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SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF QUALITY OF TAXPAYER SERVICE IN WESTERN
ADDIS ABABA TAXPAYER BRANCH OF ETHIOPIAN REVENUE AND
CUSTOMS AUTHORITY**

BY

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Addis Ababa, Ethiopia

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ADDIS ABABA TAXPAYER BRANCH OF ETHIOPIAN REVENUE AND
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DECLARATION

I, the undersigned, declare that this paper is the original work, prepared under the guidance of Alem Hagos (PhD) and also has not been presented forward to award Degree to this or any other similar University; moreover, I duly acknowledged all the materials used for the literature purpose.

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List of Abbreviations

BPR	business process re-engineering
CPIFA	Chartered Institute of Public Finance and Accountancy
ERCA	Ethiopian revenue and customs authority
OPM	Office for Public Management Ltd
SERVQUAL	Service Quality

ABSTRACT

Service quality is one of the critical success factors that influence the competitiveness of an organization. Users of public service, unlike consumers in the private sector, usually have little or no option to go elsewhere for services or to withhold payment. Organizations that provide public services therefore need to take additional steps to ensure that services are of a high quality. SERVQUAL is used to measure service quality amongst the taxpayers and employees of the branch. The purpose of this paper is to obtain a better understanding of the extent to which service quality is delivered within the western Addis Ababa medium taxpayer branch of ERCA. Cohens (2007) mathematical calculations (tables) were used in determining the size of a sample 365 from the population of 10,085 was taken as a respondent. Data collection methods employed was questionnaires and interviews for taxpayers and tax officials. The data has been analyzed via reliability method, descriptive statistics and one sample t-test. The finding shows that the overall service quality perceived by taxpayers was not satisfactory, meaning all the five dimensions showed higher expectations than perceptions of service delivered by the branch. This implies that, west Addis Ababa taxpayer branch office is not providing the level of service quality demanded by taxpayers. The findings suggest that the western taxpayer branch office need to improve all the five dimensions of service quality. Finally, concerned officials of the branch should assess service quality satisfaction continuously to keep the services corresponded with customers' point of view.

Key words: taxpayer, service quality, customer satisfaction, west Addis Ababa taxpayer

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

The service industry plays an increasingly important role in the economy of many countries. In today's global competitive environment, delivering quality service is considered as an essential strategy for success and survival (Parasuraman et al., 1985). Even the public sector organizations have come under increasing pressure to deliver quality services and improve efficiencies (Robinson, 2003). Customer needs and expectations are changing when it comes to governmental services and their quality requirements.

However, service quality practices in public sector organizations is slow and is further exacerbated by difficulties in measuring outcomes, greater scrutiny from the public and press, a lack of freedom to act in an arbitrary fashion and a requirement for decisions to be based on regulation (Teicher et al., 2002).

“...Users of public service, unlike consumers in the private sector, usually have little or no option to go elsewhere for services or to withdraw payment” (OPM and CIPFA, 2004).

Organizations that provide public services therefore need to take additional steps to ensure that services are of a high quality.

Ethiopian Revenue Customs Authority (ERCA) as a public service organization, is striving to satisfy public demands of quality service by employing business process re-engineering which created a customer service process that incorporates taxpayer registration and cancellations, education and assistance on tax matters, tax information and explanation through different mechanisms and facilitation for tax liabilities to be paid in each branches of ERCA organizational structure in 1998, to support and ensure that ERCA meets the increased demand for the best taxpayer services.

The tax payers, normally visits revenue offices for various reasons but most importantly, they are looking for information on tax matters, registering as tax payers, filing of returns and payments and payments of tax liability and penalties.

The Domestic tax revenue collection branch office, as service providers are therefore under obligation to offer quality service to their customers, who are mainly taxpayers. Tax revenue collection needs to meet the attributes of a quality service that include among others; Promptness, urgency, Precision, tax knowledge, pleasantness and clarity.

The above service quality attributes coupled with good attitude of staff in revenue office can help to change along back saying of a “tax collector is a hateful man” and lead to a quality taxpayer service that recognizes a cardinal principle in marketing of “a customer is a king”.

The rationale for providing quality taxpayer services is to raise tax awareness and enhance the level of voluntary tax compliance. These was done through providing taxpayers and their agents with clear, precise and timely tax information, simplified tax forms and tax laws, translation of laws into locally understood dialects by the taxpayers, ensured courtesy and considerate treatment extended unconditionally to all taxpayers. It also includes responding expeditiously to every taxpayer's enquiry, compliant or request, explaining the grounds for derivation of every tax assessment, providing proper technical advice to the taxpayer requests about tax implications, assisting new taxpayers to register, and finally educating the taxpayers and the general community about tax obligations and rights (Jenkins and Khadka, 2000).

A quality taxpayer service aimed at ensuring every eligible taxpayer pays a fair and right tax under the law and at the right time. Furthermore, quality taxpayer service was to facilitate the widening of the tax-base, attaining high revenue collection efficiency and effectiveness, and creating a taxpayer friendly environment for tax administration (Annah Kant, 2005).

Tax payer services is a broad term that is adopted in the ERCA’s context to mean the co-operation between tax payers and tax administrator, improved service delivery for tax payers voluntary compliance, expeditious handling of tax payer complaints and provision of effective tax education. The taxpayer service can be improved if the tax revenue organization knows and understands their taxpayers’ expectations. The taxpayers in Ethiopia expect courteous revenue officials and officers, reliable and satisfactory service, positive attitudes towards them and friendly environment between tax officials and taxpayers making sure that taxpayers receive value for money they paid as tax (OPM and CIPFA, 2004). In addition to these, taxpayer expectations now a day are highly demanding automated technologies and information systems that reduce taxpayers cost of compliance through

different mechanisms such as electronic filling and updating tax laws and regulations through online technology that would help in significantly improving compliance behaviors.

Besides reducing taxpayers' cost of compliance, modern technologies help tax authorities by allowing extensive cross-referencing when assessing taxpayers' quires, enables enforcement resources to be targeted towards likely tax evaders, thereby improving compliance levels in the most cost effective way. The existence of magnetic media guarantees the high quality and inexpensive storage of data, reduces the risk of documentary fraud, and facilitates the rapid retrieval of taxpayer data.

A quality taxpayer service was aimed at ensuring that every eligible taxpayer pays a fair and right tax under the law and at the right time. Furthermore, quality taxpayer service was to facilitate the widening of the tax-base, attaining high revenue collection efficiency and effectiveness, and creating a taxpayer friendly environment for tax administration (Annah Kant, 2005).

All these taxpayer service quality issue needs to be explained and understood by the revenue staff in order to meet their customer expectations to improve the quality of service delivery.

One of the main objectives of creating a customer services process unit at the ERCA was to minimize the taxpayers' complaints and improve their voluntary compliance to paying taxes. The unit therefore acted as the interface between the ERCA and its customers, who were mainly taxpayers. It was charged among other tasks to handle taxpayer's complaints, appeals on assessed tax payments and provide Workable solutions, reply to taxpayer's letters of general nature. The unit organizes taxpayer's sensitization seminars and workshops for targeted groups, offer front office managerial function including answering telephone enquiries, ensure that unpaid tax liabilities are delivered to taxpayers, follow up taxpayers refund applications, assist in simplifying the tax report forms, arrange for discussions on tax matters between the taxpayers and the authority. This unit holds consultations and advisory meetings with professional taxpayers. It also ensures constant availability of tax brochure and other notices explaining the functions of the authority and the preconditions to how to register as new taxpayers.

Despite the taxpayer services process unit rendering services what is existed for, taxpayers are continued to demand for better services from ERCA. They still encountered many inconveniences, partly from the bad conduct of the tax officers, largely from unawareness of the tax laws. Consequently, this was responsible for lengthy procedures in paying taxes, creating anxiety and stress and increasing taxpayer operation costs.

The Ethiopian Revenue and Customs Authority planned to raise the total tax revenue to meet the government annual tax revenue collection targets through effective tax administration. During the period 2009/10, Ethiopian Revenue and Customs Authority (ERCA) had planned to collect a total revenue of birr 34.67 billion from tax and non-tax sources. The actual revenue collected during this period was birr 35.71 billion or 102.99% of its target. The actual collection of revenue in 2009/10 showed a growth of 2.99% and 51.41% as compared to its plan and previous year (23,583.26 billion) performance respectively. This was primarily attributed to the efforts made by ERCA, through the newly introduced business process re-engineering (BPR), the tax and customs reforms and enforcement measures taken so far (ERCA statistical bulletin, 2011).

Table1. Performance of domestic tax revenue collection of ERCA Western Addis Ababa taxpayer branch

Branches	Year	Projected annual tax revenue (millions)	Collected annual tax revenue (millions)	Performance of tax revenue collections (%)
A.A West medium taxpayer s office	2002	1,913.92	2,174.71	113.63
	2003	2,451.80	1,872.25	76.36
	2004	3,113.56	2,718.53	87.31
	2005	3,923.20	3,413.83	87.02
	2006	4,349.30	4,349.25	100.00

Source: ERCA (Ethiopian customs and revenue authority)

One of the strategies used to improve the performance of domestic tax administration was working towards providing quality taxpayer service and in placing good governance to collect the amount of tax that helps in financing Government expenditure.

Based on the above background, this study is initiated to assess the quality of taxpayer service in ERCA western Addis Ababa medium taxpayers' branch.

1.2 Statement of the problem

A government finances its expenditure through the fund acquired from different sources; just like tax, loan and donation. From all sources, tax is the major source.

However, in most developing countries, a common phenomenon to notice serious problems in developing adequate tax systems and providing quality services to taxpayer permits a government successfully perform planned collection of tax revenues.

The Ethiopian Revenue and Customs Authority (ERCA) was created on July 2008 G.C as result of merger of Ministry of Revenue, the Ethiopian Customs Authority and Federal Inland Revenues to establish modern revenue assessment and modern collection system; and provide taxpayers with equitable, efficient and quality services and some of strategies to rise the performance of domestic tax revenue collections.

