate through the bureaucracy to get our issues resolved." "There is a lack of accountability and follow-up from the city administration. Our complaints and concerns are often brushed aside, and we don't see any proactive efforts to address them or provide satisfactory resolutions."*

*The researcher's observations of service quality within the city administration of Sidama Region State unveiled a complex web of challenges within the assurance dimension. Primarily, concerns arose regarding staff competence and the consistency of service delivery, casting doubt on the administration's ability to effectively meet community needs. Communication and transparency emerged as critical issues, hindering information flow and fostering an atmosphere of uncertainty among customers.*

*Furthermore, limitations in accessibility to services, particularly for marginalized groups, exacerbated disparities in service provision. Most notably, the perceived lack of accountability and follow-up mechanisms deepened public distrust and disengagement.*

*According to data from interviews with head officers, despite the critical importance of instilling confidence and trust in public services through various initiatives, it appears that there have been challenges in achieving this objective, according to the head officers. The efforts to train staff and establish clear service standards to meet citizens' expectations may have fallen short of the desired outcomes. This negative response from the head officers suggests that there are deficiencies in the current strategies and practices related to ensuring assurance in public service delivery at city administration in Sidama regional state.*

**Table 4.9: measuring empathy**

Measuring Empathy										
	PRE1		PRE2		PRE3		PRE4		PRE5	
Mean	1.9051		1.8974		1.8872		1.9077		1.8923	
Std. Deviation	.65224		.63711		.66308		.65850		.65222	
VARIABLES	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
The employees of the city administration office well understand customers and their problem	78	19.9%	291	74.2%	6	1.5%	10	2.6%	5	1.3%
The city administration offices' employees acknowledge customer-need or frustration when solving problems	81	20.7%	284	72.4%	13	3.3%	8	2.0%	4	1%
The employees are caring for customers emotion while service encounter	86	21.9%	281	71.7%	9	2.3%	9	2.3%	5	1.3%
Employees of the city administration office are empathetic and understand customers' unique situations which bring to them	80	20.4%	284	72.4%	14	3.6%	6	1.5%	6	1.5%
Employees' service and communication style make customers feel valued.	84	21.4%	281	71.7%	13	3.3%	7	1.8%	5	1.3%

**Source: field survey 2024 G.C**

The data analysis in the above table encompasses five variables related to the empathy of city administration's service delivery, which comprise well understand customers and their problem, acknowledge customer- need or frustration when solving problems, caring for customers emotion while service encounter, understand customers' unique situations which bring to them, service and

communication style make customers feel valued. For each variable, the analysis provides a table that describes the frequency, percentage, mean score, and standard deviation of customer responses across the Likert scale, ranging from strongly disagree to strongly agree.

As shown in the above table, the first variable evaluates well-understanding customers and their problems. The results show that 19.9% of respondents strongly disagree and 74.2% disagree. It is evident that 94.1% of respondents stated a negative perception regarding the employees of the city administration office's ability to understand customers and their problems. Conversely, only 2.6% agreed, 1.3% strongly agreed, and 1.5% were neutral. The mean value of 1.9051 and a standard deviation of 0.65224 were scored for the positive statement that the employees of the city administration office well understand customers and their problems. This indicates significant dissatisfaction and poor public service quality due to the fact that the employees of the city administration office do not well understand customers and their problems.

The second variable evaluates whether employees acknowledge customer needs and frustrations when solving problems. The data reveals that 20.7% strongly disagree and 72.4% disagree. It is evident that 93.1% of respondents have a negative perception regarding the city administration offices' employees acknowledging customer needs or frustrations when solving problems. Conversely, only 2% agree and 1% strongly agree, while 3.3% are neutral. The mean value of 1.8974 and a standard deviation of 0.63711 were scored for the positive statement that the city administration offices' employees acknowledge customer needs and frustrations when solving problems. This indicates significant dissatisfaction and poor public service quality with the city administration, as the employees do not acknowledge customer needs or frustrations when solving problems.

The third variable evaluates whether employees care for customers' emotions during service encounters. The results show that 21.9% of respondents strongly disagree and 71.7% disagree. It is evident that 93.6% of respondents have a negative perception regarding employees caring for customers' emotions during service encounters. Conversely, only 2.3% agree, 1.3% strongly agree, and 2.3% are neutral. The mean value of 1.8872 and a standard deviation of 0.66308 were scored for the positive statement that employees care for customers' emotions during service encounters. This suggests significant dissatisfaction and poor public service quality in the city administration, as the employees do not seem to care for customers' emotions during service encounters.

The fourth variable evaluates employees' empathy and understanding of customers' unique situations. The data indicates that 20.4% of respondents strongly disagree and 72.4% disagree. It is evident that 92.8% of respondents have a negative perception regarding employees' empathy and understanding of customers' unique situations. Conversely, only 1.5% agree, 1.5% strongly agree, and 3.6% were neutral. The mean value of 1.9077 and a standard deviation of 0.65850 were scored for the positive statement that employees of the city administration office are empathetic and understand customers' unique situations. This suggests significant dissatisfaction and poor public service quality due to the lack of empathy and understanding by the city administration office employees towards customers' unique situations.

The fifth variable evaluates employees' service and communication style. The results show that 21.4% strongly disagree and 71.7% disagree. It is evident that 93.1% of respondents have a negative perception regarding employees' service and communication style. Conversely, only 1.8% agreed, 1.3% strongly agreed, and 3.3% were neutral. The mean value of 1.8923 and a standard deviation of 0.65222 were scored for the positive statement that employees' service and communication style make customers feel valued. This suggests significant dissatisfaction and poor public service quality due to the fact that employees' service and communication styles don't make customers feel valued.

The majority of respondents either "strongly disagree" or "disagree" with the positive statements about the city administration's public service delivery. The mean scores for all variables are below 2, indicating an overall negative perception of the **empathy dimension** of the city administration's service delivery. The standard deviations are all around 0.6, suggesting a relatively consistent level of disagreement among respondents for each variable.

Generally, the data indicates poor public service quality, and customers are generally dissatisfied with **the empathy dimension** of the city administration's service delivery.

According to the responses of the majority of respondents, employees of city administration are not empathic during encounters in service.

*As they mentioned, "Sometimes we got insulted by an employee who had issued our case. We don't allow you to get inside the office. Instead, we get service through the window, or we fight our que*

*by standing for a long time. Employees don't show respect for customers who seek service in the public sector."*

*One respondent from the focus group stated, "To be honest, an unsatisfied employee cannot satisfy a customer." Employees have no motivation to help and serve citizens because they need incentives and salary increments from the government. This is a negative attitude toward service delivery because employees think they should help customers as much as they get paid. So, I conclude that service delivery is poor because of the poor empathy and motivation of employees."*

*The researcher's observation of public service delivery at the city administration office found that employee attitudes toward customers could be improved. Many employees appeared tired, stressed, or indifferent when citizens approached them. Greetings were often cursory, without warmth or smiles. Eye contact and active listening skills seemed lacking at times as well. Some customers had to wait quite a while or make multiple attempts to get assistance. Staff were occasionally distracted by side conversations or personal matters instead of prioritizing service needs. When issues did arise that required extra effort, it was observed that employees were impatient or frustrated. Citizens were not always treated with patience, understanding, or respect during difficult exchanges. These interactions seemed to take an emotional toll on customers as well. Frustration and dissatisfaction were common reactions to encounters.*

#### **4.7. Assessing The Level of Customer Satisfaction on Public Service Delivery at City Administration Level in Sidama Regional State**

Answering the first question significantly simplifies answering the second question, as long as the level of customer satisfaction depends on the quality of service. On the first question, the researcher aimed to evaluate the current status of public service quality in city administration, and beside this, customer satisfaction was observed.

Furthermore, the first question's answer is also triangulated by the second question's answer to check the consistency of the data obtained from the SERVQUAL dimension, focus group, and observation. To answer the second question, the researcher used six additional variables (service quality, service delivery, service recovery, outcome of service, and overall level of customer satisfaction) with rating scales of *poor*, *very poor*, *good*, and *excellent* to assess the level of customer satisfaction.

**Table 4.10: level of customer satisfaction**

Measuring level of customer satisfaction						
	<b>SQ (Service quality)</b>	<b>SD (Service delivery)</b>	<b>SE (Service encounter)</b>	<b>SR (Service recovery)</b>	<b>OTC (Outcome of service)</b>	<b>OVAS (Overall level of customer satisfaction)</b>
	How do you rate the service provision and did the employees meet your needs and expectations?	How one can judge the timely performance and the commitment to meet your expectations of service?	How do you rate the employee's interaction with you in service provision processes?	How do you determine the office in terms of service Improvement and the way the office receives and gives feedback to you?	After all, did you get what you requested from the office?	How do you rate the overall satisfaction level you feel to all aspects of the service the city administration office provides to you?
Mean	1.8766	1.8740	1.9306	1.8920	1.8895	1.8766
St. Deviation	.57004	.58068	.59881	.59088	.59258	.58784

**Source: field survey 2024 G.C**

- ✓ 0-2.5 low mean difference of agreement due to positive question
- ✓ 2.6-3.5 medium mean difference
- ✓ 3.6-5.00 – high mean difference

**Service Quality (SQ):** The mean rating for service quality is 1.8766, indicating a generally negative perception of the service provided.

**Service Delivery (SD):** The mean rating for service delivery is 1.8740, which is very close to the overall service quality rating. This suggests that timely performance and commitment to meet expectations also generally hold negative perceptions.

**Service Encounter (SE):** The mean rating for the employee's interaction during service provision is 1.9306, indicating a particularly high level of dissatisfaction with the way employees interact with customers.

**Service Recovery (SR):** The mean rating for service recovery is 1.8920, indicating a generally negative perception of how the office handles service failures and provides feedback to customers.

**Outcome of Service (OVAS):** The mean rating for whether customers received what they requested from the office is 1.8895, indicating a generally negative perception about the overall outcome of service.

**Overall Level of Overall Customer Satisfaction (OVAS):** The mean rating for overall satisfaction is 1.8766, which is consistent with the overall service quality rating.

The standard deviations for each category are almost similar, indicating that the ratings are generally consistent across the respondents and different aspects of service quality.

### How do you rate the service provision and did the employees meet your needs and expectations?

Figure 4.4: customer satisfaction on service quality



Source: field survey 2024 G.C

The data indicates that 21.08% of customers rated the service provision as very poor, 71.98% as poor, with a total negative perception of service quality of 93.0%, which suggests that a significant

proportion of customers were not satisfied with the service quality and that there was a significant gap in service quality. To further analyze the data, we can calculate the percentage of customers who rated the service as good, very good, or excellent. This gives us a better understanding of the proportion of satisfied customers. In this case, only 5.4% of customers rated the service as good, 1.29% as very good, and 0.26% as excellent.

This indicates that a few customers were satisfied with the service quality. In general, the analysis of the data suggests that service quality needs significant improvement to meet customer expectations. The majority of customers were not satisfied with the service quality, and city administrations need to focus on improving the quality of service to increase level of customer satisfaction.

*A focus group participants highlighted that the current level of customer satisfaction is unlikely to see improvement soon, as it hasn't been a priority for government officials. They suggested that officials, benefiting from corruption, have felt entitled to act with impunity. The respondent shared personal experiences indicating that despite citizens' rights to access public services without impediments, they often had to go through acquaintances, friends, or family members of government employees to expedite their requests. However, these intermediaries would then demand bribes to facilitate the required services. Based on these encounters, the respondent concluded that the majority of citizens are dissatisfied with the provision of public services.*

*The majority of head officers replied, "Our sector is committed to meeting the diverse needs of our customers to the best of our abilities. While we endeavor to provide effective service delivery, we acknowledge that there is room for improvement. Our services are designed to be inclusive and accessible to all members of the community, regardless of their background or circumstances. However, we understand that there are areas where we can enhance our responsiveness and tailor our services more precisely to meet the evolving needs of our constituents. We acknowledged that continuous evaluation of our performance and seeking feedback from our customers to ensure that we are meeting their expectations is very important. However, there is also room for improvement regarding this."*

## How one can judge the timely performance and the commitment to meet your expectations of service?

Figure 4.5: customer satisfaction on service delivery



*Source: field survey 2024 G.C*

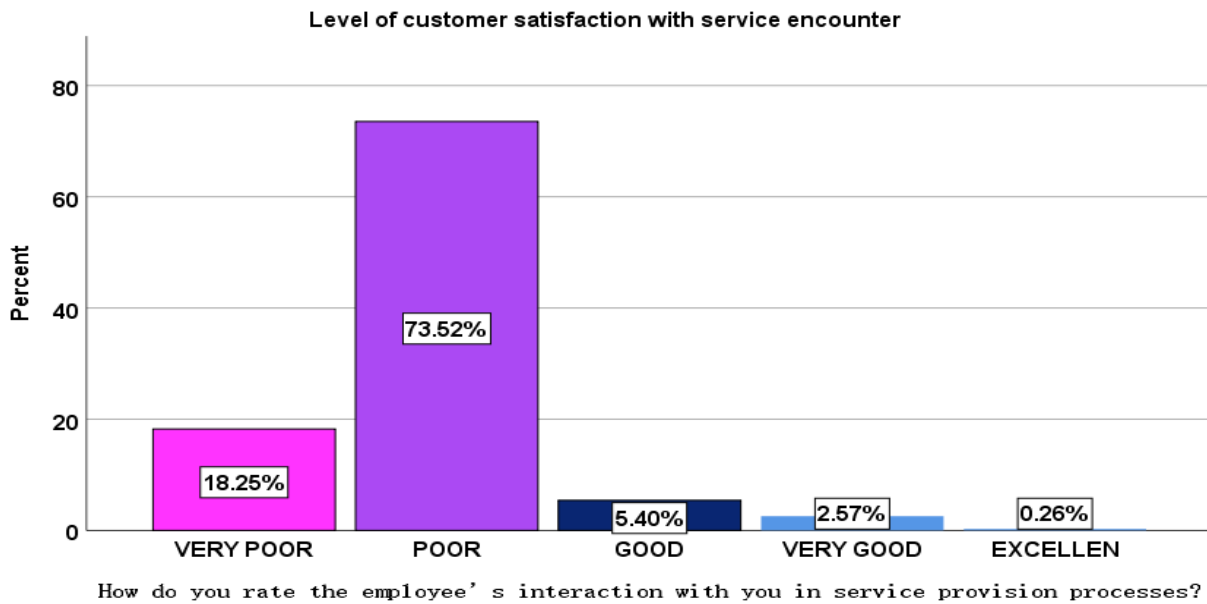
The data indicates that 21.34 percent of customers rated the service delivery as very poor 72.4%, with a total negative perception of service delivery of 93.58%, which suggests that a significant proportion of customers were not satisfied with the service delivery and implies that there is a service delivery gap.