However, tax payers continued complaining about the lengthy bureaucratic tax administrative procedures such as; deteriorating quality of services provided to customers, the inconsistency of system technologies, the behavior of employees when handling tax payer queries and complaints on tax matters coupled with the nature of physical facilities in keeping, retrieving and processing tax payer information. These affected the service delivered by ERCA to the taxpayers such as tax registration, filing documents, submission of tax returns, tax auditing and assessments, payment of taxes and granting clearances consequently affecting the taxpayers' voluntary compliance and performance of the domestic tax revenue collections administrations.

Even though many reforms have taken by Ethiopian government, these issues are still appearing unresolved.

Although various studies have been conducted in relation to quality of taxpayers' services in the world, the extent and variety of similar studies undertaken in Ethiopia is extremely negligible. Therefore, this study tries to assess the quality of taxpayers' service in ERCA western Addis Ababa medium taxpayers' branch office.

1.3 Research Questions

This research attempts to answer the following research questions;

- What is the level of quality of services provided by western Addis Ababa medium taxpayer branch office of ERCA to taxpayers?
- How do the customers rate the standard of service provided by this branch under study?
- How are the importances of five-service quality dimensions ranked by ERCA Addis Ababa medium taxpayer branch customers?
- What the office should do in the future to improve service delivery that may satisfy its customers?

1.4 Objective of the study

The overall objective of this research is to assess the quality of taxpayer services delivered to taxpayers in ERCA's western Addis Ababa medium taxpayer branch office.

While the specific objective includes-

- ✚ To identify the effect of quality of taxpayer service in relation with service quality (reliability, assurance, responsiveness, empathy and tangible) dimensions in ERCAs western Addis Ababa medium tax office branches.
- ✚ To know any improvements in delivering service from the past in ERCAs western Addis Ababa medium taxpayer branch office.
- ✚ To find out the most important dimensions of service quality that affect customer satisfaction in ERCAs western Addis Ababa medium tax office branch.
- ✚ To identify and recommend actions that should be taken by the concerned body or management of the branch under study to deliver quality service for its customers.

1.5 Definition of Terms

Taxpayer; is a person or organization (such as a company) subject to a tax on income. (<https://en.m.wikipedia.org/wiki/taxpayer>, 2016)

Quality: is a measure of excellence or a state of being free from defects, deficiencies and significant variations. (www.businseedictionary.com, 2016)

Satisfaction: is personal feeling of pleasure or disappointment resulting from comparing a products performance (outcome) in relation to his/her expectation'. (Kotler and Keven, 2006)

1.6 Significance of the Study

The issues addressed in this study would bring about immense contributions to different bodies. As a research thesis, the primary merits of the study will goes to the university academics. Next, ERCA will get some ideas on how to develop and implement an efficient and effective service provision system for its respective tax administrations. This may also motivate ERCA to improve its customer handling and service provision techniques. For the researcher, the study will help to broaden the knowledge on the topic area. Finally, anybody who might be interested to conduct a research in the area may use the study as a reference.

1.7 Scope of the study

The study was undertaken by focusing only on western Addis Ababa medium taxpayer branch of ERCA, which is located in Addis Ababa. It does not cover all branches of ERCA and its tax centers all over Addis Ababa. The selections of this branch office were based on convenience for the researcher and highest number of taxpayers served in the branch at a time. The study also covers and focuses only the service delivery area of the branch as the branch has wide range of objectives that were accomplished.

1.8 Limitation of the Study

The finding of this study would have been abundant if it was conducted widely; however, the study was undertaken within a short period of time and with limited resources. Mainly for these reasons, the researcher was unable to incorporate all branch offices of the authority

in the study and to use statistical tools for further analysis of the findings. In relation to secondary data collected from ERCA, the data is not well organized.

1.9 Organization of the Thesis

This thesis comprises five chapters. The first chapter provides an introduction to the Study, covering an introductory part with the general background; statement of the problem; objectives of the study; significance of the study, scope of the study, limitation of the study and definitions of terms.

The second chapter deals with the review of related literature, which mainly focused on the service quality overviewed by different scholars.

The third chapter explains the research methodology, which describes the research design, instruments of data collection, sample and sampling techniques, ways of data presentation, interpretation, analysis and ethical consideration. The fourth chapter is devoted to detailed analysis, presentations and interpretation of the collected data. The fifth chapter outlines the findings conclusion and recommendations to improve quality of taxpayer service in western Addis Ababa taxpayer branch office.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Definition of Service quality

It is generally agreed that service quality is a multi dimensional and abstract concept. It is associated with some unique features such as inseparability of production and consumption, intangibility and heterogeneity. Parasuraman *et al.* (1988) have defined service quality as the ability of the organization to meet or exceed customer expectations. It is the difference between customer expectations of service and perceived service (Zeithaml *et al.*, 1990).

Gronroos (1984) proposed that customer compared their expectations to their experience of service quality in forming judgments. The author defined service quality as:

“... The perceived quality of a given service will be the outcome of an evaluation process, where the consumer compares his expectations with the service he perceives he has received, i.e. he puts the perceived service against the expected service. The result of this process will be the perceived quality of the service” (Gronroos, 1984, p.37)

2.2 Determinants of service quality

Parasuraman *et al* (1985) proposed that ten dimensions determine service quality: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customers, and tangibles. Thus, they proposed that the difference between perceived performance and expected performance of these ten dimensions determines overall perceived quality. These dimensions are restructured in to five principal dimensions that customers use to judge service quality based on a comparison between expected service and perceived service.

Table 2. Comparison between the original model and the restructured model of the quality dimensions

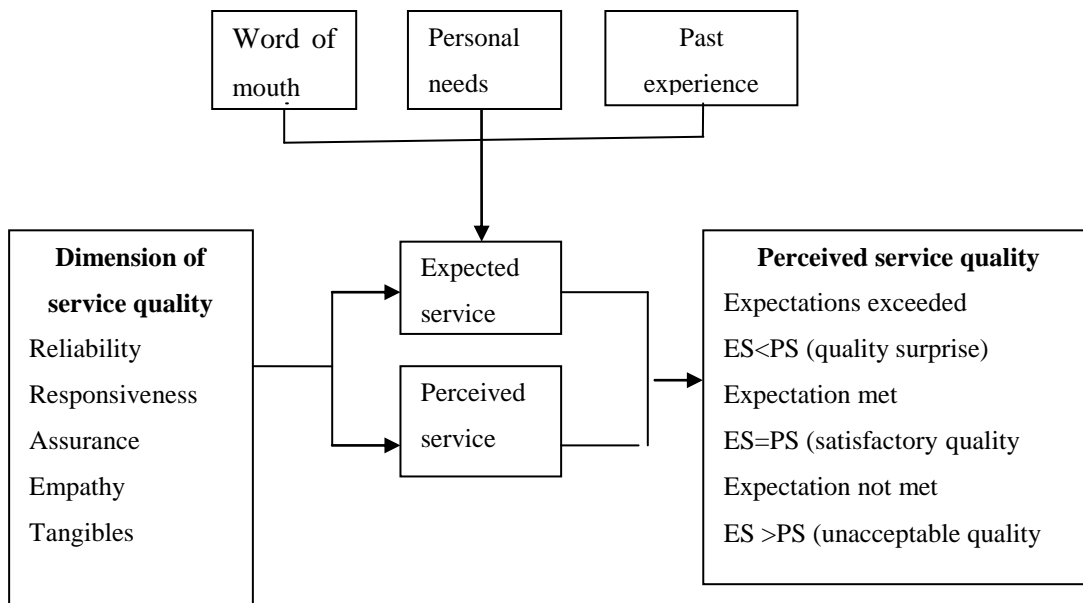
Original model	Restructured model	Description
Tangibility	Tangibility	Physical aspects of what is provided
Reliability	Reliability	Ability to fulfill what was promised accurately
Responsiveness	Responsiveness	Ability to attend to the users and provide the service promptly, capturing the notion of flexibility and ability to adapt to the needs of the service user.
Competency	Assurance	Competency and courtesy extended to the users and the security provided by the operations.
Courtesy		
Credibility		
Safety		
Access	Empathy	Individualized attention to the users
Communication		
Comprehension of the user		

Source: A. Parasuraman, Valarie A. Zeithamal. & Leonard L. Barry, “A conceptual model of service quality and its implication for future research”

- A. Tangibility:** the appearance of physical facilities, equipment, personnel, and communication materials that can be perceived by the five human senses. The condition of the physical surroundings (e.g., cleanliness) is tangible evidence of the care and attention to detail that are exhibited by the service provider.

- B. Reliability:** means the ability to perform the promised service both dependably and accurately. Reliable service performance is a customer expectation and means that service is accomplished on time, in the same manner, without error every time. It depicts the consistent performance, free of non-compliance, in which the user can trust. The supplier must comply with what was promised, without the need for rework.

Figure1. Determinants of perceived service quality



Source: - A. Parasuraman, Valarie A. Zeithamal. & Leonard L. Barry, “A conceptual model of service quality and its implication for future research”

- C. **Responsiveness:** refers to the availability of the provider to attend voluntarily to users, providing a service in an attentive manner, with precision and speed of response. Keeping customers waiting, particularly with no apparent reason, creates unnecessary negative perceptions of quality. If a service failure occurs, the ability to recover quickly and with professionalism can create very positive perceptions of quality. It concerns the availability of employees of the institution to assist users and provide the service promptly;
- D. **Assurance:** is identified as the courtesy, knowledge of employees and their ability to convey trust and confidence. The assurance dimension includes the following features: competence to perform services, politeness and respect to customer, effective communication with the customer, and the general attitude that the server has the customer’s best interest at heart;
- E. **Empathy:** related to whether the organization cares for the user and assists him in an individualized manner, referring to the ability to demonstrate interest and personal attention. Empathy includes accessibility, sensitivity and effort in understanding the needs of users

2.3 Service quality Gap model

Parasuraman *et al.* (1988) identified five service quality gaps as shown above namely:

Gap1: Is the differences between consumer expectations and management perceptions of consumer expectations. This gap is affected by three factors namely: marketing research orientation of the organization, upward communication and the number of levels of management in the organization.