To further analyze the data, we can calculate the percentage of customers who rated the service as good, very good, or excellent. This gives us a better understanding of the proportion of satisfied customers. In this case, only 4.37% of customers rated the service as good, 1.80% as very good, and 0.26% as excellent. This indicates that a few customers were satisfied with the service delivery. In general, the analysis of the data suggests that service delivery needs significant improvement to meet customer satisfaction. The majority of customers were not satisfied with the service, and city administrations need to focus on improving service delivery to increase level of customer satisfaction. *The majority of head officers respond that "overall, the performance and effectiveness of our current service delivery system can be characterized as a mixed bag. We have made strides*

*in certain areas, particularly in streamlining administrative processes and improving accessibility to services. One of our main strengths lies in our dedicated workforce, which consistently strives to meet the needs of our constituents to the best of their abilities. However, we also acknowledge significant weaknesses that hinder our effectiveness. These include bureaucratic inefficiencies that slow down service provision, resource constraints that limit our capacity to address all demands adequately, and occasional lapses in transparency and accountability. We recognize the need for continuous improvement and are actively working to address these weaknesses to enhance overall service delivery."*

**How do you rate the employee’s interaction with you in service provision processes?**

**Figure 4.6: customer satisfaction on service encounter.**



**Source: field survey 2024 G.C**

The data indicates that 18.25% of customers rated the service encounter as very poor, 73.52% poor, with a total negative perception of service encounter of 91.5%, which suggests that a significant proportion of customers were not satisfied with the service encounter and implies that there is a gap in the service encounter. To further analyze the data, we can calculate the percentage of customers who rated the service as good, very good, or excellent. This gives us a better understanding of the proportion of satisfied customers. In this case, only 5.40% of customers rated the service as good, 2.57% as very good, and 0.26% as excellent. This indicates that a few

customers were satisfied with their service encounter. In general, the analysis of the data suggests that service delivery needs significant improvement to meet customer satisfaction. The majority of customers were not satisfied with the service, and city administrations need to focus on improving service encounter to increase the level of customer satisfaction.

**After all, how would you rate what you received from the office after requesting the service?**

**Figure 4.7: customer satisfaction on service outcome**



*Source: filed survey 2024 G.C*

The data indicates that 21.85% percent of customers rated the service outcome as very poor, 68.89% as poor, with a total negative perception of service outcome of 90.74%, which suggests that a significant proportion of customers were not satisfied with the service outcome and implies that there is a gap in the service outcome. To further analyze the data, we can calculate the percentage of customers who rated the service as good, very good, or excellent. This gives us a better understanding of the proportion of satisfied customers. In this case, only 7.97% of customers rated the service as good, 1.03% as very good, and 0.26% as excellent. This indicates that a few customers were satisfied with their service outcome. In general, the analysis of the data suggests that service delivery needs significant improvement to meet customer satisfaction. The majority

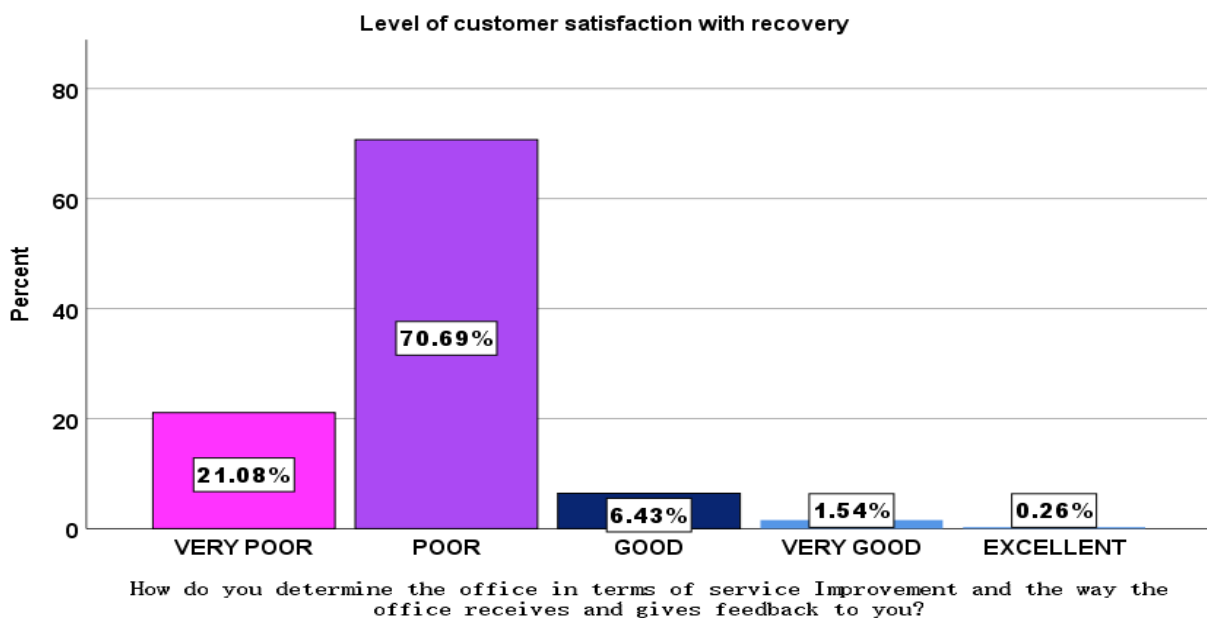
of customers were not satisfied with the service, and city administrations need to focus on improving service outcome to increase the level of customer satisfaction.

*The respondents expressed significant dissatisfaction with public service delivery in the city administration. One respondent highlighted the mandatory payment for services that are often inaccessible, such as water service being unavailable for months at a time. Despite the lack of service, residents are still required to pay the service bill, and if the deadline is missed, a penalty is imposed. The respondent concluded that the complex issues surrounding public service delivery in the city administration indicate poor service delivery overall and that they couldn't get what they requested.*

*The majority of focus group respondents agreed that customers consistently complain about public service delivery in the city administration. Citizens are unable to properly access even basic services, despite it being their right to receive adequate public services. As customers, they are dissatisfied with the services provided by the city administration and believe that major reforms are needed by the government to improve the situation.*

### How do you determine the office in terms of service Improvement and the way the office receives and gives feedback to you?

**Figure 4.8: customer satisfaction on service recovery**



Source: field survey 2024 G.C

The data indicates that 21.08% of customers rated the service delivery as very poor, 70.69% poor, with a total negative perception of service recovery of 91.77%, which suggests that a significant proportion of customers were not satisfied with the service recovery and implies that there is a gap in the service recovery. To further analyze the data, we can calculate the percentage of customers who rated the service as good, very good, or excellent. This gives us a better understanding of the proportion of satisfied customers. In this case, only 6.43% of customers rated the service as good, 1.54% as very good, and 0.26% as excellent. This indicates that a few of customers were satisfied with the service recovery. In general, the analysis of the data suggests that service recovery needs significant improvement to meet customer satisfaction. The majority of customers were not satisfied with the service recovery, and city administrations need to focus on improving service recovery to increase the level of customer satisfaction.

*According to the majority of respondents from the focus group (FG) discussion, over the course of many years, residents of city administration have grappled with persistent, unresolved issues that have stagnated without meaningful resolution. Despite continual anticipation and hope for improvement, the same problems persist unabated, leading to a widespread perception of poor public service delivery within the city administration. This enduring state of affairs has left the community disillusioned and disheartened, as their expectations for progress and effective governance remain unfulfilled. The chronic nature of these challenges has cast a shadow over the city's reputation, eroding trust in the administration's ability to address the pressing needs and concerns of its constituents. As a result, there is a palpable sense of frustration and discontent among residents, who yearn for tangible solutions and meaningful change to enhance the quality of public service delivery.*

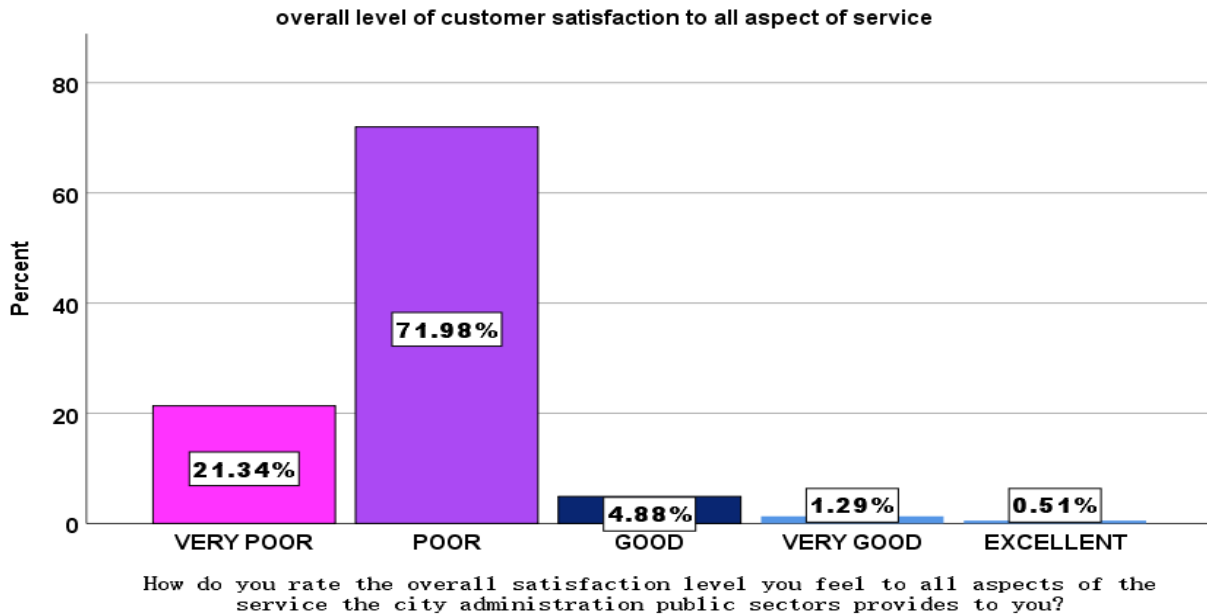
*One respondent from the focus group stated, "We have experienced unsolved problems for many years. Year after year, what we were expecting is the same; however, the problem remains unsolved and the same. So that the public service delivery is poor in our city administration.*

*Another respondent also informed, "As citizens, we were expecting improvement from government sectors, officials, and employees to work to answer questions of citizens, especially basic service provision like water, health, transportation, and environmental sanitation. However, we didn't get what we expected from them. What we are facing is all about challenges in all dimensions of*

service delivery. Therefore, I can determine that there is low customer satisfaction regarding service delivery.”

*How do you rate the overall satisfaction level you feel to all aspect of the service the city administration office provides to you?*

**Figure 4.9: overall level of customer satisfaction**



**Source: field survey 2024 G.C**

The data indicates that 21.34% of customers rated the overall level of satisfaction as very poor, 71.98% as poor, with a total negative perception of 93.32%, which suggests that a significant proportion of customers were not satisfied with all aspects of the service in city administration and implies that there is a poor level of service delivery in all aspects. To further analyze the data, we can calculate the percentage of customers who rated the overall level of customer satisfaction as good, very good, or excellent. This gives us a better understanding of the proportion of satisfied customers. In this case, only 4.88% of customers rated the service as good, 1.29% as very good, and 0.51% as excellent. This indicates that a few customers were satisfied with all aspects of the service. In general, the analysis of the data suggests that all aspects of service delivery need significant improvement to meet customer satisfaction. The majority of customers were not satisfied with the all aspect of delivery, and city administrations need to focus on improving all aspect of service to increase the level of customer satisfaction.

#### 4.8. Summary of Level of Expectation and Perception Service Quality at City Administration Level in Sidama Regional State

The data representing the responses of the customers were analyzed to shows their responses with regards to their expectations and perception levels of service quality at city administration level in Sidma regional state.

**Table 4.11: summery of level of expectation and perception of service**

Dimension	Level of Expectation					Level of Perception				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Tangibility</b>										
<b>TGB1</b>	-	-	-	86.7	340	89	278	7	9	9
<b>TGB2</b>	-	-	-	49	343	92	272	11	10	7
<b>TGB3</b>	-	-	-	54	335	95	259	11	17	8
<b>TGB4</b>	-	-		61	331	92	270	10	14	5
<b>EXTGB5</b>	-	-		60	327	81	271	9	12	7
<b>Reliability</b>										
<b>RL1</b>	1	-		53	338	86	283	10	11	2
<b>RL2</b>	-	-		56	336	79	291	10	9	3
<b>RL3</b>	-	-	3	62	327	95	264	18	10	3
<b>RL4</b>	-	-		57	335	91	280	6	11	4
<b>RL5</b>	-	-	3	44	337	77	283	12	5	4
<b>Responsiveness</b>										
<b>RS1</b>	-			62	330	88	270	11	17	6
<b>RS2</b>	-		1	53	338	81	279	18	8	6
<b>RS3</b>	-		1	52	338	85	287	9	8	3
<b>RS4</b>	-		1	61	329	78	289	12	7	4
<b>RS5</b>	-			51	338	82	273	8	16	7

<b>Assurance</b>										
<b>AS1</b>		-		54	337	71	281	20	13	6
<b>AS2</b>	-	-		44	347	98	274	4	9	6
<b>AS3</b>	-		1	57	333	73	269	31	10	7
<b>AS4</b>	-	-		58	331	85	288	9	7	3
<b>AS5</b>	-	-	2	47	342	87	283	5	11	5
<b>Empathy</b>										
<b>EM1</b>	2	-	1	48	341	78	291	6	10	5
<b>EM2</b>	1	1	2	52	335	81	284	13	8	4
<b>EM3</b>	2	2	-	59	329	86	281	9	9	5
<b>EM4</b>	1	1	1	44	345	80	284	14	6	6
<b>EM5</b>	2	1	-	44	345	84	281	13	7	5

*Source: field data 2024 G.C*

#### 4.9. Regression Analysis: Expectation and Perception toward Service Quality

To answer the third research question and the hypotheses of the study, a simple regression analysis was conducted. This was done for both expectation and perception levels. The broad service quality dimensions were used (and not the specific statements or items under the dimensions) as the independent variables, and customer satisfaction as the dependent variable.

##### 4.9.1. Regression Analysis for Customers Expectation Towards Service Quality

**Table 4.12: Regression Analysis for Customers' Expectation toward service quality**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 <sup>a</sup>	.899	.825	7.15
a. Predictors: (Constant), <b>Tangibility, Reliability, Responsiveness, Assurance, Empathy</b>				

**R:** The correlation coefficient (R) measures the strength and direction of the linear relationship between the predictor variable(s) and the dependent variable. In this case, the value of R is .942<sup>a</sup>, indicating a strong positive correlation between the predictor variable (Tangibility, Reliability, Responsiveness, Assurance and Empathy) and the dependent variable (customer satisfaction).

**R Square (R<sup>2</sup>):** The coefficient of determination represents the proportion of the variance in the dependent variable that is predictable from the independent variable(s). In this model, R<sup>2</sup> is .899, indicating that approximately 90% of the variance in the customer satisfaction variable is explained by the predictor variable (Tangibility, Reliability, Responsiveness, Assurance and Empathy). It also shows that the values of independent variables can perfectly predict the values of the dependent variable (customer satisfaction) approximately by 90%. The **Adjusted R-squared** of .825 suggests that, independent variables fit to the model by approximately 82.5%.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18055.65	5	3611.13	702.55	.000 <sup>b</sup>
	Residual	1983.67	386	5.14		
	Total	20039.32	391			
a. Dependent Variable: customer satisfaction						
b. Predictors: (Constant), Tangibility, Reliability, Responsiveness, Assurance, Empathy						

With the P – Value of 0.00 compared to alpha level of 0.05 it can be concluded that, the independent variables Tangibility, Reliability, Responsiveness, Assurance and Empathy reliably predict the dependent variable (customer satisfaction). Therefore, the Null hypothesis is rejected.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.00	0.46		10.8	.000
	Tangibility	.750	.010	.788	7.5	.000
	Reliability	.677	.012	.746	5.64	.000
	Responsiveness	.808	.010	.878	8.08	.000
	Assurance	.740	.011	.767	6.72	.000
	Empathy	.311	.016	.706	5.3	.000
a. Dependent Variable: customer satisfaction						

An increase in 1% of Tangibility will cause a 75.0% increase in Customer Satisfaction; there is a strong positive relationship between Tangibility and Customer Satisfaction.

An increase in 1% of Reliability will cause a 67.7% increase in Customer Satisfaction; there is a strong positive relationship between Tangibility and Customer Satisfaction.

An increase in 1% of Responsiveness will cause a 80.8% increase in Customer Satisfaction; there is a strong positive relationship between Tangibility and Customer Satisfaction.

An increase in 1% of Assurance will cause a 74.0% increase in Customer Satisfaction; there is a strong positive relationship between Tangibility and Customer Satisfaction.

An increase in 1% of Empathy will cause a 31.1% increase in Customer Satisfaction; there is a strong positive relationship between Empathy and Customer Satisfaction.

#### 4.9.2. Regression Analysis for Customers’ Perception Towards Service Quality

**Table 4.13: Regression Analysis for Customers’ perception toward service quality**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.956 <sup>a</sup>	.901	.832	7.277
a. Predictors: (Constant), Tangibility, Reliability, Responsiveness, Assurance, Empathy				

**R:** The correlation coefficient (R) measures the strength and direction of the linear relationship between the predictor variable(s) and the dependent variable. In this case, the value of R is .956<sup>a</sup>, indicating a strong positive correlation between the predictor variable (Tangibility, Reliability, Responsiveness, Assurance and Empathy) and the dependent variable (customer satisfaction).

**R Square (R<sup>2</sup>):** The coefficient of determination represents the proportion of the variance in the dependent variable that is predictable from the independent variable(s). In this model, R<sup>2</sup> is .901, indicating that approximately 90% of the variance in the customer satisfaction variable is explained by the predictor variable (Tangibility, Reliability, Responsiveness, Assurance and Empathy). It also shows that the values of independent variables can perfectly predict the values of the

dependent variable (customer satisfaction) approximately by 90%. The **Adjusted R-squared** of .832 suggests that, independent variables fit to the model by approximately 83.2%.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18055.94	5	3611.188	702.55	.000 <sup>b</sup>
	Residual	1983.57	386	5.141		
	Total	20039.32	391			
a. Dependent Variable: customer satisfaction						
b. Predictors: (Constant), <b>Tangibility, Reliability, Responsiveness, Assurance, Empathy</b>						

With the P – Value of 0.00 compared to alpha level of 0.05 it can be concluded that, the independent variables Tangibility, Reliability, Responsiveness, Assurance and Empathy reliably predict the dependent variable (customer satisfaction). Therefore, the Null hypothesis is rejected.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.75	1.23		4.6	.000
	Tangibility	.676	.024	.819	2.81	.000
	Reliability	.862	.016	.940	5.07	.000
	Responsiveness	.839	.014	.924	5.99	.000
	Assurance	.824	.150	.914	5.49	.000
	Empathy	.813	.121	.901	6.71	.000
a. Dependent Variable: <b>customer satisfaction</b>						

An increase in 1% of Tangibility will cause a 67.6.0% increase in Customer Satisfaction; there is a strong positive relationship between Tangibility and Customer Satisfaction.

An increase in 1% of Reliability will cause a 86.2% increase in Customer Satisfaction; there is a strong positive relationship between Tangibility and Customer Satisfaction.

An increase in 1% of Responsiveness will cause a 83.9% increase in Customer Satisfaction; there is a strong positive relationship between Tangibility and Customer Satisfaction.

An increase in 1% of Assurance will cause a 82.4% increase in Customer Satisfaction; there is a strong positive relationship between Tangibility and Customer Satisfaction.

An increase in 1% of Empathy will cause a 81.3% increase in Customer Satisfaction; there is a strong positive relationship between Tangibility and Customer Satisfaction.

#### 4.10. Correlation Between Service Quality Dimensions and Customer Satisfaction: Expectation

*Table 4.14: Result correlation between service quality and customer satisfaction: expectation*

Correlations: Expectation							
		Reliability	Assurance	Empathy	Responsiveness	Tangibility	customer satisfaction
Reliability	Pearson Correlation	1	.590**	.172**	.780**	.744**	.746**
	Sig. (2-tailed)		.000	.001	.000	.000	.000
	N	392	391	392	392	392	392
Assurance	Pearson Correlation	.590**	1	.355**	.752**	.590**	.788**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	391	391	391	391	391	391
Empathy	Pearson Correlation	.172**	.355**	1	.398**	.255**	.706**
	Sig. (2-tailed)	.001	.000		.000	.000	.000
	N	392	391	392	392	392	392
Responsiveness	Pearson Correlation	.780**	.752**	.398**	1	.724**	.878**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	392	391	392	392	392	392
Tangibility	Pearson Correlation	.744**	.590**	.255**	.724**	1	.767**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	392	391	392	392	392	392
customer satisfaction	Pearson Correlation	.746**	.788**	.706**	.878**	.767**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	392	391	392	392	392	392

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

Generally, a strong positive relationship exists between service quality and customer satisfaction, and the strength of the relationship is almost close with a slight difference for each dimension.

**Reliability:** There is a strong positive correlation between reliability and customer satisfaction ( $r = 0.746^{**}$ ,  $p < 0.01$ ).

**Assurance:** Similarly, there is a very strong positive correlation between assurance and customer satisfaction ( $r = 0.788^{**}$ ,  $p < 0.01$ ).

**Empathy:** There is a strong positive correlation between empathy and customer satisfaction ( $r = 0.706^{**}$ ,  $p < 0.01$ ).

**Responsiveness:** There is a very strong positive correlation between responsiveness and customer satisfaction ( $r = 0.878^{**}$ ,  $p < 0.01$ ).

**Tangibility:** Similarly, there is a very strong positive correlation between tangibility and customer satisfaction ( $r = 0.767^{**}$ ,  $p < 0.01$ ). Among all other dimensions, responsiveness, assurance, and tangibility have quite a strong value.  $878^{**}$ ,  $788^{**}$ , and  $767^{**}$ , respectively. This indicates that there is a very strong relationship between responsiveness, assurance, tangibility, and customer satisfaction.

Overall, both the correlation and regression tests indicate that all dimensions of service quality (reliability, assurance, empathy, responsiveness, and tangibility) show strong positive correlations with customer satisfaction. This is because an increase in 1% of tangibility will cause a 75.0% increase in customer satisfaction; an increase in 1% of reliability will cause a 66.7% increase in customer satisfaction; an increase in 1% of responsiveness will cause an 80.8% increase in customer satisfaction; an increase in 1% of responsiveness will cause a 74.0% increase in customer satisfaction; and an increase in 1% of empathy will cause a 31% increase in customer satisfaction. This implies that improving any of these dimensions will lead to highly increased levels of customer satisfaction.

## 4.11. Correlation Between Service Quality Dimensions and Customer Satisfaction: Perception

*Table 4.15: Result of Correlation between service quality and customer satisfaction: perception*

		Correlations: Perception					
		Tangibility	Reliability	Responsiveness	Assurance	Empathy	Customer Satisfaction
Tangibility	Pearson Correlation	1	.695**	.680**	.608**	.649**	.819**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	392	392	392	392	392	392
Reliability	Pearson Correlation	.695**	1	.850**	.743**	.753**	.900**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	392	392	392	392	392	392
Responsiveness	Pearson Correlation	.680**	.850**	1	.846**	.839**	.940**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	392	392	392	392	392	392
Assurance	Pearson Correlation	.608**	.743**	.846**	1	.852**	.902**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	392	392	392	392	392	392
Empathy	Pearson Correlation	.649**	.753**	.839**	.852**	1	.914**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	392	392	392	392	392	392
Customer Satisfaction	Pearson Correlation	.819**	.900**	.940**	.902**	.914**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	392	392	392	392	392	392

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

Generally, a strong positive relationship exists between service quality and customer satisfaction, and the strength of the relationship is almost close with a slight difference for each dimension.

**Tangibility:** There is a very strong positive correlation between tangibility and customer satisfaction ( $r = 0.819^{**}$ ,  $p < 0.01$ ). **Reliability:** Similarly, there is a very strong positive correlation between reliability and customer satisfaction ( $r = 0.900^{**}$ ,  $p < 0.01$ ).

**Responsiveness:** There is an extremely strong positive correlation between responsiveness and customer satisfaction ( $r = 0.940^{**}$ ,  $p < 0.01$ ). **Assurance:** There is a very strong positive correlation between assurance and customer satisfaction ( $r = 0.902^{**}$ ,  $p < 0.01$ ). **Empathy:** Similarly, there is a very strong positive correlation between empathy and customer satisfaction ( $r = 0.914^{**}$ ,  $p < 0.01$ ). Dimensions, responsiveness, empathy, assurance, and reliability have extreme values of respectively  $0.940^{**}$ ,  $0.914^{**}$ ,  $0.902^{**}$ , and  $0.900^{**}$ .

In conclusion, both the regression and correlation tests indicate that all dimensions of service quality—tangibility, reliability, responsiveness, assurance, and empathy—show extremely strong positive correlations with customer satisfaction. This is because an increase in 1% of empathy will cause a 67.6% increase in customer satisfaction; an increase in 1% of empathy will cause an 86.2% increase in customer satisfaction; an increase in 1% of empathy will cause an approximately 84% increase in customer satisfaction; an increase in 1% of empathy will cause an approximately 82.4% increase in customer satisfaction; and an increase in 1% of empathy will cause an approximately 81.3% increase in customer satisfaction. This implies that enhancements in any of these dimensions are highly likely to lead to increased levels of customer satisfaction. Therefore, focusing on improving various aspects of service in all service quality dimensions can be instrumental in increasing overall customer satisfaction levels.