One medium through which management learns of consumer expectations IS through marketing research. Consequently, the extent, nature and quality of marketing research conducted by an organization can widen or lessen this gap. What's more, effective communication of market research can affect management perceptions of consumer expectations. Thus, this upward communication from customer contact personnel to top management can also affect Gap 1.

Parasuraman *et al.* discuss at length the characteristics and nature of effective upward communication. For example, face-to face communication is often more effective than written communication. "Management by walking around" and "employee grip sessions" is examples of how the quality of upward communication can be enhanced.

Finally, the number of layers of management between customer contact people and top management will affect Gap 1. "Layers of management inhibit communication and understanding because they place barriers of messages. Therefore, the greater the number of layers between customer contact personnel and top managers, the larger Gap 1 is expected to be."

Gap2: Management perception: - service quality specification gap:

The actual specifications management establishes for the service often differ from customer expectations. As shown in the figure 2, the size of Gap 2 can be affected by management's commitment to service quality, goal setting, task standardization, and perception of feasibility.

If management is not truly committed to service quality, Gap 2 will suffer. Sometimes management commitment is inconsistent. It only gets charged when customers or important customer complains, and then after a while other concerns take precedence, such as short-term profitability and cost reduction objectives.

Standardizing tasks related to service delivery can significantly affect narrowing the Gap 2. The more those tasks can be standardized, the smaller Gap2 will be.

Finally, Gap 2 is affected by the extent to which management believes it is feasible to meet customer expectations. The more feasible it is perceived to be, the more likely management will act. "

Variables related to this construct include the organization capacities and systems for meeting specifications and the degree to which managers believe expectations can be met economically."

Clearly, the accuracy of information that management is given in regard to these issues will affect closing Gap 2.

Gap3: Service Quality Specification- Service Delivery Gap:

This is sometimes referred to as the service performance gap, which occurs when employees are unable and/or unwilling to perform the service at the desired level, specified by management.

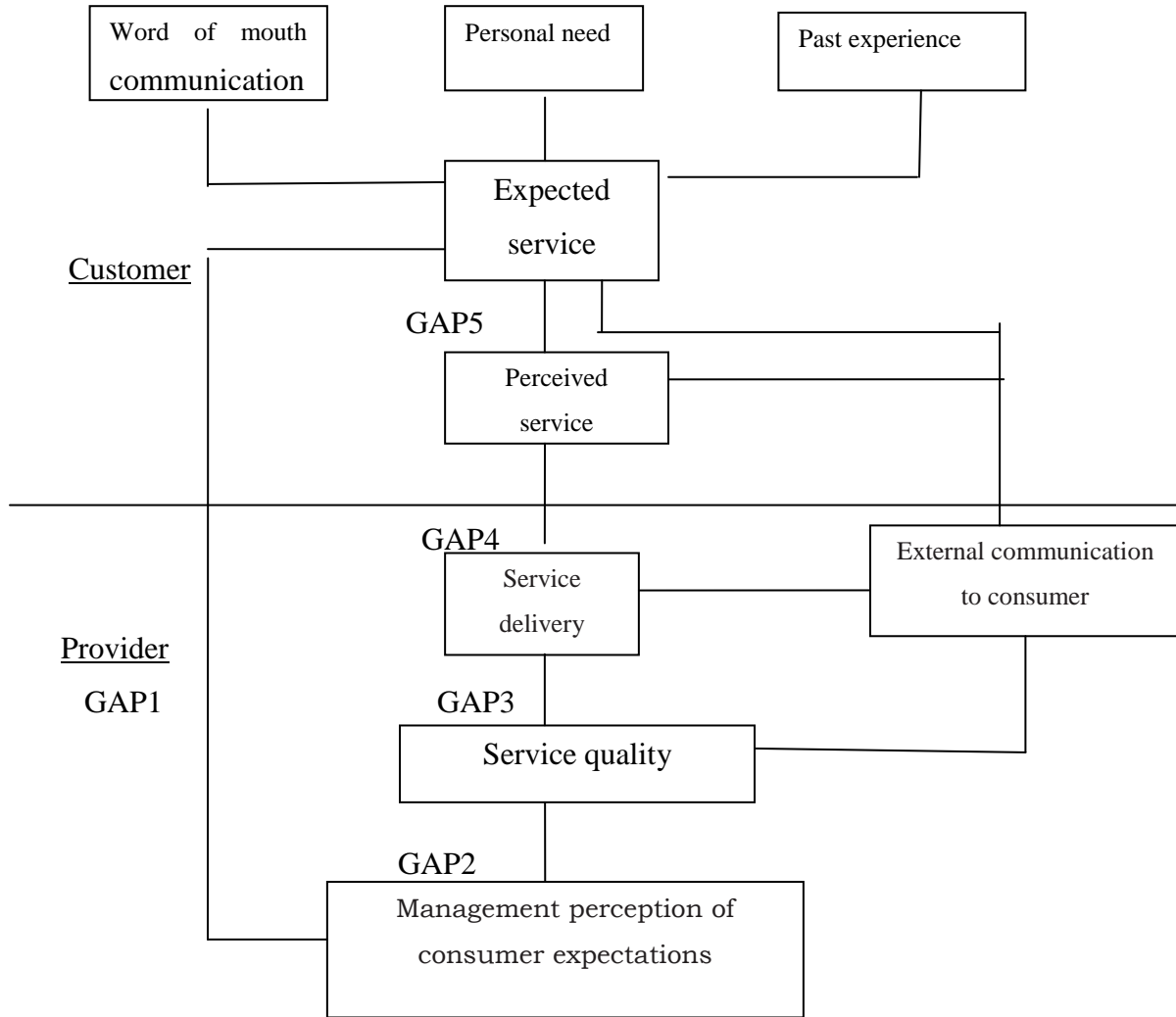
Difference between service quality specifications and service actually delivered, thus measures delivery against standards and asks the question" are the standards consistently met?"

Gap4: The difference between service delivery and what was communicated about service to customers:

Horizontal communications and the propensity to overcome can affect Gap 4. Horizontal communications refers to communication within and between departments in an organization. Thus, measures whether promises made to customers are consistently met.

Conceptual model of service quality

Figure2. Service quality Gap model



Source: Parasuraman *et al.* (1988)

Gap5: Difference between consumer expectations and perceptions manufacturing product, which can be made, inspected, and controlled for quality before it is released to the client, service quality cannot be inspected before delivery

Because clients participate fully in the transaction, they are concerned either with the output or with result of the transaction and the process for delivering that outcome.

In production environment eliminating variance is critical to making high quality goods in delivering service satisfying clients depends not on eliminating variance ,but rather personalizing the service delivery to the unique circumstances of each transaction.

2.4 Tax payer service quality

For any tax administration to meet the canons of taxation, it must be supported by a quality taxpayer service. Taxpayer service usually means service and information which the Tax Administration provides to taxpayers so that they can fulfill their tax obligations. It should also give the taxpayer a fair guideline of what consequences taxpayers' activities will have in terms of taxes. The service should not only address the expressed needs of the taxpayer, it should also include assistance in areas in which the taxpayer might not even have realized that compliance could be facilitated through taxpayer service and information (Grampert, 2001).

One aspects of taxpayer service are personal services at tax offices or other places, telephonic information service, and information through pamphlets, forms, Internet service, advertisements in papers, commercials on radio and television. A second, equally important aspect, is prompt processing of taxpayer applications (e.g., tax refund claims) or complaints. Taxpayer service is also a question of attitude towards taxpayers. Effective taxpayer service requires a clear commitment of the administration to assist the taxpayer, to treat him fairly, a capacity to understand his concerns and questions and to be foresighted about his needs.

Taxpayer service is a set of measures undertaken by the tax administration that are designed to assist taxpayers in complying with the tax law. Therefore delivering service that is more effective to taxpayers would cause the tax administration to incur higher administrative expense; however, going for lower compliance costs and improved taxpayer performance are likely to outweigh the increased administrative costs. Upgrading taxpayer service quality to reduce the costs incurred by taxpayers in their effort to understand the law or to complete their self-assessments and make payment may be a cost effective way to increase the overall performance of revenue collection and level of compliance.

2.5 Components of Taxpayer service system

Wide varieties of strategies are available to facilitate taxpayer service. However, one key organizing principle that guides any policy to improve taxpayer service is the necessity of delivering the lowest possible cost, information that can be used effectively by taxpayers and the administration. (Glenn P. and Edwin N., 1993)

According to (Glenn P. and Edwin N., 1993), various potential components of a service oriented administrative strategies are organized in to three broad areas, namely; tax simplification, tax payer assistance, and the facilitation of tax collection and enforcement.

2.6 ERCA Taxpayer Service

The Ethiopian Revenue and customs Authority taxpayers' service is defined in the ERCA Taxpayer's Charter (2015), through an elaboration of the rights and the obligations of the taxpayer. It involves promoting equity by applying tax laws and procedures uniformly to all, handling all taxpayers affairs with impartiality, presuming the taxpayers and their agents honest until proven otherwise and collecting only the fair and correct taxes. It involves confidentiality by ensuring secrecy of every taxpayer's affairs and use of tax information only as allowed by the law. It involves facilitation of taxpayer compliance by; providing taxpayers and their authorized agents with clear precise and timely information, ensuring the courtesy and considerate treatment extended unconditionally to all taxpayers, responding expeditiously to every taxpayer's enquiry, complaint or request, explaining the grounds for and derivation of every tax assessment, providing proper technical advice to the taxpayer on requests about tax implications, assisting new taxpayers to register, educating the taxpayers and the general community about tax obligations and rights.

It involves attending promptly to each taxpayer's objections in accordance with the relevant laws and procedures and facilitating taxpayer to exercise the right of appeal to an independent tax tribunal. It involves giving prior notice to any taxpayer whose premises are to be inspected or upon whom an audit is to be conducted.