#### 4.12. Service Quality Gap

According to Parasuraman et al. (1985), Consumer's perception of service quality is a function of the difference between expectations about the performance of general class of service providers and an assessment of the actual performance of a specific firm within that class. As to Parasuraman et al. (1985, 1988) model of service quality, if Expectations are exceeded;  $E < P$  (Quality Surprise), if Expectations met;  $E = P$  (Satisfactory Quality) and if Expectations are not met;  $E > P$  (Unacceptable quality). The study therefore sought to determine levels and gaps with respect to the various dimensions. This was done by finding the mean of the perception and expectation values for the various dimensions. Sachdev and Verma (2004), explained that to know the service quality gaps, the expectation values are subtracted from the perception values. That is perception (P) minus expectation (E).

**Table 4.24: service quality gap between expectation and perception**

Variables	Perception Means	Expectation Mean	Service Quality Gap
Tangibility	1.9106	4.8517	-2.9411
Reliability	1.8801	4.8633	-2.9832
Responsiveness	1.9136	4.8719	-2.9583
Assurance	1.9177	4.8540	-2.9363
Empathy	1.8968	4.8580	-2.9612

**Source: field survey 2024 G.C**

- ✓ 0-2.5 low mean difference of agreement due to positive statement
- ✓ 2.6-3.5 medium mean difference
- ✓ 3.6-5.00 – high mean difference

The table provides the mean value for perception, expectation, and service quality gaps for each dimension of service quality: tangibility, reliability, responsiveness, assurance, and empathy.

**Tangibility:** The perception mean for tangibility is 1.9106, indicating that customers have a relatively low perception of the tangibility aspects of the service. The expectation mean is 4.8517, indicating that customers have high expectations in terms of tangibility. In this case,  $E > P$  (unacceptable quality). The service quality gap is -2.9411, which signifies a significant negative gap between customer perception and expectation regarding tangibility.

**Reliability:** The perception mean for reliability is 1.8801, indicating a low perception of the service's reliability. The expectation mean is 4.8633, indicating high expectations in terms of reliability. In this case,  $E > P$  (unacceptable quality). The service quality gap is -2.9832, indicating a substantial negative gap between customer perception and expectation regarding reliability.

**Responsiveness:** The perception mean for responsiveness is 1.9136, suggesting a low perception of the service's responsiveness. The expectation mean is 4.8719, indicating high expectations for responsiveness. In this case,  $E > P$  (unacceptable quality). The service quality gap is -2.9583,

highlighting a significant negative gap between customer perception and expectation in terms of responsiveness.

**Assurance:** The perception mean for assurance is 1.9177, indicating a low perception of assurance in the service. The expectation mean is 4.8540, suggesting high expectations for assurance. In this case,  $E > P$  (unacceptable quality). The service quality gap is -2.9363, implying a significant negative gap between customer perception and expectation regarding assurance.

**Empathy:** The perception mean for empathy is 1.8968, indicating a low perception of empathy in the service. The expectation mean is 4.8580, indicating high expectations for empathy. In this case,  $E > P$  (unacceptable quality). The service quality gap is -2.9612, indicating a substantial negative gap between customer perception and expectation in terms of empathy.

Overall, the analysis reveals that customers have a low mean value for perception and a high mean value for expectation of all the dimensions of service quality (tangibility, reliability, responsiveness, assurance, and empathy).  $E > P$  (unacceptable quality). Additionally, there are significant negative gaps between customer perception and expectation in each dimension, indicating considerable dissatisfaction with the service quality provided. The findings suggest that improvements are needed across all dimensions to bridge the service quality gaps and enhance customer satisfaction.

Upon comparing the service quality gap for each dimension (tangibility, reliability, responsiveness, assurance, and empathy), these gaps are almost close to each other, and we can conclude that the dimension gap is relatively similar in terms of customer perception and expectation. This indicates that customers have similar levels of dissatisfaction across all dimensions of service quality.

When the service quality gaps are consistently negative and relatively close in magnitude, it suggests that customers perceive a lack of satisfactory performance across various dimensions of service quality. This implies a need for comprehensive improvements in the overall service delivery to meet or exceed customer expectations.

In such cases, it becomes crucial for the city administrations to focus on enhancing performance in all dimensions equally rather than prioritizing one specific dimension over the others. By

addressing the gaps and improving service quality across all dimensions, the service provider can work towards enhancing customer satisfaction and closing the gaps between perception and expectation.

*according to the majority of customer feedback obtained from the focus group discussions, a common sentiment expressed was that their expectations and perceptions of service quality were significantly different. Customers consistently highlighted the disparity between what they anticipated and what they actually experienced. This disconnect between expectation and reality was a recurring theme throughout the discussions. It was clear that customers had certain expectations regarding the various dimensions of service quality, such as tangibility, reliability, responsiveness, assurance, and empathy. However, their actual perceptions fell far short of these expectations. This misalignment between what customers anticipate and what they perceive underscores the need for improvements in all dimensions of service quality to bridge the gap and meet customer expectations*

*One respondent expressed their frustration by stating, "We expect and hope for improvements in service quality over time, but it seems like the service providers are ignorant and indifferent to evaluating themselves and bridging the gap."*

*They highlighted their disappointment with the lack of proactive measures taken by service providers to address the gaps between customer expectations and actual service delivery. They believed that service providers should take responsibility for evaluating their own performance and actively work towards improving service quality to meet customer expectations. The respondent's comment emphasizes the importance of self-reflection and continuous improvement on the part of service providers to close the gap and enhance customer satisfaction.*

*The majority of head officers respond, " We track basic coverage, utilization rates, and budget spending but infrastructure conditions, staffing adequacy, compliance with timelines, and customer satisfaction are not systematically evaluated due to resource and technical limitations. While we try to fill gaps through outreach, quality is inconsistent. Introducing modern management tools for periodic review, citizen report cards, and benchmarking best practices could strengthen monitoring and help prioritize improvements. Higher support is also needed to remove structural bottlenecks."*

### **4.13. Major Challenges in the Urban Local Governance System that impede Provision Public Service Delivery at City Administration Sidama Regional State and Strategies Need to Overcome.**

#### **Overall Performance and Effectiveness of the Current Service Delivery System**

The service delivery system faces efficiency constraints. Although coverage has expanded and basic services are somewhat accessible, challenges remain, including rapid urbanization, outdated infrastructure, understaffing, and bureaucratic hurdles in procurement and hiring processes. Staff commitment is unsatisfactory, and the lack of ongoing training is a significant concern. The growth of urbanization demands additional resources to sustainably meet evolving needs in the face of population growth.

#### **Meeting Customers' Diverse Needs Effectively**

Efforts to be inclusive face challenges in adequately catering to vulnerable groups, such as the elderly, disabled, and women-headed households, due to access barriers resulting from a lack of tailored facilities, information, and assistive technologies. Quality discrepancies across economic classes further impact service reliability. Implementing regular feedback mechanisms could help address these gaps through targeted interventions, but resource constraints remain a significant hurdle that requires higher administrative intervention

#### **Major Challenges in Providing Effective Public Services**

Limited funds hinder investments in infrastructure, the recruitment of qualified staff, training programs, and the adoption of modern technologies, all of which directly impact service quality, coverage, and reliability. Bureaucratic procedures slow down the system despite reform efforts, and coordination failures between departments contribute to inefficiencies. Meeting the demands of a growing population is challenging without capacity enhancement. Additionally, low community awareness regarding rights and responsibilities further complicates matters. To address these deep-rooted challenges effectively, concerted long-term planning and multilevel cooperation are necessary.

**Bureaucratic practices hampering efficient service:**

Excessive paper-pushing and procedural formalities at each step cause critical delays. The lack of standard protocols leads to varied practices across departments and locations. Political interference in transfers and tenders sometimes undermines fairness and professionalism. Streamlining approval layers, delegating powers, digitizing processes, and setting clear service benchmarks and timelines could help remedy these issues while maintaining checks and balances. Additionally, community-based monitoring encourages responsiveness and accountability.

**Key performance metrics and addressing gaps:**

While basic coverage, utilization rates, and budget spending are tracked, infrastructure conditions, staffing adequacy, compliance with timelines, and customer satisfaction are not systematically evaluated due to resource and technical limitations. Limited efforts to address gaps through outreach result in inconsistent quality. Introducing modern management tools for periodic reviews, citizen report cards, and benchmarking best practices could strengthen monitoring and help prioritize improvements. Additional support is needed to remove structural bottlenecks and enhance overall effectiveness.

**Adapting governance to changing dynamics:**

Rapid urbanization and rising aspirations present both opportunities and challenges. They need to enhance long-term planning capacity and forge new partnerships to sustain service delivery. Transitioning to e-governance within budget limits, exploring diverse service models through public participation, and outsourcing select operations can help keep pace. But this requires major capacity upgrades, which depend on multilevel cooperation and support. Community engagement is similarly important to designing demand-driven, people-centric solutions.

**Citizen engagement and participation:**

Public meetings are always lack of active citizen participation. Systematizing engagement through citizens' committees with resident widen participation. Online platforms and regular satisfaction surveys would make citizens' voices heard better. Devolving meaningful planning and budgeting roles to community institutions nurtures ownership and accountability too. However, this also needs investments to initially strengthen grassroots capacities.

## **Initiatives to enhance service accessibility, reliability, responsiveness, assurance, and tangibility**

Despite the importance of enhancing accessibility, reliability, responsiveness, and assurance of services for citizens in the public sector, it appears that there have been challenges in fully meeting these objectives. The initiatives taken may have faced obstacles or limitations that hindered their effectiveness in delivering optimal service quality to citizens. This negative outcome could be attributed to various factors, such as resource constraints, organizational inefficiencies, a lack of stakeholder engagement, or inadequate implementation strategies.

### **Measuring customer satisfaction:**

Head officers acknowledge the importance of direct feedback but highlight a lack of structured mechanisms for regular, statistically valid satisfaction surveys due to budgetary and technical constraints. This limitation hampers their ability to systematically identify issues, prioritize corrective actions, and track improvements over time. Introducing standardized metrics and survey methods would enable a rigorous assessment of satisfaction levels, facilitating continuous enhancement. Capacity-building support emerges as a critical factor in this context.

### **Assessing employee competency and attitudes:**

There is variance in competency levels attributed to inadequate induction training. Emphasizing regular sensitization efforts could enhance attitudes towards citizen-centricity. Proposals to streamline recruitment processes and base promotions on merit-performance evaluations rather than seniority aim to incentivize efficiency and accountability among employees. Nevertheless, implementing these strategies necessitates investments in training infrastructure and human resource management systems to support current needs.

### **Capacity for Continuous Quality Improvements:**

Head officers emphasize the importance of enhancing service quality despite resource constraints. They highlight the value of introducing modern management tools through partnerships, learning from exemplars, and gradually upgrading facilities. However, these efforts have only yielded partial results. They stress the critical need for sustained capacity-building support to systematically strengthen their ability to evolve, innovate, and meet the increasing expectations of

citizens through data-driven reforms. Additionally, community-level monitoring is highlighted as a factor that encourages responsiveness.

### **Initiatives to Improve Service Delivery and Satisfaction:**

There is effort to expand coverage, expedite services by simplifying processes, enhance frontline staff accountability through monitoring, and conduct regular outreach and awareness. Despite these efforts, challenges such as infrastructure deficits, bureaucratic obstacles, limited satisfaction assessments, and resource constraints hinder progress, leading to incremental improvements. Overcoming these systemic issues requires concerted efforts through multi-level cooperation.

### **Recommendations Seeking Higher-Level Support:**

Head officers advocate for increased fiscal transfers to address long-term infrastructure development and institutional capacity building needs. They stress the importance of simplifying high-level coordination procedures, streamlining service delivery, and expediting recruitment drives to address staff shortages. Seeking technical guidance from specialist agencies on modernizing systems, e-governance adoption, and change management is seen as crucial to accelerating reforms. They emphasize the holistic approach needed to address these issues effectively.

### **Strategic Partnerships' Role in Governance and Service Delivery:**

Head officers recognize the potential of leveraging the complementary capacities of communities, non-profits, and businesses to enhance service delivery through diverse models. They highlight the importance of involving residential associations in local maintenance initiatives, non-profits in service extensions, and outsourcing select operations to qualified private entities to improve efficiency. However, they stress that developing robust frameworks and making initial investments are essential for successful cross-sectoral alliances anchored on local needs.

### **Key Priorities to Improve Satisfaction and Services:**

Head officers underscore the immediate need to invest in basic infrastructure upgrades, streamline bureaucratic processes, enhance technical and managerial competencies through tailored training, systematically measure satisfaction levels, strengthen community engagement and ownership, and leverage alternative resources through strategic public-private social partnerships and multilevel

cooperation. They emphasize that addressing these critical issues through a mission-mode approach with target-based actions is key to driving sustainable improvements in service delivery and citizen satisfaction.

### **Additional Insights on Local Governance and Service Delivery**

Head officers acknowledge that while decentralized governance is an ideal approach, capacity and resource gaps remain significant developmental challenges. They emphasize the need for continuous efforts to build local capabilities, simplify government coordination, and leverage the complementary capacities of all stakeholders, including civil society and the private sector. Data-driven planning, monitoring, and learning from best practices are highlighted as crucial elements for effective local service delivery. Ensuring multilevel political will and budgetary support is equally important to sustain these efforts. Most significantly, head officers stress the importance of empowering citizens as drivers of accountability through systematic feedback mechanisms. This can nurture responsive, people-centric solutions tailored to local needs and strengths over the long run.