It involves accountability to taxpayers through ensuring that each taxpayer's tax payments are accounted for accurately at all times, tax records are maintained up to date, tax credits are processed promptly and properly accounted for. It involves processing all tax refunds within the prescribed time limits under the laws, processing all returns, entries and any other documents relating to any taxpayers affairs as stipulated under the relevant laws immediately. It involves excellent customer care by; providing high quality public relations at all levels of the authority, offering ourselves for the constructive criticism and advice at all times, receiving and acting promptly on all genuine complaints made in good faith against the tax officers.

A Taxpayer services was aimed at raising tax awareness and enhance the level of voluntary taxpayer compliance (Jenkins *et al.* 2000). Taxpayer services provided by ERCA are aimed at; improving taxpayer's service brings about stability and honesty in its operations, the self-respect thus achieved can form a basis for respect and compliance from the taxpayer. A tax administration faced with the task of changing taxpayer's attitude should seek allies in those professionals interested in the tax fields mainly the legal, accounting and economics professionals.

Bird (1989) stresses that the willingness of the taxpayer to comply with their tax obligation depend on the large extent upon the perception that the funds taken from them are put to some good use. The highest tax rates are found in Scandinavian countries, where government provides a range of welfare to its citizens than in the rest of the world (Kay and King 1990). Taxpayers in these countries are therefore tax compliant because of what their governments provide in return.

2.7 Taxpayers' Satisfaction

Several authors have given different definition of satisfaction. Satisfaction is a customer's post purchase evaluation of the overall service experience. It is an affective state of feeling reaction in which the consumer's needs desires and expectations during the course of the service experiences have been met or exceeded (Hunt, 1977). Satisfaction is a post choice evaluation judgment concerning a specific purchase decision, on the other way it can be

approximated by the equation: satisfaction = perception of performance – expectations (Oliver and Richard, 1980)

Zeithaml, Parasuraman and Berry (1990) defined satisfaction as an overall judgment, perception or attitude on the superiority of service. The judgment is based on the discrepancy between expectations and experience of customer.

Kotler (2004) defined satisfaction as “a person’s feeling of pleasure or disappointment resulting from comparing products perceived performance or outcome in relation to his or her expectations.”

According to Hansemark and Albinson (2004) satisfaction is “an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some needs, goals or desire.” Satisfaction is “merely the result of things not going wrong; satisfying the needs and desires of consumers” (Besterfield, 1994)

2.8 The relationship between satisfaction and service quality

In order to achieve a high level of customer satisfaction, majority of researchers suggest that a high level of service quality should be delivered by the service provider as service quality is normally considered an antecedent of customer satisfaction (Cronin, Brady, and Hult, 2002; and Taylor, 1992). Nevertheless, the exact relationship between satisfaction and service quality has been described as a complex issue, characterized by debate regarding the distinction between the two constructs and the casual direction of their relationship (Brady, Cronin, and Brand, 2002). Parasuraman, Zeithaml, and Berry, (1994) concluded that the confusion surrounding the distinction between the two constructs was partly attributed to practitioners and the popular press using the terms interchangeable, which make theoretical distinctions difficult.

As to delineate the role of service quality and satisfaction have varied considerably. Parasuraman et al. (1988) confined satisfaction to relate to a specific transaction as service quality was defined as an attitude. This meant that perceived service quality was a global judgment, or attitude, relating to the superiority of the service.

Sereshchandaretal, rajendran, and anantharama, (2002) pointed out that customer satisfaction should be viewed as a multi dimensional construct and the measurement items should be generated with the same dimensions service quality.

Fen and Lian (2005) found that both service quality and customer satisfaction have a positive effect on customers re- patronage intentions showing that both service quality and customer satisfaction have a crucial role to play in the success and survival of any business in the competitive market. This study proved a close link between service quality and customer satisfaction.

2.8 Empirical Literature Review

Glenn p. Jankins and Edwin N. Forlemu (1993) undertook a study on enhancing voluntary compliance by reducing compliance costs: a taxpayer service approach and they discussed on their paper, the need for tax administration to shift to voluntary compliance regime that is backed by both taxpayer service and enforcement strategy. Their assessment suggests that the long-term advantages of a taxpayer service approach far outweigh its short costs. They surely explained advocating the introduction of taxpayer service does not imply that enforcement measures aimed at improving voluntary compliance should be abandoned. Finally, they have attempted to establish that in the design of a cost effective tax system there should be a close connection between voluntary compliance, taxpayer service, and the implementation of information technology products.

P. Ramseuk-munhurrin, S.D. Lukea- briwajee, P. Naidoo(2010) studied service quality in public service to obtain a better understanding of the extent to which service quality is delivered within Mauritian public service by dawning on front line employee(FLE) and customer perceptions of service quality. The paper investigates how closely customer expectation of service and FLE perceptions of customer expectation matches. SERVIQUAL is used to measure service quality amongst FLE and customers in a major public sector department in Mauritius. Using the SERVIQUAL instrument, their study was able to help this public organizations identify important areas for improvement in its delivery of service.

Their finding revealed that employees and customers did not have significant differences in opinions in terms of the gaps between their perceptions and expectations of that public organization. They concluded as, to exceed customer expectations, it is necessary for even

a public sector organization continually improve the quality of service provided to its customers.

Kente Annah (2005) studied the quality of taxpayer service and the performance of income tax revenue collection in Uganda to establish the relationship between the quality of taxpayer services at Uganda Revenue Authority and the performance of income tax revenue collections. The research objectives were to establish the quality of taxpayer services at the Uganda Revenue Authority, to determine the performance of income tax revenue collections in Kampala tax area and to investigate the relationship between the quality of taxpayer services and the performance of income tax revenue collections. The study was conducted in a descriptive and analytical cross-sectional survey. Both qualitative and quantitative data were collected using research questionnaires and oral interviews. The sample sizes comprised of 210 respondents at both the taxpayers and the staff at each of the 4 revenue districts in Kampala revenue area. The research recognized that from its finding the performance of income tax revenue collections in Kampala tax area was 90% on average for the period 2000-2002. The quality of taxpayer services Uganda Revenue Authority provided was at a level of 53%, positively and significantly predicted 53.6% change in the performance of income tax revenue collections. The research concluded that an improvement in taxpayer services positively influenced the performance in income tax revenue collections. An improvement on the quality of taxpayer services Uganda Revenue Authority provided, with focus on the tangibility, responsiveness and reliability determinants of taxpayer service quality would raise the performance of annual income tax revenue collections in Kampala tax area.

Maroundas, T., Aggelopoulos, St, Menexes, G. (2009) measured customer satisfaction and service quality in the Greek tax administration system by using SERVPERF as the main measuring instrument, they used a confirmatory (CFA) and explanatory (EFA) factor analysis in order to test the discriminate validity and dimensionality of the research tools. Their analysis was based on a sample of 425 taxpayers from seven tax agencies in the city of Thesalanki. The finding showed that service quality and satisfaction were seen as unidimensional variables that centre on the human factor. More specifically, as regards service quality, the general factor that emerged according to the paper includes elements of responsiveness, emotional understanding (empathy) and assurance. As regards to satisfaction, the factor that emerged incorporates elements of responsiveness, empathy,

assurance and reliability. The element of reliability as or the study is lacking from service quality- compared to satisfaction- because it is probably confused and overlaps with other elements, mainly responsiveness.

N. Rusdi Hidayat, et al. (2014) studied the indicators and variables that form quality of tax services, regional tax regulations, taxpayer satisfaction level, taxpayer behavior, as well their compliance in theory using confirmatory factor analysis (CFA) approach in Indonesia Mataram. The results of this research provided that measurement model using CFA approach is the best model, based on goodness of fit criteria for taxpayer obedience and the indicators on tax service quality, regional tax regulations, taxpayer satisfaction level, taxpayer behavior and tax payer compliance. According to the finding, the strongest indicator for tax service quality is responsiveness, while the highest score for regional tax regulation indicator is assurance or clarification of the regulations. The strongest indicator for taxpayer satisfaction level is hope, sanctions for taxpayer behavior and tax reporting for taxpayer obedience.

Jinea Akhtar(2011) examined the relationship between service quality, satisfaction, and loyalty in the private commercial banks in Bangladesh. The sample size was 335 customers of bank located in Dhaka city. The determinants of service quality were categorized into product features, physical aspects, customer services, and technology and security aspects. The factor analysis with SPSS and the structural equation models with AMOS program were used to test the hypotheses of the research, which is followed by Davila et al (2010). It has been proved service quality, satisfaction, and loyalty is positively related to each other.

C.N. Krishna Naik, et al. (2010) in their topic Service Quality (SERVQUAL) and its Effect on Customer Satisfaction in Retailing used SERVQUAL dimension to analyze the gap between perceptions and expectations of the customer, concerning with the service at retail units in the South Indian state of Andhra Pradesh. They assessed Customer Satisfaction level for the services offered at selected retail units in the city of Hyderabad. Five dimensions in service quality (SERVQUAL), tangibility, reliability, responsiveness, empathy, and assurance (Parasuraman, Zeithaml, &Berry, 1985) have been considered for this empirical research. The purpose is to describe application of service quality (SERVQUAL) dimension in retail Business, to know service quality (SERVQUAL) dimensions that make customers satisfied, and to know service quality (SERVQUAL) dimensions that are dominant in

influencing customer satisfaction. The research methodology was carried out in a survey cross-sectional and was applied to 369 respondents. The data obtained was analyzed by using reliability method, correlation and regression. The result of research showed that services offered by retail units have positive impact and are significant in building customer satisfaction.

Findings of this empirical research reiterate the point of view that Service Quality dimensions are crucial for customer satisfaction in retailing – a growing sector with high growth potential and opportunities in fast growing economies.

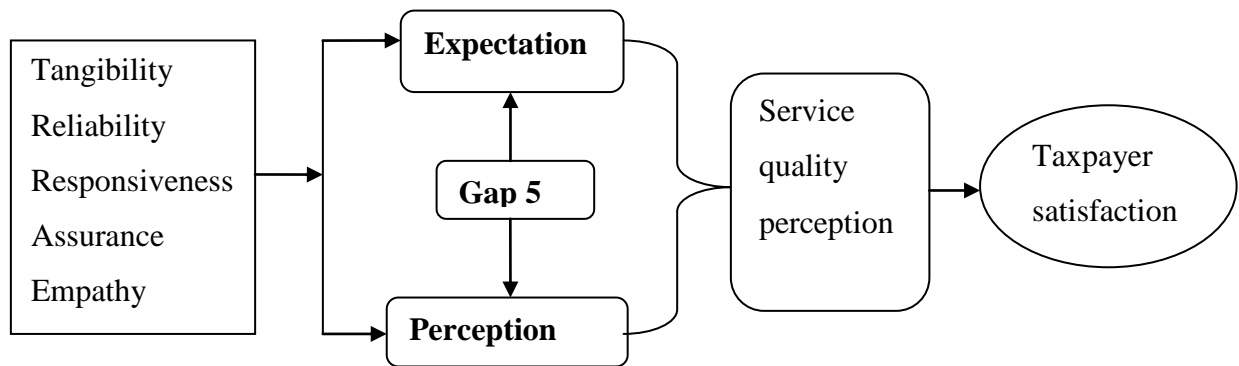
The following part can be discussing the empirical review specific to Ethiopia related to service quality and customer satisfaction in the country.

From a few studies done on service quality and customer satisfaction in Ethiopia, Asfaw (2014) tried to assess service delivery and customer satisfaction of ESLS enterprise focusing on logistics transport sector by identifying gaps, potentials and constraints for development of effective and efficient transport service. To make this research effective, the researcher used probability-sampling techniques to select from customer employees and management office. Questionnaire and interviews is used to gather relevant information. Statistical tools like percentage, tables and pie charts are used to analyze the data. The findings of this study indicate that most customers were not satisfied based on the feedback of majority level of customer satisfaction and dimensions of service quality.

2.3 Conceptual Framework

The conceptual framework shows the crucial process, which is useful to show the direction of the study. The study shows the relationship between the five service quality dimensions (tangibility, reliability, responsiveness, assurance, and empathy) and customer satisfaction. In addition, the study focuses on gap five, which represents the difference between customer's expectation and perceptions that is referred to as the perceived service quality.

Figure 3: conceptual framework of the research



Source: parasuraman et al. (1985) with own modification

The difference between expectations and perceptions is called the gap, which are the dimensions of customers' perception of service quality.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

The aim of this section is to highlight the overall methodological consideration of the thesis. It presents brief explanation of the research methodology that was used in the research and it includes research design, population, sample size and sampling techniques, sources/tools of data collection and method of data analysis, validity and reliability and finally ethics issues.

3.1 Research design

Research design is a framework or blueprint for conducting a research. It contains all the necessary information needed to structure and solve the research problems.

In this research, the researcher used the descriptive method. The reason behind using descriptive study is that the researcher is interested in describing the existing situation under study. The analytical study design was used to establish the relationship between the quality of taxpayer services and the effect on customer satisfaction.

3.3 Population of the Study

The research was conducted in federal branches of ERCA that are located in western Addis Ababa branch office, which contributes considerable amount of government's annual domestic tax revenue collection. The researcher selected the branch purposively based on the taxation practices. The total research population to this research in the selected branch was 10, 084(ERCA archive, 2015). The study also include irrespective of their gender, employment type, educational background, sector, working experience and position.

3.4 Sample and Sampling Techniques

In this case, to make the research manageable and to achieve the desired result and generalization, the study used different sampling techniques for the various groups of study participants. One way of determining the size of a sample used by the researcher was by

exercising careful mathematical calculations (tables) and ensuring that the sample represents the wider features of the population under consideration (Cohen L. , 2007, p. 104).

According to Krejcie and Morgan as cited in Cohen (2007), taking the theoretical explanations into account, the number of management respondents to participate in the study has been determined that of the 10,084 population number 365 was taken as a sample according to (Cohen, 2007, p. 104) research sampling by 95% level of confidence interval.

Additionally, determining sample size was critical step in research endeavors and has to take some participants was leave the research or fails to return questionnaires, into account. Therefore, greater number of samples should primarily be included to maintain the research reliability in such circumstances. Basing the Cohen (2007) tabular suggestion for appropriate sample size then, with sampling error of 95% confidence interval and alpha was equal to 0.05; the researcher used some portion of employees to take part in the study as a sample. To this effect, the researcher determines the entire sample by taking all the populations in to account.

A non-probability convenience sampling technique was chosen for the survey in this research. Convenience sampling is a type of non-probability sampling, which involves the sample being drawn from that part of the population selected because it is readily available and convenient. Though non-probability sampling has no controls to insure precision, it is the most useful sampling method because it is easiest and cheapest method to conduct a survey (cooper, 2000).

3.4 Data collection Instruments

This study was applied two data collection methods. The first is in- depth interview with the tax officials which assumed to have detailed information in the area understudy. The second method is self-administered semi- structured and structured questionnaires designed for both officials and taxpayers.

3.4.1 Interviews

The interview method is used for this research to gain an in depth understanding of information from tax officials. Both structured and unstructured interviews were used in this study to gain an intensive and comprehensive understanding about the topic understudy. The

interviews were conducted with the preparation of topic guides and interview questions developed in line with the conceptual framework of research questions for six tax officials from the branch under study.

3.4.2 Questionnaires

For the purpose of this research, the researcher developed a questionnaires; for tax officials and taxpayers. Both close ended and open-ended questions to collect the necessary information.

Data collection is done via a survey method where SERVIQAUL instrument is used to record opinions of respondents about the quality of service they receive/render in the branch understudy. In this study, the original SEVIQUAL model of parasuraman et al. (1985) (five dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy) were used. The original SERVIQUAL model has 22 statements, however, slightly modification has been done because tax collection service has unique nature in measuring quality service with perspective of customers. Therefore, to assess the gap between customer's expectations and perceptions this study is based on the modified SERVIQUAL model that is assumed to contain the five dimensions with 20 statements as depicted in the appendix. The respondents were asked to rate it with five point likert scale in the following manner: 'strongly agree', 'agree', 'neutral', 'disagree', and 'strongly disagree'. Five different scores were assigned: 1, 2, 3, 4, 5, to represent this five point scale. Hence, satisfied customers must have received perceptions equal to or less than three (neutral). Likewise the relative importance of each of the five dimensions with respect to west Addis Ababa branch office constituting the SERVIQUAL scale using five point likert scale in the following manner: 'not at all important', 'not important', 'neutral', 'important', 'very important'. Five different scores were assigned: 1, 2, 3, 4, 5, to represent this five point scale. The data collection tools employed was questionnaire. The questionnaire has three parts. The first part of the questionnaire is about the demographic characteristics of the respondents. The second section was designed to measure how much is taxpayers expectation level about the western Addis Ababa branch office service delivery system met. In addition, the third part is about taxpayer's value level of importance of five dimensions measurement (appendix).

Finally, to make necessary adjustments in the data collection tools, before the final copy of the questionnaire was distributed for the actual study, pilot test was conducted by randomly

selecting from the research respondents that were not included in the actual study. After the pilot test conducted, the researcher made relevant corrections on the questionnaires.

3.4.3 Document Analysis

The secondary data were gathered from operational guidelines, policy documents, reports and other published and unpublished records of the branches understudy and annual reports of ERCA. In addition to this, literatures from books and previously done research materials, articles and journals related to service quality were intensively reviewed.

3.5 Methods of Data Analysis

Data analysis part was one of the major parts like others in this research therefore, to come across suitable description of the research and valid generalization of findings, the researcher was used mixed method that was both qualitative and quantitative mechanisms of data analysis. Quantitative data gathered from the questionnaire was tabulated around the subtopics related to the research questions. Moreover, the data gathered from the field through questionnaire was organized, coded; and presented in tables on the nature of the data for clarity and readability purpose. After the researcher made the appropriate coding, the data was entered in to the computer and analyzed by using T-test in the SPSS version 20. Hence, to describe the results for each of the specified items, like frequency, percentages, average mean, and standard deviation per each item were used. Likewise, the researcher analyzed qualitative data that information collected via interview, open-ended questionnaires, and document. To discover patterns, ideas and explanations, data organization, summary and interpretation steps of analysis employed. Generally, the researcher after gathering the relevant information via different tools and then, present by using tables, text and figures. The triangulations of facts from different sources (especially for qualitative and quantitative data) and carefully checked to maintain the reliability and validity of the paper and produce concrete results.

3.6 Validity and Reliability

Validity means the validity of the results, i.e. how well the question measures the matters chosen to be studied (Webropol, 2011). The content validity of the instrument for the present study ensured as the service quality dimensions and items would be identified from the literature and from similar thesis works.

Reliability tells about stability of the results i.e. how accurately the study has been carried out (Webropol, 2011). Reliability refers to whether a measurement instruments is able to yield consistent results each time it is applied. Pilot tests conducted with a small group where also feedback asked on questions and received to redefine it.

3.7 Ethical issue

Since the researcher used the data from customers which was collected through questionnaire, permission was obtained from the branch administration so that St. Mary's university is cleared from ethical question. In order to make respondents free from any doubt for the information they provided, they are instructed not to write their names on the questionnaire and assured of that the responses would be used only for academic purpose and kept confidential. In addition to this, instructions about the purpose of the research have given to them in order to motivate when filling questionnaire. All sources of information that are used by the researcher were acknowledged. The data gathered in process of the research was kept confidential and would not be used for any personal interest and the whole process of the research was controlled to be within acceptable professional ethics.

CHAPTER FOUR

4. DATA ANALYSIS AND PRESENTATION

This chapter presents the analysis of the research findings on the practices of quality of taxpayer's service and performance of tax administration, which are derived from in-depth interviews and questionnaires as the primary source of information, supplemented with documentation.