The thematic analysis highlights the multifaceted challenges in the local urban governance system of the Sidama regional state, particularly in the provision of public service delivery at the city administration level. These challenges include:

- Issues related to overall performance and effectiveness of the local governance system
- Difficulties in meeting the diverse needs of citizens and customers
- Limited resources and funding constraints
- Bureaucratic practices and red tape that hinder efficient service delivery
- Lack of clear and measurable key performance metrics to assess progress
- Challenges in adapting to changing dynamics and emerging needs of the population
- Insufficient citizen engagement and community participation in governance processes
- Issues with service accessibility and reliability from the perspective of citizens
- Lack of continuous measurement of citizen satisfaction with public services

- Gaps in employee competency and capacity to deliver high-quality services
- Insufficient focus on continuous quality improvements in service delivery
- Limited initiatives and programs to enhance service delivery and customer experience
- Lack of high-level political support and commitment to improve local governance
- Inadequate strategic partnerships with other stakeholders and sectors

Despite these challenges, the analysis also identifies strategies and recommendations to address them, such as:

- Enhancing long-term planning capacity of local government institutions
- Improving resource allocation and utilization to prioritize service delivery
- Streamlining bureaucratic processes and reducing red tape
- Leveraging technology and digital solutions to improve service delivery
- Fostering community engagement and citizen participation in governance
- Strengthening employee competency through training and capacity building
- Developing strategic partnerships with private sector, civil society, and other stakeholders
- Prioritizing key areas for improvement based on citizen needs and feedback

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION**

### **5.1. Introduction**

This final chapter is the culmination of this study, offering a concise summary of findings, conclusions, and recommendations. This chapter includes a synthesis of empirical evidence, highlighting key insights and patterns discovered throughout the research process. Additionally, it encapsulates robust conclusions drawn from the analysis, shedding light on the broader implications of the findings.

### **5.2. Summary of Findings**

The purpose of this study was to assess the level of customer satisfaction with public service delivery at the city administration level in Sidama, Sidama regional state. To achieve this objective, the researcher asked the following question:

1. What is the current status of service quality in public service delivery at the city administration level in Sidama regional state?
2. What is the overall level of customer satisfaction regarding public service delivery at the city administration level in Sidama regional state?
3. What is the relationship between service quality and customer satisfaction at the city administration level in the Sidama regional state?
4. What are the service quality gaps existing between customers' expectations and their perceptions regarding city administrations' public service quality in Sidama regional state?
5. What are the existing challenges in the local urban governance system that impede effective public service delivery at the city administration level of Sidama regional state and strategies that need to be overcome?

In addition to the research questions stated above, the following hypotheses are also stated:

H1: There is a significant relationship between tangibility and customer satisfaction.

H2: There is a significant relationship between reliability and customer satisfaction.

H3: There is a significant relationship between responsiveness and customer satisfaction.

H4: There is a significant relationship between assurance and customer satisfaction.

H5: There is a significant relationship between empathy and customer satisfaction.

The first question was stated, "What is the current status of service quality in public service delivery at the city administration level in Sidama regional state?" was answered by evaluating the quality-of-service delivery by using the SERVQUAL dimensions, which are tangibility, reliability, responsiveness, assurance, and empathy, both on the expectation and perception sides. The research revealed that there is poor service delivery status at the city administration level in Sidama Regional State.

Similarly, the researcher helped with the first question and took further steps to answer the second question, which stated, "What is the overall level of customer satisfaction regarding public service delivery at the city administration level in Sidama regional state?" and research revealed that there is a poor level of customer satisfaction at the city administration level.

The third question, "What is the relationship between service quality and customer satisfaction in public service delivery at the city administration level in Sidama regional state?" was answered according to a hypothesis drawn by the researcher. The univariate (simple) regression for the dimensions was conducted independently for both the expectation and perception of the customer. Expectation values showed that a percentage rise in all the dimensions would lead to an increase in customer satisfaction. It was evident that all dimensions had a positive and strong relationship with customer satisfaction. Similarly, in the case of the perception values, it was evident that all dimensions, which were tangibility, reliability, and empathy, responsiveness, assurance, and empathy, had positive and quite strong relationships with customer satisfaction.

The correlation test conducted for the expectation values indicated that all dimensions, which are tangibility, reliability, responsiveness, assurance, and empathy, have strong relationships with customer satisfaction. Similarly, the correlation test for the perception values showed that all dimensions, which are tangibility, empathy, reliability, assurance, and responsiveness, have a strong positive relationship with customer satisfaction.

The quantitative analysis, supported by the qualitative data gathered, led to the following conclusions:

1. That tangibility is significantly related to customer satisfaction.
2. That reliability is significantly related to customer satisfaction.
3. That responsiveness is significantly related to customer satisfaction.
4. That assurance is significantly related to customer satisfaction.
5. That empathy is significantly related to customer satisfaction.

Thus, the data and analysis support all hypotheses which are drawn by researcher.

Data was also presented and analyzed with respect to the fourth research question, which is stated as “What is the significant service quality gap existing between customers’ expectations and their perceptions regarding service provision at city administration in Sidama regional state?” Research revealed that customers have low perceptions of all the dimensions of service quality (tangibility, reliability, responsiveness, assurance, and empathy). Which underscores that city administrations are not working according to those service quality dimensions. Conversely, customers have high expectations for all dimensions of service quality. This suggests that customers expect and want service provision(delivery) according to all service quality dimensions. Thus, there are significant negative gaps between customer perception and expectation in each dimension. As a result, research found a substantial negative service quality gap with the service provided at city administrations in Sidama regional state.

The fifth question is, “What are the major challenges in the local urban governance system that impede the provision of effective public service delivery at the city administration level of Sidama regional state and strategies that need to be overcome?” was answered.

The research findings have brought multitude of challenges facing urban local governance within city administrations in the Sidama regional state. These challenges encompass a wide array of issues that impact the overall performance and effectiveness of services. They include the need to cater to diverse customer requirements, the constraints posed by limited resources, bureaucratic practices, the absence of key performance metrics, the struggle to adapt to evolving dynamics, insufficient citizen engagement, difficulties in ensuring service accessibility and reliability, the challenge of measuring customer satisfaction, lack of employee competency, the pursuit of

continuous quality improvements, the inadequacy of initiatives aimed at enhancing service delivery, the lack of higher-level support, weak strategic partnerships, the absence of clear priorities for improvement, and a deficiency in commitment to fortifying urban local governance and service delivery.

The research findings also highlight strategies to address the challenges in urban local governance within city administrations in the Sidama regional state. These strategies aim to enhance long-term planning capacity, improve resource allocation and utilization, streamline bureaucratic processes, leverage technology, foster community engagement, strengthen employee competency, build strategic partnerships, and prioritize key areas for improvement.

Enhancing long-term planning capacity involves developing comprehensive plans that align with the region's development goals and address the diverse needs of citizens. Improving resource allocation and utilization ensures that limited resources are efficiently directed towards priority areas, maximizing their impact on service delivery.

Streamlining bureaucratic processes through process re-engineering and simplification can reduce red tape and improve the efficiency of service delivery. Leveraging technology, such as e-governance and digital service platforms, can enhance accessibility, transparency, and responsiveness in service provision.

Fostering community engagement by actively involving citizens in decision-making processes and service delivery can improve accountability, build trust, and ensure that services cater to local needs. Strengthening employee competency through continuous training and development programs can enhance the skills and knowledge of public servants, enabling them to deliver high-quality services.

Building strategic partnerships with the private sector, civil society organizations, and development partners can mobilize additional resources, expertise, and innovative solutions to address local challenges. Prioritizing key areas for improvement, such as service accessibility, reliability, and customer satisfaction, can help city administrations focus their efforts and resources on the most pressing issues.

### 5.3. Conclusion

The purpose of this study was to assess the level of customer satisfaction with public service delivery at the city administration level in Sidama regional state. To attain this objective, the researcher employed the SERVQUAL model and was able to show the current status of public service quality, the level of customer satisfaction, the relationship between service quality, and identify the service quality gap at the city administration level in Sidama regional state. Furthermore, major challenges in urban local governance that impede effective provision of public services and solutions to overcome them have been identified.

From the study, it was found that all service quality dimensions are positively and strongly related to customer satisfaction. This indicates that all dimensions (tangibility, reliability, responsiveness, assurance, and empathy) are determinants of customer satisfaction.

The empirical evidence indicates a poor public service quality status and a low level of customer satisfaction at the city administration level in the Sidama regional state. This situation arises from a mismatch between city administration service delivery and service quality dimensions. Essentially, this implies that the services provided by the city administration do not meet the expected standards of quality as perceived by customers. As a result, there is a notable gap between what customers expect in terms of service quality and what is actually delivered by the city administration. This discrepancy leads to dissatisfaction among customers and highlights the critical need for the city administration to align its service delivery with the established service quality dimensions to enhance customer satisfaction and improve overall service quality in the region.

The study also revealed a significant service quality gap at the city administration level in the Sidama regional state. Customers exhibit low perceptions across all dimensions of service quality, including tangibility, reliability, responsiveness, assurance, and empathy, while simultaneously holding high expectations for each dimension of service quality. This disparity indicates substantial negative gaps between customer perception and expectation in every dimension, highlighting a significant negative service quality gap in the services offered by city administrations in the Sidama regional state. This **implied** presence of such substantial negative service quality gaps underscores a critical need for immediate attention and improvement in the service delivery provided by city administrations in the Sidama regional state. Addressing these

gaps is essential to bridge the disparity between customer expectations and perceptions, ultimately enhancing customer satisfaction, loyalty, and the overall quality of services offered by city administrations.

Finally, the research findings have highlighted a range of challenges facing urban local governance within city administrations in the Sidama regional state. These challenges span various aspects that impact the overall performance and effectiveness of service provision. The study also identifies strategies to address these challenges, which include enhancing long-term planning capacity, improving resource allocation and utilization, streamlining bureaucratic processes, leveraging technology, fostering community engagement, strengthening employee competency, building strategic partnerships, and prioritizing key areas for improvement. Recommendations have been offered as follows:

#### **5.4. Recommendations**

According to research findings, the current status of public service delivery, level of customer satisfaction, service quality gap, and existing challenges show that public service delivery at the city administration level in Sidama regional state has potential problems that need solutions. Furthermore, the study clearly shows that there is a positive and strong relationship between all dimensions of service quality and customer satisfaction. Therefore, improving customer satisfaction and service quality, filling the service quality gap, and overcoming challenges in urban local governance that hinder the provision of quality service should be prioritized. Specifically, the following recommendations have been made:

##### **Recommendation for Improving Service Quality Dimension**

From the study, it was found that service quality dimensions, which are tangibility, reliability, responsiveness, assurance, and empathy, had a strong positive relationship with customer satisfaction. In other words, all dimensions are potential determinants of customer satisfaction. It is therefore recommended that the city administration focus more on investing its resources and improving the tangibility, reliability, responsiveness, assurance, and empathy dimensions.

The study specifically recommends improving the physical facilities, equipment, and appearance of service delivery locations. Invest in upgrading infrastructure to create a more professional and welcoming environment for customers to attain tangibility. To attain reliability, the city

administration should enhance processes and systems to ensure consistent and dependable service delivery. Establish clear service standards and protocols and implement measures to monitor and track performance to build trust and confidence among customers.

To attain responsiveness, city administration should foster a culture of prompt and efficient response to customer needs and inquiries. Therefore, it is important for city administration to implement mechanisms such as designated customer service representatives, clear communication channels, and streamlined procedures to address customer issues and provide timely solutions.

Invest in training programs to enhance the knowledge and expertise of employees. This will instill confidence in customers that they are receiving accurate information and reliable assistance. Additionally, to attain assurance, city administration should devise strategies and implement policies and practices that prioritize transparency and accountability to build trust with the community.

Finally, to attain empathy, city administration should develop a customer-centric approach by training employees to actively listen, understand, and empathize with customer concerns. Encourage staff to demonstrate empathy and compassion in their interactions, ensuring that customers feel valued and understood.

### **Recommendation to Reduce Service Quality Gaps**

The study also recommends that measures be put in place to reduce the negative service quality gaps. The substantial negative gaps are indicative of the fact that customers are highly dissatisfied. A study found that there are negative service quality gaps in all dimensions, which are tangibility, reliability, assurance, responsiveness, and empathy. In other words, this means that customers have high expectations with a low perception of these dimensions, and they are unsatisfied. It is recommended that, overall, the city administration prioritize efforts to close the service quality gaps identified across all dimensions to enhance customer satisfaction and improve service delivery effectiveness.

### **Recommendation for Addressing Major Challenges That impeded Provision of effective service public service delivery**

The study found that challenges encompass a wide array of issues that impact the overall performance and effectiveness of services. They include diverse customer requirements, the constraints posed by limited resources, bureaucratic practices, the absence of key performance metrics, the struggle to adapt to evolving dynamics, insufficient citizen engagement, difficulties in ensuring service accessibility and reliability, the challenge of measuring customer satisfaction, a lack of employee competency, the pursuit of continuous quality improvements, the inadequacy of initiatives aimed at enhancing service delivery, the lack of higher-level support, weak strategic partnerships, the absence of clear priorities for improvement, and a deficiency in commitment to fortifying urban local governance and service delivery.

By implementing these strategies, which include enhancing long-term planning capacity, improving resource allocation and utilization, streamlining bureaucratic processes, leveraging technology, fostering community engagement, strengthening employee competency, building strategic partnerships, and prioritizing key areas for improvement, city administrations in the Sidama regional state should have to work towards overcoming the challenges in urban local governance and delivering effective, efficient, and responsive services to their citizens.

### **Recommendation for future work**

For future research endeavors in assessing customer satisfaction with public service delivery at the city administration level in Sidama Regional State, several avenues for exploration and improvement could be considered.

It is essential for future research to explore the effectiveness of existing strategies and interventions aimed at enhancing customer satisfaction in public service organizations within the region. This could involve evaluating the implementation of customer feedback mechanisms, training programs for employees, and the utilization of technology to improve service delivery processes.

Additionally, future studies should consider conducting comparative analyses across city administrations and between different public service organizations within the Sidama regional state to identify best practices and areas for improvement. This comparative approach can provide

valuable insights into the factors that contribute to high levels of customer satisfaction and effective service delivery.

Furthermore, future research should consider investigating the impact of organizational culture and leadership on customer satisfaction in public service organizations. Examining how organizational values, communication, and decision-making processes influence service delivery can provide valuable insights for improving organizational performance and enhancing customer satisfaction.

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## Appendix

### Appendix I

#### A Questionnaire Assessing the Level of Customer Satisfaction on Public Service Delivery on Public Service Delivery at City Administration Level in Sidama Regional State

Dear respondent, this research will “Assess the level of customer satisfaction on public service delivery at city administration level in sidama regional state” as a partial fulfillment of the requirement for Master of art in development management at Hawassa University. Your accurate response to the questionnaire is imperative for the successful accomplishment of the study. Please be assured that your response will be treated strictly confidential and the result will be used only for the purpose of this research. Please take a few minutes to complete this questionnaire. Thank you in advance and remember your opinion counts.

☒ Please use √ to show your answer

☒ No need to write your name

Yours sincerely,

Tamrat Teshale Shalemo

#### Part One: Demographic data

1. Sex: Male  Female

2. Age: Below 20  20-30  31-40  41-50  Above 50

3. Educational Background: Illiterate  Up to grade 12  Diploma  Degree

Masters  PhD

**Part two: Quality public service delivery Practice “Expectations”**

**Instruction: The following questions are based on 5-Point Likert Scale where 1 = Strongly Disagree; 2 = Disagree; 3 = Somewhat agree; 4 = Agree; and 5 = Strongly Agree. Please put tick mark (√) where appropriate.**

Here you are required to express your “ <b>Expectations</b> ” about what public service delivery should have																				
Tangibility	Health office					Water supply					Transportation					Waste disposal				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
The city administration offices should have a modern and up-to-date infrastructure.	√																			
The city administration office should have visually appealing material associated with the service delivery																				
Employees should have a neat and professional appearances																				
After all the office’s service should be usually reliable																				
Physical surroundings and layout of offices should be pleasant and user-friendly.																				
Reliability	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
The employees of the city administration office should provide service as promised.																				
The employees of the city administration office should be dependable in handling customers service problem																				
Employees of the city administration office should perform service delivery right at the first time																				
The employees of the city administration office should provide the required service at the promised time																				
The city administration office should handle citizen complaints effectively.																				
Responsiveness	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Staff should be willing to help customers promptly.																				
The employees of the offices should be ready to respond to your request as required.																				
The employees of the city administration office should provide prompt services																				
staff should never be too busy to respond to customer requests.																				

The city administration office should have convenient operating hours for all customers.																				
<b>Assurance:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The employees of the office should greet positively just as you enter the office																				
The employees should treat customer equal to others for his/her request																				
The organization should be good at keeping customer privacy secret as needed																				
The employee's ability should be convincing in problems solving																				
Helpful, sufficient information should be supplied to customers																				
<b>Empathy</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The employees of the city administration office should well understand customers and their problem																				
The city administration offices' employees should acknowledge customer- need or frustration when solving problems																				
The employees should be caring for customers emotion while service encounter																				
Employees should be empathetic and understand customers' unique situations which bring to them																				
Employees' service and communication style should make customers feel valued.																				

**Part three: Quality public service delivery Practice “perception”**

**Instruction: The following questions are based on 5-Point Likert Scale where 1 = Strongly Disagree; 2 = Disagree; 3 = Somewhat agree; 4 = Agree; and 5 = Strongly Agree. Please put tick mark (✓) where appropriate.**

Here you are required to express your “ <b>perception</b> ” about public service delivery after accessing service																				
Tangibility	Health office					Water supply					Transportation					Waste disposal				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
The city administration offices have a modern and up-to-date infrastructure.																				
The city administration offices have visually appealing material associated with the service delivery																				
Employees have a net and professional appearances																				
After all the office's service is usually reliable																				

Physical surroundings and layout of offices are pleasant and user-friendly.																				
<b>Reliability</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The employees of the city administration office provide service as promised.																				
The employees of the city administration offices are dependable in handling customers service problem																				
Employees of the city administration office perform service delivery right at the first time																				
The employees of the city administration office provide the required service at the promised time																				
The city administration office handle citizen complaints effectively.																				
<b>Responsiveness</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The city administration office’s employees are always willing to help customers																				
The employees of the offices are ready to respond to your request as required.																				
The employees of the city administration office provide prompt services																				
The office’s experts are never too busy to respond to customer requests.																				
The city administration offices have convenient operating hours for all customers.																				
<b>Assurance:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The employees of the office greet positively just as customer enter the office																				
The employees treat customer equal to others for his/her request																				
The organization is good at keeping customer privacy secret as needed																				
The employee’s ability is convincing in problems solving																				
Helpful, sufficient information supplied to customers																				
<b>Empathy</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The employees of the city administration office well understand customers and their problem																				
The city administration offices’ employees acknowledge customer- need or frustration when solving problems																				





**Date of Focus Group:** \_\_\_\_\_

**Location of Focus Group:** \_\_\_\_\_

**Name of Note Taker:** \_\_\_\_\_

**KEY AREA: Service Delivery:**

1. Based on your experience, how would you describe the current level of public service in city administration?
2. Can you identify any specific public services that you believe are delivered effectively in the city administration? What factors contribute to their success? Conversely, are there any public services where you believe the delivery falls short? What are the main challenges or reasons behind this?

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**KEY AREA: Customer Satisfaction:**

3. From your observations and interactions with the community, how satisfied do you believe the customers are with the public services provided by the city administration in city administration?
4. What are the key factors that influence customer satisfaction with public service delivery?
5. Can you give examples of instances where customers have expressed satisfaction or dissatisfaction with specific public services? What were the underlying reasons for their satisfaction or dissatisfaction?

**KEY AREA: Urban local governance**

6. In your opinion, how does urban local governance impact the level of customer satisfaction with public service delivery?
7. What role does citizen engagement and participation play in improving service delivery and customer satisfaction?
8. Are there any specific governance challenges that you believe hinder effective public service delivery in the region? If so, what are they and how do they impact customer satisfaction?
9. What role does urban local governance play in influencing customer satisfaction with public services?

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**KEY AREA: Improving Customer Satisfaction and Service Delivery:**

10. Based on your experience, what strategies or initiatives can be implemented to enhance customer satisfaction with public service delivery in city administration?
11. How can urban local governance be strengthened to ensure better service delivery and increased customer satisfaction?
12. Are there any areas where you believe the city administration can improve its governance practices to enhance service delivery?

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**Wrap Up Questions**

13. What is your preference on public service delivery and What suggestions or recommendations do you have for improving customer satisfaction in public service delivery at the city administration?
14. Lastly, is there anything else you would like to share or any additional insights you believe are important for this research on assessing the level of customer satisfaction on public service livery at city administration level in Sidama Regional State?

# Appendix III

## Interview Guide

I want to thank you for taking the time to meet with me today. My name is TAMRAT TESHALE SHALEMO and I would like to talk to you about your experiences on urban local governance, service delivery and customer satisfaction in your city administration. Specifically, as one of the components of our research, we are assessing the level of customer satisfaction on public service delivery at city administration level in sidama regional state. The interview should take less than an hour. I will be taping the session because I don't want to miss any of your ideas. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on tape, please be sure to speak up so that we don't miss your comments. All responses will be kept confidential. This means that your interview responses will only be shared with research team members and we will ensure that any information we include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time. Are there any questions about what I have just explained? Are you willing to participate in this interview?

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Interviewee	Witness	Date
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1. How would you characterize the overall performance and effectiveness of the current system of service delivery in your sector and What are the main strengths and weaknesses? Please explain.
2. How well do services meet customers' diverse needs? Do you think that your sector is providing effective service delivery for its customer as it expected?
3. As you are head officer of this sector, what are major challenges currently faced in providing effective public services at city administration level? Please explain What factors do you see as the biggest obstacle in effectively meeting customers' needs and expectations?
4. What internal processes or bureaucratic practices, if any, hamper quick and efficient service? How can these be reformed or streamlined?
5. What are the key performance indicators or metrics used to assess the effectiveness of public service delivery? Please explain What steps have been taken to address any gaps or shortcomings identified in the service delivery system?
6. How may governance adapt to changing dynamics as the city and needs evolve?
7. How would you describe citizen-government engagement and participation in local governance issues? What more can be done?
8. What initiatives have been taken to enhance accessibility, reliability tangibility, responsiveness, assurance and empathy of services for citizens?
9. How do you measure and evaluate customer satisfaction in relation to public service delivery?
10. How would you assess employee competency, attitudes and responsiveness towards delivering citizen-centric services?
11. How would you assess the administration's capacity for continuous quality improvements? What changes are needed?
12. What initiatives or strategies have been implemented to improve public service delivery and customer satisfaction in the city administration?
13. What recommendations and support do you need from higher levels of government to strengthen local governance capabilities and address your challenges more effectively?
14. In your view, how can strategic partnerships with private/non-profit stakeholders contribute to addressing governance issues around public service delivery? Please explain
15. In your opinion, what are the key priorities or areas of focus for improving customer satisfaction, public service delivery and strengthening urban local governance in city administration?
16. Lastly, is there anything else you would like to share or any additional insights you believe are important for this research on assessing the level of customer satisfaction on public service delivery at city administration level in Sidama Regional State?

# Appendix VI

## Observation protocol

Date: \_\_\_\_\_

Location: \_\_\_\_\_

Observer: \_\_\_\_\_

### Physical Environment

Cleanliness, organization, signage, seating availability, etc.

### Wayfinding

Ease of navigating facility to desired service areas

### Queue Management

Waiting area arrangement, crowd control, status updates

### Staff Conduct

Courtesy, responsiveness, problem-solving abilities

### Customer Interactions

Clarity of communications, empathy, efficiency

### Transaction Process

Steps, average time taken, use of tech/form

### Accessibility

Accommodations for persons with disabilities

### Customer Sentiment

Facial expressions, body language

# አባሪ 1

በ ሀዋሳ ዩኒቨርሲቲ የድህረ ትምህርት ጥናት

የህግና እና አስተዳደር ትምህርት ክፍል

## ክፍል 1

### በደንበኞች የሚሞላ መጠይቅ፣

ውድ ይህንን መጠይቅ ለመሙላት በጎ ምላሽ የሰጣችሁን ሁሉ፡-

እኔ ተማሪ ታምራት ተሸለ ሸለሞ የምባል ስሆን የናንተን ትብብር የምጠይቀው በሀዋሳ ዩኒቨርሲቲ በህግና እና አስተዳደር የትምህርት ክፍል ይሰጥ ለነበረው ትምህርት የማስተርስ /ሁለተኛ ድግሪ/ ማሟያ ጥናት አስመልክቶ በሲዳማ ብ/ክ/መ በከተማ አስተዳደር ላይ ስላለው የህዝብ አግልግሎት አሰጣጥና የደንብኞችን የእርካታ ደረጃን ለማወቅ የሚረዳ መረጃ ለመሰብሰብ ነው። ከዚህ አኳያ የሚሰበሰበው መረጃ ለትምህርት ዓላማ ብቻ በመሆኑ የሚሞሉትን መረጃ ነፃ ሆነው ነገር ግን ተጨባጭ መረጃ በመሙላት እንድትትባበሩኝ በአክብሮት እጠይቃለሁ።

ቀጥሎ ላሉት ጥያቄዎች መልስዎን የ ("√") በሣጥኑ ውስጥ ያስቀምጡ።፤

1. ጾታ፣ ወንድ  ሴት

2. ዕድሜ፣ ከ20 ዓመት በታች  ከ20-30  ከ31-40  ከ41-50

ከ50 በላይ

3. የትምህርት ደረጃ፡- ያልተማረ  12ተኛ የጨረሰ  ዲፕሎማ  ድግሪ

ማስተርስ  ዶክትሬት እና በላይ  ሌላ

እድመው ከ18 በታች ለሆነ የህግ ክፍል አለው!