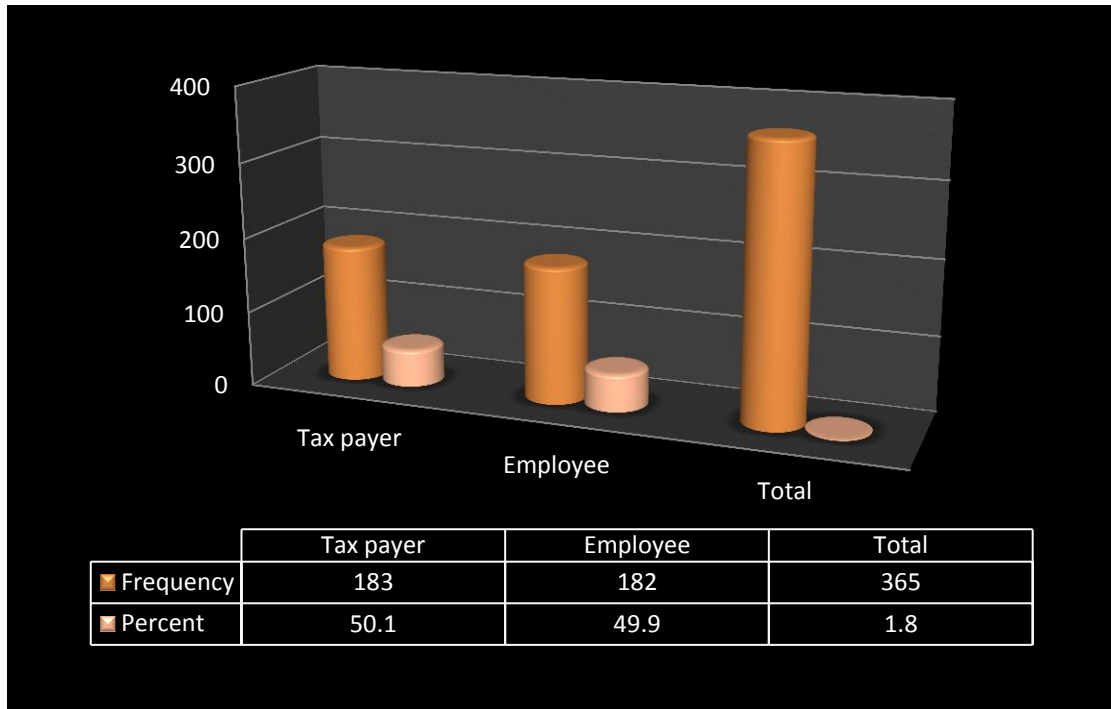
The data collected through questionnaire, were analyzed and interpreted using the SPSS version 20.0 software. Detailed analysis of the results derived from analysis is presented in this chapter. Questionnaires were distributed to 365 respondents selected as a sample, all of this distributed questionnaires were returned because the researcher carefully managed the distribution and collection of questionnaire by his own giving due attention to it.

- The key findings are then presented in the context of the research questions and specific objectives of the study, which comprises assessing the quality of taxpayer service (reliability, assurance, responsiveness, empathy and tangible) dimensions, to know the relationship b/n service quality dimensions and customer satisfaction, determining which dimensions are important in ERCA western Addis Ababa taxpayer branch office.

4.1 Characteristics of the respondents

The background information of the respondents in a research is considered as a determinant factor for the accomplishment of the study. Hence, the background information of the respondents under study were analyzed and discussed in terms of their implication to the quality of taxpayer service in the case of ERCA west Addis Ababa branch. As the main source of information, the respondents of this study were ERCA west Addis Ababa taxpayer branch employees and taxpayers. To get relevant and dependable information the selection of these sample representatives were based on their employment and tax payment activity. The characteristics were summarized in the following figure.

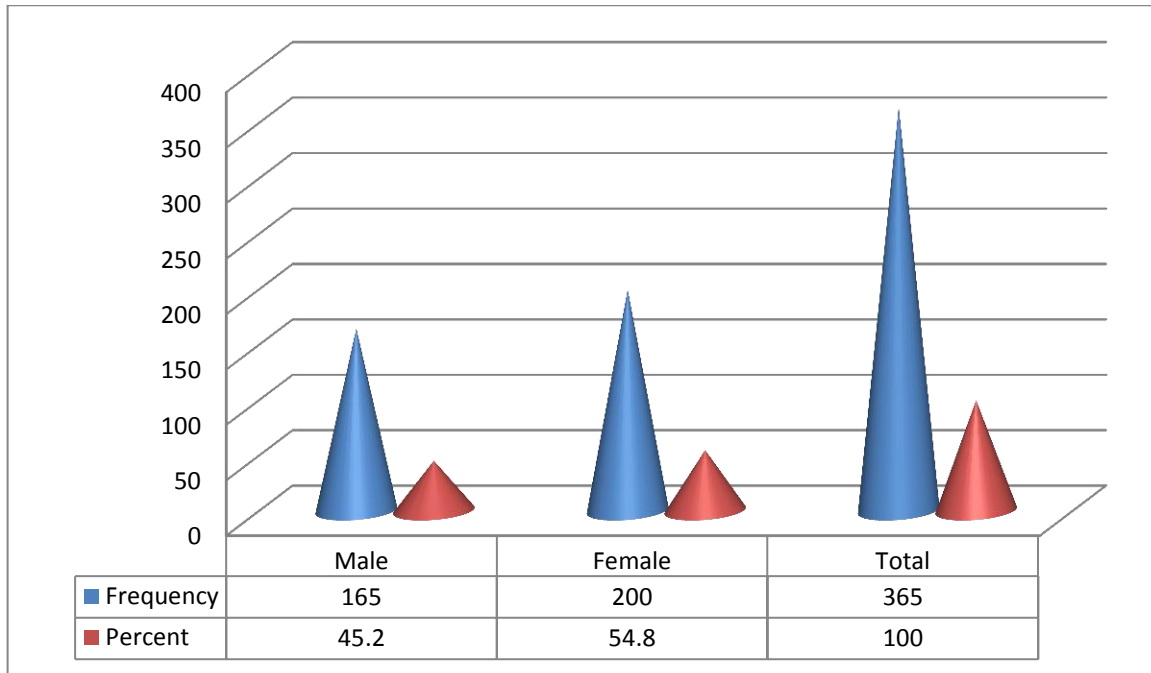
Figure 4: Type of research Respondents



Source: compiled from questionnaire, 2015

As observed from figure 4, the majority of the research respondents 183 (50.1%) were taxpayers and 182 (49.9%) were employees of the tax authority. Therefore, the participation of all responsible bodies was clearly shown and by that, the researcher believes this increases the reliability of the information that gathered and analyzed.

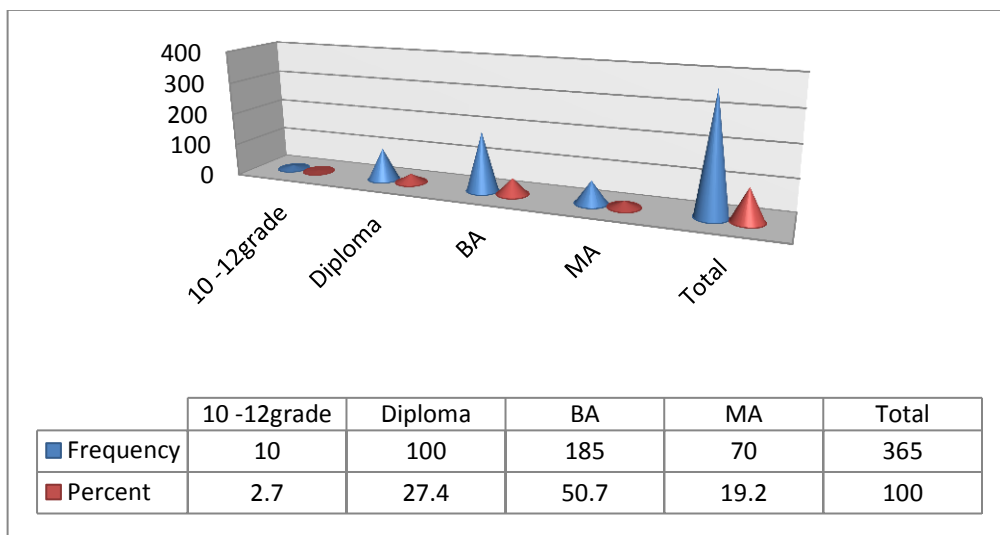
Figure 5: Respondents distribution related to Gender



Source: compiled from questionnaire, 2015

As observed from figure 5, the majority of the research respondents 200 (54.8%) were females while the remaining 165 (45.2%) were males respectively. Therefore, the researcher gathered the relevant information from both responsible bodies without gender discrimination.

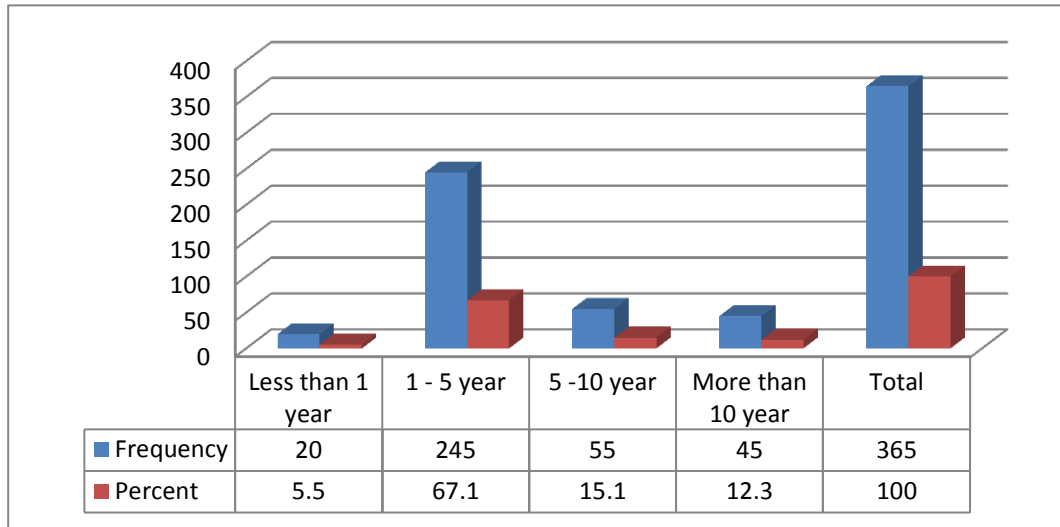
Figure 6: Respondents distribution related to their Educational background



Source: compiled from questionnaire, 2015

As depicted by figure 6, the educational background of the research respondents, while majority of the respondents 185 (50.7 %) had a bachelor degree, 100 (27.4 %) had Diploma, 70 (19.2%) had Masters Degree, and 10 (2.7%) had complete 10 - 12 grade. The education background revealed that the research respondents have the necessary level of educational background to give relevant information to this research. The information they provide were more reliable and valid since they have enough knowledge in understanding about the taxation work processes.