## ክፍል 2

የከተማ አስተዳደር የአገልግሎት አሰጣጥ ጥራት ሁኔታን በተመለከተ ደንበኛ እንደመሆኖ መጠን ከተማ አስተዳደር **ልዩሚላ ይገባል ብለው የሚጠብቁትን** ነገር በተመለከተ ለሚነሳለዎት ጥያቄዎች ምላሾችን በሠንጠረዥ የ (“√”) ምልክት በማስቀመጥ ይሙሉ።

ምልክት በማስቀመጥ ይሙሉ።

**ማስታወሻ፦** በሠንጠረዥ ውስጥ ከ5-1 የተዘረዘሩትን ምንነት በተመለከተ፦ 5 = በጣም እስማማለሁ፣ 4 =

እስማማለሁ፣ 3 = ሃሳብ አልሰጥም፣ 2 = አልስማማም፣ እና 1 = በጣም አልስማማም ማለት ነው።

የከተማ አስተዳደር የአገልግሎት አሰጣጥ ጥራት ሁኔታን በተመለከተ ደንበኛ እንደመሆኖ መጠን ከከተማ አስተዳደር **ልዩሚላ ይገባል ብለው የሚጠብቁትን** ነገር በተመለከተ ለሚነሳለዎት ጥያቄዎች ምላሾችን በሠንጠረዥ የ (“√”) ምልክት በማስቀመጥ ይሙሉ።

ከተጨማሪነት አኳያ	የጤና ተቋም					የውሃ አቅርቦት ተቋም					የትራንስፖርት ተቋም					የከትማ ጽዳት እና የቆሻሻ አወገድ ስርዓት ተቋም				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
ተቋሙ ቀልጣፋ አገልግሎት ለመስጠት የሚረደደ ዘመናዊ ቁሳቁሶችን አሟልቶ አገልግሎት ልሰጥ ይገባል።																				
ተቋሙ ከአገልግሎት አሰጣጥ ጋር ቁርኝት ያላቸው ነገሮችን ማሟላት ይገባል።																				
የተቋሙ ሰራተኞች ሙያዊ ገጽታ ሊኖራቸው ይገባል።																				
አጠቃላይ የተቋሙ የቢሮ አገልግሎት በተለመደው አሠራር የሚታመን ወይም ልጩበጥ የሚችል ልሆን ይገባል።																				
የአካባቢው ገጽታ እና የቢሮዎች አቀማመጥ አስደሳች እና ለተጠቃሚዎች ተስማሚ ልሆኑ ይገባል።																				
<b>የሚታመን አሠራር ስለመኖሩ</b>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
የተቋሙ ሰራተኞች መ/ቤቱ እሰጥለሁ ብሎ የቆመበትን ሥራዎች በገቡት ቃል መሠረት አገልግሎት ልሰጡ ይገባል።																				
የተቋሙ ሰራተኞች ከደንበኞች አገልግሎት አሰጣጥ ጋር የተያያዙ ችግሮችን መፍታት ላይ የተመሠረቱ ልሆኑ ይገባል።																				
የተቋሙ ሰራተኞች አገልግሎት አሰጣጡን አስቀድመው በትክክል ልፈጽሙ ይገባል።																				
የተቋሙ ሠራተኞች መ/ቤቱ አገልግሎት ለመስጠት ባስቀመጠው የአገልግሎት መስጫ ጊዜ ገደብ ውስጥ ልፈጽሙ ይገባል።																				
ተቋሙ የዜጎችን ቅሬታዎች በብቃት ሊያስተናገድ ይገባል።																				
<b>ምላሽ አሰጣጥ</b>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
የተቋሙ ሠራተኞች ሁል ጊዜ ደንበኛውን ለመርዳት ፍላጎት ልኖራቸው ይገባል።																				

የተቋሙ ምስሪያ ቤት ሠራተኞች አገልግሎት ፈላጊው ለሚጠይቃቸው ጉዳዮች ምላሽ ለመስጠት ዝግጁ ልሆኑ ይገባል።																				
የተቋሙ ሠራተኞች ፈጣን አገልግሎት የሚሰጡ ልሆኑ ይገባል።																				
የተቋሙ ባለሙያዎች ወይም ኤክስፐርቶች ለአገልግሎት ፈላጊዎች ከሌሎች ሥራዎች በላይ አስቀድመው አገልግሎት ልሰጡ ይገባል።																				
የተቋሙ ምስሪያ ቤት ለሁሉም ደንበኞች ምቹ የሥራ ሰዓት ሊኖረው ይገባል።																				
<b>የማረጋገጫ መለኪያ</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
የተቋሙ ሠራተኞች አገልግሎት ፈላጊው ቢኖራቸው ሲገባ መልካም የሆነ ሠላምታ በመስጠት እና በመቀበል ልዩነትና ግዴታ ይገባል።																				
የተቋሙ ሠራተኞች ሁሉንም ደንበኛ በእኩል ዓይን ልዩ ወይም ልዩነትና ግዴታ ይገባል።																				
የተቋሙ ሠራተኞች እንደአስፈላጊነቱ የደንበኛውን የግል ምስጢር በጠበቀ ሁኔታ አገልግሎት ልሰጡ ይገባል።																				
የተቋሙ ሠራተኞች የደንበኛውን ችግሮች በየትኛውም አማራጭ ለመፍታት የሚጠሩ ልሆኑ ይገባል።																				
ተቋሙ አጋዥ፣ በቂ እና ወቅታዊ መረጃ ለደንበኞች ልዩቀርብ ይገባል።																				
<b>የሰውን ችግር እንደራስ የማየት ሁኔታ</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
የተቋሙ ሠራተኞች የደንበኛውን ፍላጎት ወይም ችግር ቦታ በመስጠት ችግሮችን ልፈቱ ይገባል።																				
የተቋሙ ሠራተኞች በአገልግሎት አሰጣጥ መጓዣ ወይም በአግባቡ ካለማስተናገድ ጋር ተያይዞ ለሚፈጠረው ለደንበኛው ስሜት መጎዳት ደንበኛውን በማረጋገጥ አገልግሎት ልሰጡ ይገባል።																				
ሰራተኞቹ ከደንበኞቹ ጋር በአገልግሎት ሲገናኙ የደንበኞችን ስሜት መንከባከብ ይግባቸዋል።																				
የተቋሙ ሠራተኞች ርኅራኄ ያላቸው እና ወደ እነርሱ የሚያመጣቸውን የደንበኞችን ልዩ ሁኔታዎች መረዳት ይገባል።																				
የተቋሙ የሰራተኞች አገልግሎት እና የግንኙነት ዘዴዎች ደንበኞች ዋጋ እንዳላቸው እንዲሰማቸው ሊያድረግ ይገባል።																				

### ክፍል 3

የከተማ አስተዳደር የአገልግሎት አሰጣጥ ጥራት ሁኔታን በተመለከተ ደንበኛ እንደመሆኖ መጠን ከከተማ አስተዳደር ተቋም **አገልግሎቱን ካገኙ በኋላ በተጨማሪ ያስተዋሉትን** በተመለከተ ለሚነሳለዎት ጥያቄዎች ምላሾዎን በሠንጠረዥ የ ("√ ") ምልክት በማስቀመጥ ይሙሉ።

**ማስታወሻ፦** በሠንጠረዥ ውስጥ **ከ5-1** የተዘረዘሩትን ምንነት በተመለከተ፦ **5 = በጣም እስማማለሁ፣ 4 = እስማማለሁ፣ 3 = ሃሳብ አልሰጥም፣ 2 = አልስማማም፣ 1 = በጣም አልስማማም ማለት ነው።**

ከተጨማሪነት አኳያ	የጤና ተቋም					የውሃ አቅርቦት ተቋም					የትራንስፖርት ተቋም					የከትማ ጽዳት እና የቆሻሻ አወጋገድ ስርዓት ተቋም				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
ተቋሙ ቀልጣፋ አገልግሎት ለመስጠት የሚረደ ዘመናዊ ቁሳቁሶችን አሟልቶ አገልግሎት እየሰጠ ይገኛል።																				
ተቋሙ ከአገልግሎት አሰጣጥ ጋር ቁርኝት ያላቸው ነገሮችን አሟልቶ አገልግሎት እየሰጠ ይገኛል።																				
የተቋሙ ሠራተኞች ከሠራቸው አኳያ ሙያዊ ገጽታ የተላበሱ ናቸው																				
አጠቃላይ የተቋሙ የቢሮ አገልግሎት በተለመደው አሠራር የሚታመን ወይም ልጩበጥ የሚችል ነው።																				
የአካባቢው ገጽታ እና የቢሮዎች አቀማመጥ አስደሳች እና ለተጠቃሚዎች ተስማሚ ናቸው።																				
<b>የሚታመን አሠራር ስለመኖሩ</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
የተቋሙ ሠራተኞች መ/ቤቱ እሰጣለሁ ብሎ የቆመበትን ሥራዎች በገቡት ቃል መሠረት አገልግሎት እየሰጡ ነው።																				
ሠራተኞቹ ከደንበኞች አገልግሎት አሰጣጥ ጋር የተያያዙ ችግሮችን መፍታት ላይ የተመሠረቱ ናቸው																				
የተቋሙ ሠራተኞች አገልግሎት አሰጣጡን አስቀድመው በትክክል ይፈጽማሉ።																				
የተቋሙ ሠራተኞች መ/ቤቱ አገልግሎት ለመስጠት ባስቀመጡ የአገልግሎት መስጫ ጊዜ ገደብ ውስጥ የፈጽማሉ።																				
ተቋሙ የዜጎችን ቅሬታዎች በብቃት ልያስተናገድ ያስተናግዳል።																				
<b>ምላሽ አሰጣጥ</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
የተቋሙ ሠራተኞች ሁል ጊዜ ደንበኛውን ለመርዳት ፍላጎት ያላቸው ናቸው።																				
የተቋሙ ሠራተኞች አገልግሎት ፈላጊው ለሚጠይቃቸው ጉዳዮች ምላሽ ለመስጠት ዝግጁ የሆኑ ናቸው።																				



**ክፍል 4**

**በአገልግሎት አሰጣጥ ዙሪያ ያለው የደንበኞችን እርካታ በተመለከተ በደንበኞች የሚሞላ፣**

**ማስታወሻ:-** በሠንጠረዥ ውስጥ ከ5-1 ለተቀመጡት መጠይቆች እርስዎ ትክክል ነው ብለው ላመኑት ጉዲይ የ (“√”) ምልክት በማስቀመጥ ይሙሉ። በሠንጠረዥ ውስጥ **ከ5-1** የተቀመጡትን ምንነት በተመለከተ፡- **5 = እጅግ በጣም ጥሩ፣ 4 = ደግሞ በጣም ጥሩ፣ 3 = ጥሩ፣ 2 = ዝቅተኛ 1 = በጣም ዝቅተኛ ማለት ነው።**

መመዘኛዎች	ጥያቄዎች	መለኪያዎች				
		1	2	3	4	5
<b>ከአገልግሎት አሰጣጥ ጥራት አኳያ</b>	የተቋሙ አገልግሎት አቀራረብ እንዲሁም ሠራተኞች እርስዎ የሚፈልጉትንና ያሰቡትን አገልግሎት ያቀርባሉ?					
<b>አገልግልት አሰጣጥ</b>	ተቋሙ በተፈለገው ጊዜና ወቅት ተገቢውን አገልግሎት በማቅረብ ረገድ የእርስዎን ፍሊጎትና ያሰቡትን ከማሳካት አኳያ					
<b>የአገልግሎት አሰጣጥ ግንኙነት</b>	ከአገልግሎት አሰጣጥ አኳያ የሠራተኞች ከደንበኛው ጋር ያለው መልካም ግንኙነት /መስትጋብር/					
<b>አገልግሎት አሰጣጥን መልሶ የማሻሻል ሁኔታ</b>	መ/ቤቱ የደንበኛውን አስተያየት ግብረ መልስ በመውሰድና በመቀበል የአገልግሎት አሰጣጡን ከማሻሻል አኳያ					
<b>ውጤት</b>	በአጠቃላይ ከተቋሙ የሚፈልጉትን አገልግሎት ከማግኘት አኳያ					
<b>አጠቃላይ የእርካታ ሁኔታ</b>	በአጠቃላይ ተቋሙ ከሚያቀርቡአቸው አገልግሎቶች አኳያ ያለው አጠቃላይ የእርካታ ደረጃ					

## አባሪ 2

በ ሀዋሳ ዩኒቨርሲቲ የድህረ ትምህርት ጥናት

የህግና እና አስተዳደር ትምህርት ክፍል

### የትኩረት ቡድን መመሪያ ለነዋሪዎች በትኩረት ቡድን ጥናት ውስጥ ለመሳተፍ ስምምነት

በሲዳማ ክልላዊ ብ/ክ/መ በከተማ አስተዳደር ደረጃ በፕብሊክ ሰርቪስ አሰጣጥ ላይ የደንበኞችን እርካታ ደረጃ ለመገምገም ይህን የትኩረት ቡድን የጥናቱን አንድ አካል አድርጎታል።

የቡድን ውይይቱ ዓላማ እና የጥያቄዎቹ ምንነት ተብራርቶልኛል። የህዝብ አገልግሎቶችን አቅርቦት እና የደንበኞችን እርካታ ለማሻሻል አንዳንድ መንገዶችን ጨምሮ ስለ ልምዶቹ በትኩረት ቡድን ውስጥ ለመሳተፍ ተስማምቻለሁ። በዚህ የትኩረት ቡድን ውይይት ወቅት በቴፕ ለመቅዳት ተስማምቻለሁ።

የእኔ ተሳትፎ በፈቃደኝነት ነው። በማንኛውም ጊዜ ቡድኑን ለመልቀቅ ነፃ እንደሆንኩ ተረድቻለሁ። በውይይቱ ወቅት በማንኛውም ጊዜ ላለመሳተፍ ከወሰንኩ ውሳኔዬ በምንም መልኩ መብቴን አይነካም።

የትኛውም ገጠመኞቹ ወይም ሀሳቦቹ ከዚህ ጥናት ውጭ ለማንም አይካፈሉም። ሆኖም መለያ መረጃዎች መጀመሪያ ካልተወገዱ በስተቀር። በትኩረት ቡድኑ ወቅት የማቀርበው መረጃ ከሌሎች ሰዎች መልሶች ጋር ይመደባል ስለዚህም ማንነቴን አልገለጽም።

እባክዎ ስምዎን ይጻፉ

ቀን:

\_\_\_\_\_

\_\_\_\_\_

እባክዎ እዝህ ይፈርሙ

\_\_\_\_\_

የምሥክር ፈርማ

ቀን:- \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

ቀን: \_\_\_\_\_

የትኩረት ቡድን ቦታ: \_\_\_\_\_

አወያይ \_\_\_\_\_

**የትኩረት ቡድን መመሪያ**

**ቁልፍ ቦታ: የአገልግሎት አቅርቦት:**

1. ከተሞክሮዎ በመነሳት አሁን ያለውን የከተማ አስተዳደር የህዝብ አገልግሎት ደረጃ እንዴት ይገልጹታል?
2. በከተማው አስተዳደር ውስጥ በብቃት ይሰጣሉ ብለው የሚያምኑትን የተለየ የህዝብ አገልግሎቶችን መለየት ይችላሉ? ለስኬታቸው አስተዋጽኦ የሚያደርጉት የትኞቹ ነገሮች ናቸው? በአንጻሩ፣ አቅርቦቱ አጭር ነው ብለው የሚያምኑባቸው የሕዝብ አገልግሎቶች አሉ? የዚህ ዋና ተግዳሮቶች ወይም ምክንያቶች ምንድን ናቸው?