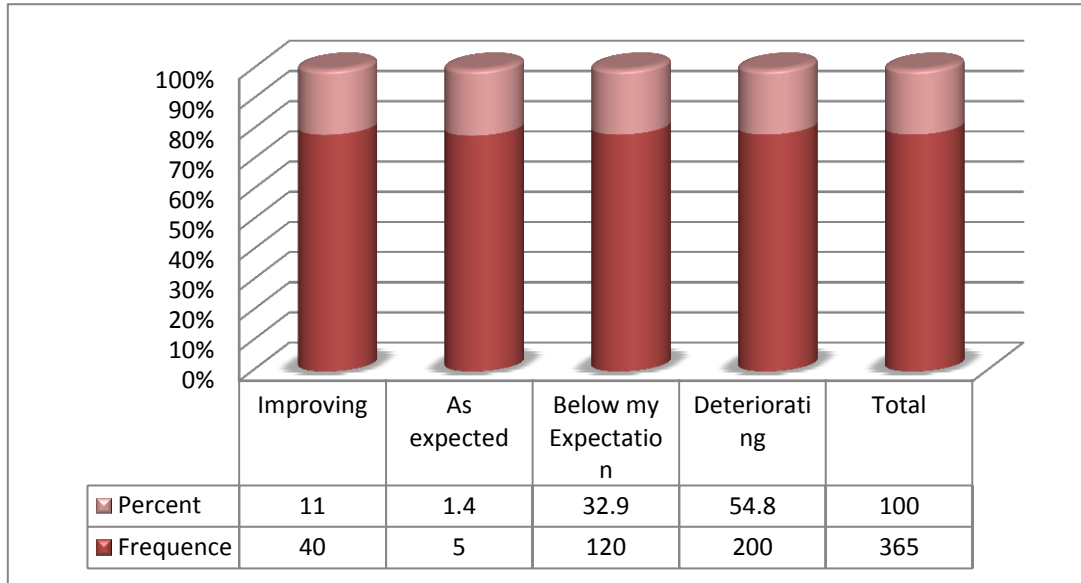
Figure 7: Respondents experience to Taxation



Source: compiled from questionnaire, 2015

Vis-à-vis to work experience from figure 7, the majority 245 (67.1%) were have 1 - 5 years, 55(15.1%) 5 - 10 years, 45 (12.3%) were have more than 10 years, and 20 (5.5%) respondents were have less than one year respectively. This implies that the performers had adequate understanding of how the taxation activity is working on to attain its objectives.

Figure 8: Respondents Response about the overall service delivery Performance of west Addis Ababa Taxpayer branch.



Source: compiled from questionnaire, 2015

As observed from figure 8, the major respondents 200 (54.8%) were responded the performance was deteriorating, 120 (32.9 %) were said the service performance was below my expectation, 40 (11%) were give the response improving, and 5 (1.4%) were respond as expected. Therefore, the performance of the tax authority according to the west branch information it needs due attention and decision of the management to improve overall service delivery.

4.2 Respondents Response on Service Quality Dimensions

This part deals with the analysis of data gathered from the respondent in relation to the quality of taxpayer service in the case of Ethiopian revenue customs authority west Addis Ababa branch. Here, respondents were asked to separately evaluate each service attribute, according to the gap between their perception and expectations, using a five point likert scale.

The researcher used one-sample t-test for the data analysis. The one-sample t-test procedure tests whether the mean of a single data are normally distributed; however, this test is robust to departures from normality. The sample size in this study was 365 and based on 'central limit theorem', which allowed presuming the data were normally distributed approximately. A 95% confidence interval for the difference between the test values was supposed. Satisfied taxpayers must have received perceptions equal to or more than expectations. Therefore, the test value in this study is 3 and it can split respondents in to satisfied and unsatisfied respondents.

Mean score decision was made, in the analysis was average mean less than 3 high, average mean equal to 3 medium and average mean greater than 3 low throughout the study and standard deviation were used to interpret each responses disparity from the mean.

The t-test was done to reveal the agreement level of the two groups of respondents. The result revealed that, at 95 percent confident interval, the associated p-values were found to be greater than 0.05 level of significant employing that there was an agreement between the response given by the two respondents, otherwise there is statistical significant difference between the respondents about the issue that was under discussion.

Reliability

This is one of the measurements of the quality of taxpayer service in the case of Ethiopian revenue and customs authority west Addis Ababa branch as shown in the table below. Both groups of respondents have rated the extent of the Ethiopian revenue and customs authority west Addis Ababa branch have done the quality of taxpayer service.

Table 2: Mean distribution and T-test result for Reliability response

No.	Items	N	Mean	SD	T- test	Sing 2-tailed
1.	ERCA employees provide services as promised	365	3.56	1.032	1.938	0.054
2.	ERCA employees are dependable(loyal) in handling taxpayers problems	365	2.98	1.434	0.170	0.865
3.	Employees perform services right the first time	365	3.47	1.199	0.329	0.743
4.	Employees provide services at the promised time	365	3.38	1.284	0.290	0.772
5.	Employees keep taxpayers informed when services will be performed	365	3.25	1.109	0.163	0.870

Source: own survey, 2015

Av. Mean <3 High, Av. Mean=3 Medium, Av. Mean> 3 Low, N= sample size, SD= Standard Deviation

Reliability is the crucial activity in undertaking the quality of taxpayer service. As indicated in table 2 of item 1, ERCA west Addis Ababa branch employees provide services as promised. The respondents were rated as high (Av. Mean 3.56). In addition to this, the standard deviation value (SD= 1.032) also shows the response of all respondents was around the mean value. This shows that the respondents were not much more dispersed.

Moreover, a t-test was done to reveal the agreement level between the respondents. The result obtained revealed that of item 1 at 95 percent confident interval that associated p-value found to be greater than 0.05 (p-value=0.054). The test indicated no significance difference, implying that there was an agreement between the response given by the respondents about the reliability of the performance of the tax authority in the quality service is needs attention.

Item 2 of Table 2, ERCA employees are dependable (loyal) in handling taxpayers problems was rated as low (Av. Mean 2.98). This implies that the reliability of the performance of the tax authority was not in good. Moreover the standard deviation (SD=1.434) value also shown the response of both respondents was around the mean value. This shows that the respondents were not much more dispersed.

Moreover, a t-test was done to reveal the agreement level of between the respondents. The result obtained revealed that of item 2 at 95 percent confident interval that associated p-value found to be greater than 0.05 (p-value=0.865). The test indicated no significance difference, implying that there was an agreement between the response given by the respondents.

As it can be seen in Table 2 item 3, that both respondents rated the employees perform services right the first time as high (Av. Mean= 3.47). Therefore, this show that Employees perform services right the first time is not good hence the respondents have common understanding about it. The standard deviation value (SD= 1.199) also shown the response of both respondents was around the mean value. This shows that the respondents were not much more dispersed.

A T-test was done to reveal the agreement level of the respondents. The result obtained revealed that with regard to item 3 the associated p-value is greater than 0.05 (p-value=0.743). This implying that there was an agreement or there is no statistically significant difference between the responses given by the respondents this might be because of the above reasons.

As shown item 4 in table 2 The research respondents regarding to employees provide services at the promised time was rated as high (Av. Mean= 3.38). This depicts that Employees provide services at the promised time was high. As shown from the table the response of both respondents was around the mean value, this indicates that the respondents were not much more dispersed.

As portrayed in Table a t-test was done to reveal the agreement level of the respondents. With regard to item 4 the associated p-value 0.772 that is greater than 0.05, this implying that there was no statistically significant different at alpha is equal to 0.05 between the

responses given by the respondents of the respondents this might be because of the above reasons.

As depicted in table 2 item 5, Employees keep taxpayers informed when services will be performed. The mean score of the respondents was rated as high (Av. Mean=3.25). This shows that the ERC employees keep taxpayers informed when services will be performed is not as taxpayers expect. In addition to this the standard deviation (SD= 1.109) also shown the response of both respondents was around the mean value. This shows that the respondents were not much more dispersed.

What is more, a t-test was done to reveal the agreement level of the respondents. The result attained revealed that items 5 at 95% Confidences interval the associated p-values are found to be greater than 0.05 (p-value=0.870).This implying that there was an agreement between the respondents.

Responsiveness

The other study measurement of the quality of taxpayer service and the performance of domestic tax administration as shown in the table 3 both groups of respondents have rated the extent of the Ethiopian revenue and customs authority west Addis Ababa branch have done the quality of taxpayer service and the performance of domestic tax administration.

Table 3: Respondents response about Responsiveness

N.o	Items	N	Mean	SD	T- test	Sing 2-tailed
1	The employees of ERCA provide prompt service to taxpayers	365	2.49	1.086	0.083	0.934
2	The employees of ERCA are willing to help taxpayers	365	3.36	1.060	0.368	0.714
3	The employees of ERCA are ready to respond to taxpayers requests	365	3.45	1.184	1.218	0.225

Source: own survey, 2015

Av. Mean <3 High, Av. Mean=3 Medium, Av. Mean> 3 Low, N= sample size, SD= Standard Deviation

As depicted in the Table 3 item 1, The respondents response about the employees of ERCA provide prompt service to taxpayers was rated as low (Av. Mean 2.49). This implies that the ERC provides good performance, this lead the organization to efficient activity.

The value of the standard deviation, (SD=1.086) implies that the standard deviation value also shown the response of both respondents was around the mean value. This shows that not much more dispersed between the respondents.

Additionally, to assess whether or not there existed a perceptual different among the respondents given a t-test was conducted. The result of the t-test revealed that of 95% confidence interval the associated p-value was greater than 0.05 implying that there was an agreement between the responses given by the respondents of the two groups. Regarding to this item P-value is greater than 0.05, (p-value= 0.934) therefore no statistical significant different between the two respondents.