**ቁልፍ ቦታ: የደንበኛ እርካታ:**

3. ከህብረተሰቡ ጋር ካደረጋችሁት ምልከታ እና ግንኙነት ደንበኞቹ በከተማ አስተዳደሩ በሚሰጠው የህዝብ አገልግሎት ምን ያህል ረክተዋል ብለው ያምናሉ?
4. የደንበኞችን እርካታ በሕዝብ አገልግሎት አሰጣጥ ላይ ተጽእኖ የሚያደርጉ ዋና ነገሮች ምንድን ናቸው?
5. ደንበኞች በተወሰኑ የህዝብ አገልግሎቶች እርካታን ወይም እርካታን የገለጹባቸውን አጋጣሚዎች ምሳሌዎችን መስጠት ይችላሉ? እርካታ ያጡባቸው ወይም እርካታ ያጡባቸው ምክንያቶች ምን ነበሩ?

**ቁልፍ ቦታ: የከተማ አካባቢ አስተዳደር**

6. በእርስዎ አስተያየት የከተማ አካባቢ አስተዳደር በደንበኞችን እርካታ ደረጃና በጥብሊክ አገልግሎት አሰጣጥ ላይ ምን ተጽዕኖ ያሳድራል?
7. የዜጎች ተሳትፎ የአገልግሎት አሰጣጥና የደንበኞችን እርካታ ለማሻሻል ምን ሚና አለው?
8. በከተማ አስተዳደር ውጤታማ የሆነ የጥብሊክ ሰርቪስ እንዳይሰጥ እንቅፋት ናቸው ብለው የሚያምኑባቸው የተለዩ የመልካም አስተዳደር ችግሮች አሉ? ከሆነ፣ ምንድናቸው እና የደንበኞችን እርካታ እንዴት ይጎዳሉ?
9. የከተማ አካባቢ አስተዳደር የደንበኞችን እርካታ በሕዝብ አገልግሎት ላይ ተጽዕኖ ለማሳደር ምን ሚና ይጫወታል?

**ቁልፍ ቦታ: የደንበኛ እርካታን እና የአገልግሎት አቅርቦትን ማሻሻል:**

10. ከተሞክሮዎ በመነሳት በከተማ አስተዳደር ውስጥ በጥብሊክ ሰርቪስ አሰጣጥ የደንበኞችን እርካታ ለማሳደግ ምን አይነት ስልቶች ወይም ውጥኖች ሊተገበሩ ይችላሉ?
11. የተሻለ አገልግሎት አሰጣጥና የተገልጋይ እርካታን ለማሳደግ የከተማ አካባቢ አስተዳደርን እንዴት ማጠናከር ይቻላል?
12. የከተማ አስተዳደሩ የአገልግሎት አሰጣጡን ለማጎልበት የአስተዳደር አሠራሩን ማሻሻል ይቻላል ብለው የሚያምኑባቸው አካባቢዎች አሉ?

**ጠቅላላ ያሉ ጥያቄዎች**

13. በጥብሊክ ሰርቪስ አሰጣጥ ላይ ብሆን ብለህ የምታስበው ፍላጎት አለህ? ክዝህ ጋር ትያያይዙ በከተማ አስተዳደሩ የህዝብ አገልግሎት አሰጣጥ ላይ የደንበኞችን እርካታ ለማሻሻል ምን አይነት አስተያየቶች ወይም ምክሮች አሉ?
14. በመጨረሻም በሲዳሞ ክልላዊ መንግስት በከተማ አስተዳደር ደረጃ የደንበኞችን እርካታ በጥብሊክ ሰርቪስ ላይ ለመገምገም ለዚህ ጥናት ጠቃሚ ነው ብለው የሚያምኑት ሌላ ነገር ወይም ሌላ ተጨማሪ ግንዛቤ አ

### አባሪ 3

#### በ ሀዋሳ ዩኒቨርሲቲ የድህረ ትምህርት ጥናት

#### የህግና እና አስተዳደር ትምህርት ክፍል

#### የቃለ መጠይቅ መመሪያ

ዛሬ ከእኔ ጋር ለመገናኘት ጊዜ ስለሰጡኝ ላመሰግን እወዳለሁ። እኔ ተማሪ ታምራት ተሻለ ሸለሞ የምባል ስሆን የእርሶን ትብብር የምጠይቀው በሀዋሳ ዩኒቨርሲቲ በህግና እና አስተዳደር የትምህርት ክፍል ይሰጥ ለነበረው ትምህርት የማስተርስ /ሁለተኛ ድግሪ/ ማሟያ ጥናት አስመልክቶ በሲዳማ ብ/ክ/መ በከተማ አስተዳደር ላይ ስላለው የህዝብ አግልግሎት አሰጣጥና የደንብኞችን የእርካታ ደረጃን ለማወቅ የሚረዳ መረጃ ለመሰብሰብ ነው።

ቃለ-መጠይቁ ከአንድ ሰዓት ያነሰ ጊዜ የሚወስድ ስሆን ምንም እንኳን በክፍለ-ጊዜው አንዳንድ ማስታወሻዎችን የሚወሰድ ብሆንም ፣ ሁሉንም ሀሳብ በፍጥነት መጻፍ አዳጋች ይሆናል። ስለዝህም ወደ ቃለ-መጠይቁ ክፍለ-ጊዜ ስንገባ የድምጽ መቅጃ መሳሪያ እጠቀማለሁ ምክንያቱም ሃሳቦችዎት እንዳያመልጡኝ አልፈልግም።

ሁሉም ምላሾች በሚስጥራዊነታቸው የሚጠበቅ ስሆን የእርስዎ የቃለ መጠይቅ ምላሾች ከምርምር ቡድን አባላት ጋር ብቻ የሚጋሩ ይሆናል። ስለዝህም በሪፖርታችን ውስጥ የምናካተትው ማንኛውም መረጃ እርስዎ ምላሽ ሰጪ እንደሆኑ እንደማይገልጹ እናረጋግጣለን።

**ያስታውሱ፣** ስለማይፈልጉት ነገር ለማውራት ስልማይገደድ በማንኛውም ጊዜ ቃለ መጠይቁን ማቆም ወይም ማቋረጥ ይችላሉ።

አሁን ስለገለጽኩት ነገር ጥያቄዎች አሉ? በዚህ ቃለ መጠይቅ ላይ ለመሳተፍ ፈቃደኛ ነህ?

ቃለ-መጠይቅ የተደርገለት ሰው ስም	ምስክር	ቀን፦

ፊርማ

**ክፍል 1: የአሁን የአገልግሎት አሰጣጥ ስርዓት ግምገማ**

1. በሴክተር ያለውን የአገልግሎት አሰጣጥ አጠቃላይ አፈጻጸም እና ውጤታማነት እንዴት ይገልጻል እና ዋና ጥንካሬዎች እና ድክመቶች ምንድን ናቸው? እባክዎን ያብራሩ።
2. አገልግሎቶች የደንበኞችን የተለያዩ ፍላጎቶች ምን ያህል ያሟላሉ? የእርስዎ ዘርፍ እንደተጠበቀው ለደንበኛው ውጤታማ አገልግሎት እየሰጠ ነው ብለው ያስባሉ?

**ክፍል 2: የአካባቢ አስተዳደር አስተዳደራዊ ፈተናዎች**

1. እርስዎ የዚህ ዘርፍ ዋና አፈሰር እንደሆነ በአሁኑ ወቅት በከተማ አስተዳደር ደረጃ ውጤታማ ፕብሊክ አገልግሎቶችን ከመስጠት አኳያ ያጋጠሙ ዋና ችግሮች ምንድን ናቸው? እባክዎን ያብራሩ የደንበኞችን ፍላጎት እና ተስፋ በብቃት ለማሟላት እንደ ትልቅ እንቅፋት የሚያዩዎቸው ነገሮች የትኞቹ ናቸው?
2. ፈጣን እና ቀልጣፋ አገልግሎትን የሚያደናቅፉ ካሉ ምን ውስጣዊ ሂደቶች ወይም የቢሮክራሲያዊ ተግባራት ናቸው? እነዚህን እንዴት ማስተካከል ይቻላል?
3. የህዝብ አገልግሎት አሰጣጥን ውጤታማነት ለመገምገም የሚያገለግሉ ዋና የአፈጻጸም አመልካቾች ወይም መለኪያዎች ምንድን ናቸው? እባክዎን ያብራሩ በአገልግሎት አሰጣጥ ስርዓቱ ላይ የሚታዩ ክፍተቶችን ወይም ጉድለቶችን ለመፍታት ምን እርምጃዎች ተወስደዋል?
4. ከተማው እየሰፋ እና ፍላጎቶች እጩሙሩ ሲመጣ አስተዳደሩ ከተለዋዋጭ ለውጦች ጋር እንዴት ሊጣጣም ይችላል?
5. በአካባቢ አስተዳደር ጉዳዮች ላይ የዜጎች እና የመንግስት ተሳትፎ እንዴት ይገልጹታል? ከዚህ በላይ ምን ማድረግ ይቻላል?
6. ተደራሽነትን፣ ተዓማኒነትን ተጨባጭነትን፣ ምላሽ ሰጪነትን፣ ዋስትናን እና የዜጎችን አገልግሎት መረዳዳትን ለማሳደግ ምን አይነት ጅምሮች ተወስደዋል?
7. ከህዝብ አገልግሎት አሰጣጥ ጋር በተያያዘ የደንበኞችን እርካታ እንዴት ይለካሉ እና ይገመግማሉ?
8. ዜጋን ያማከለ አገልግሎት ለመስጠት የሰራተኛውን ብቃት፣ አመለካከት እና ምላሽ እንዴት ይገመግማሉ?

**ክፍል 3: ተግዳሮቶችን ለመፍታት ስልቶች**

1. ተከታታይነት ያለው የጥራት ማሻሻያ ለማድረግ የአስተዳደሩን አቅም እንዴት ይገመግማሉ? ምን ለውጦች ያስፈልጋሉ?
2. በከተማ አስተዳደሩ የፕብሊክ አገልግሎት አሰጣጥና የደንበኞችን እርካታ ለማሻሻል ምን አይነት ውጥኖች ወይም ስልቶች ተተግብረዋል?
3. የአካባቢ አስተዳደርን አቅም ለማጠናከር እና ተግዳሮቶቻችሁን በብቃት ለመፍታት ከከፍተኛ የመንግስት እርካታ ምን ምክሮች እና ድጋፍ ይፈልጋሉ?
4. በእርስዎ እይታ፣ ከግል/ለትርፍ ካልቆሙ ባለድርሻ አካላት ጋር ያለው ስትራቴጂካዊ አጋርነት በፕብሊክ ሰርቪስ አሰጣጥ ዙሪያ ያሉ የመልካም አስተዳደር ችግሮችን ለመፍታት አስተዋፅኦ ሊያደርግ የሚችለው እንዴት ነው? እባክዎን ያብራሩ

**ጠቅላላ ያሉ ጥያቄዎች**

1. በእርስዎ አስተያየት የደንበኞችን እርካታ ለማሻሻል፣ የፕብሊክ ሰርቪስ አሰጣጥን በዘላቂነት ለማጎልበት እና በከተማ አስተዳደር ውስጥ የከተማ አካባቢ አስተዳደርን ለማጠናከር ዋና ጉዳዮች ወይም የትኩረት አቅጣጫዎች ምንድን ናቸው?
2. በመጨረሻም በሲዳማ ክልላዊ መንግስት በከተማ አስተዳደር ደረጃ የደንበኞችን እርካታ በፕብሊክ ሰርቪስ ላይ ያለውን ደረጃ ለመገምገም ለዚህ ጥናት ጠቃሚ ነው ብለው የሚያምኑት ሌላ ነገር ወይም ተጨማሪ ግንዛቤዎችን ማጋራት ይፈልጋሉ?

## አባሪ 3

ቀን: \_\_\_\_\_

ቦታ: \_\_\_\_\_

ታዛቢ: \_\_\_\_\_

### የምልክታ ፕሮቶኮል

- ✓ አካባቢያዊ ገጽታ
- ✓ መንገድ ፍለጋ
- ✓ ወረፋ አስተዳደር
- ✓ የሰራተኞች ምግባር
- ✓ የደንበኛ መስተጋብር
- ✓ የ“ Transaction” ሂደት
- ✓ ተደራሽነት
- ✓ የደንበኛ ስሜት