As we can see from item 2 in Table 3, The employees of ERCA are willing to help taxpayers as high (Av. Mean=3.36).This indicating that the employees of ERCA are willing to help taxpayers was done not properly by the ERCA. In addition to his the standard deviation (SD= 1.060) implies that the standard deviation value is not disparate from the mean value.

This implies that the t-test value of the responses of the two groups respondents was no significantly difference (p-value= 0.714).

In item 3 in Table 3, the employees of ERCA are ready to respond to taxpayers requests as low (Av. Mean=3.45). In addition to this the standard deviation values (SD= 1.184) the standard deviation also shown the response of both respondents was around the mean value.

Likewise, the result of the t-test revealed that of 95% confidence interval, associated p-values were found to be greater than 0.05 (p-value=0.225) implying that there was an agreement between the responses given by the two respondents.

Assurance

Similarly, assurance is one of the measurement of quality of taxpayer service and the performance of domestic tax administration as shown in the table 4 both groups of respondents have rated the extent of the Ethiopian revenue and customs authority west

Addis Ababa branch have done the quality of taxpayer service and the performance of domestic tax administration.

Table 4: Respondents response about Assurance

N.o	Items	N	Mean	SD	T- test	Sing 2-tailed
1	ERCA employees Able to inspire confidence in taxpayers	365	3.15	1.407	2.24	0.005
2	ERCA employees make taxpayers feel safe in their transactions	365	3.45	1.393	2.805	0.060
3	Employees are polite at all times	365	3.07	1.451	2.153	0.033
4	Employees Have the knowledge to answer taxpayers' questions	365	3.65	1.322	0.045	0.965

Source: own survey, 2015

Av. Mean <3 Low, Av. Mean=3 Medium, Av. Mean> 3 High, N= Population, SD= Standard Deviation

Identifying customer interest is one the majority objectives for service delivering organization to maximized profit. As shown in the items 1, 2, 3, 4, & 5 Table 4, ERCA employees able to inspire confidence in taxpayers, ERCA employees make taxpayers feel safe in their transactions, Employees are polite at all times, and Employees Have the knowledge to answer taxpayers' questions. The respondents was rated as low (Av. Mean = 3.15, 3.45, 3.07, & 3.65 respectively). This implies that according to the respondent's information the assurance rate was less.

A t-test result revealed that at 95% confident interval the associated P-value was found to be less than 0.05 (p-value= 0.005, 0.060, 0.033 and 0.965 respectively) for above listed activities item 1, 2, 3, and 4. This implying that there was no agreement or there is statistical significant difference between the responses given by respondents.

Empathy

Similarly, empathy is one of the measurements of quality of taxpayer service as shown in the table below. Both groups of respondents have rated the extent of the Ethiopian revenue and customs authority west Addis Ababa taxpayer branch have done the quality of taxpayer service.

Table 5: Respondents response about Empathy

N o.	Items	N	Mean	SD	T- test	Sing 2-tailed
1	The branch have convenient operating hours to all	365	3.15	1.407	2.24	0.005
2	Employees given taxpayers personal attention to all	365	3.45	1.393	2.805	0.060
3	Employees have taxpayers' best interests at heart	365	3.07	1.451	2.153	0.033
4	Employees understanding taxpayers' needs	365	3.65	1.322	0.045	0.965

Source: own survey, 2015

Av. Mean <3 Low, Av. Mean=3 Medium, Av. Mean> 3 High, N= Population, SD= Standard Deviation

Identifying customer interest is one of the major objectives for service delivering organization to maximize its profit. As shown in the items 1, 2, 3, 4, & 5, Table 5, the branch have convenient operating hours to all, Employees given taxpayers personal attention to all, Employees have taxpayers' best interests at heart, Employees understanding taxpayers' needs, the respondents was rated as low (Av. Mean = 3.15, 3.45, 3.07, & 3.65 respectively). This implies that according to the respondent's information the assurance rate was less.

A t-test result revealed that at 95% confident interval the associated P-value was found to be less than 0.05 (p-value= 0.005, 0.018 and 0.033 respectively) for above listed activities item1, 2, 3, and 4. This implying that there was an agreement between the responses given by respondents.

Tangibles

Tangibles are the one that the researcher uses as the measurement of the quality of taxpayer service in the case of ERCA west Addis Ababa taxpayer branch office.

Table 6: Respondents response about the Tangibles

N. o	Items	N	Mean	SD	T- test	Sing 2-tailed
1	ERCA have filled with modern equipment	365	3.36	1.060	0.368	0.714
2	Physical facilities of ERCA are visually appealing	365	2.49	1.086	0.083	0.934
3	Employees of ERCA well dressed and neat in appearance	365	3.45	1.184	1.218	0.225
4	Offices of ERCA are Visually appealing materials associated with the Service	365	3.45	1.184	1.218	0.225

Source: own survey, 2015

Av. Mean <3 Low, Av. Mean=3 Medium, Av. Mean> 3 High, N= Population, SD= Standard Deviation

As depicted in the Table 6 item 2, the respondents response about the ERCA have filled with modern equipment was rated as high (Av. Mean 2.49). This implies that the ERC provides good performance, this lead the organization to efficient activity.

The value of the standard deviation, (SD=1.086) implies that the standard deviation value also shown the response of both respondents was around the mean value. This shows that not much more dispersed between the respondents.

Additionally, to assess whether or not there existed a perceptual different among the respondents given a t-test was conducted. The result of the t-test revealed that of 95%

confidence interval the associated p-value was greater than 0.05 implying that there was an agreement between the responses given by the respondents of the two groups. Regarding to this item P-value is greater than 0.05, (p-value= 0.934) therefore no statistical significant different between the two respondents.

As we can see from item 1 in Table 6, Physical facilities of ERCA are visually appealing as high (Av. Mean=3.36). This indicating that the Physical facilities of ERCA are not visually appealing. In addition to this the standard deviation (SD= 1.060) implies that the standard deviation value is not disparate from the mean value.

This implies that the t-test value of the responses of the two groups respondents was no significantly difference (p-value= 0.714).

In item 3 in Table 6, the employees of ERCA well dressed and neat in appearance as low (Av. Mean=3.45). In addition to this the standard deviation values (SD= 1.184) the standard deviation also shown the response of both respondents was around the mean value.

Likewise, the result of the t-test revealed that of 95% confidence interval, associated p-values were found to be greater than 0.05 (p-value=0.225) implying that there was an agreement between the responses given by the two respondents.

Item 4 in table 6, indicates Offices of ERCA are visually appealing materials associated with the Service as low (Av. Mean=3.45). In addition to this the standard deviation values (SD= 1.184) the standard deviation also shown the response of both respondents was around the mean value.

Similarly, the result of the t-test revealed that of 95% confidence interval, associated p-values were found to be greater than 0.05 (p-value=0.225) implying that there was an agreement between the responses given by the two respondents.

4.3 Importance of dimensions

In order to compare dimensions with respect to importance, ERCA west Addis Ababa taxpayer branch office, tangibles, reliability, responsiveness, assurance, and empathy, customers were asked to rate importance of service dimensions on a five- point likert scale: ‘not at all important’, ‘not important’, ‘neutral’, important’, and ‘very important’. A summary of descriptive statistics is presented in table 7.

To identify significance dimensions, ranking method with percentage rate has been used and depicted in table 4. The result shown in this table is ‘assurance’ dimension is the most important dimensions among five dimensions with respect to respondent’s point of view. Among 365 respondents (22.1%) respondents selected ‘assurance’ as the most significant dimension for the branch to satisfy its customers. The second most important dimension is ‘reliability’, which has (20.6%) score among the five dimensions. Responsiveness, empathy and tangibles respectively scored the rank of third, fourth, and fifth as per respondent’s evaluation. As depicted in table 3 below, eventhough the most significant dimension is ‘assurance’, on the other side the least significant dimension with respect to dissatisfaction of taxpayers among the five dimensions is ‘assurance’ and next is tangibles.

Table 7. Ranking of dimensions of SERVIQUAL in west Addis Ababa taxpayer branch office

Dimension	Ranking (in ascending order)	Percentage	Mean difference of dimensions
Assurance	1	22.1	-1.798
Reliability	2	20.6	-1.426
Responsiveness	3	19.4	-0.160
Empathy	4	19.0	-0.128
Tangibles	5	18.9	-0.777

Source: own survey, 2015

CHAPTER FIVE

5. SUMMARY, CONCLUSION, AND RECOMMENDATION

5. Summary, Conclusion, and Recommendation

The final chapter of the study deals with the summary of the research, the finding to assess services delivered to taxpayers and their satisfaction in western Addis Ababa taxpayer branch office using a measurement model SERVIQUAL, conclusions drawn from the findings and the recommendation based on the conclusions.

5.1 SUMMARY

The purpose of the study was to assess the quality of services delivered to taxpayers in ERCA's west Addis Ababa taxpayer branch. Furthermore, the study were intended to delineate the current practices on reliability, responsiveness, assurance, empathy, tangibles, for identified problems while the services delivered to taxpayers. To be effective descriptive survey research method were employed through questionnaire, interview, and document analysis. In order to meet the objective, the study was guided by the following basic questions of the research.

- What is the level of quality of services provided by western Addis Ababa medium taxpayer branch office of ERCA to taxpayers?
- How do the customers rate the standard of service provided by the branch understudy?
- How is the importance of five-service quality dimensions ranked by ERCA Addis Ababa medium taxpayer branch customers?
- What the office should do in the future to improve service delivery that may satisfy its customers?

The data obtained were computed in SPSS and analyzed using average mean, standard deviation, and T-test. Because of the analysis made the following major finding were obtained.

5.1.1 Major Findings

The major findings that were gathered from the research were organized according to the basic questions. Because of the analysis made, the following findings were obtained.

5.1.1.1. Characteristics of the Respondents

The research respondents were classified in different aspects like their type, gender, educational background, year of experience with the branch, and their perception about the improvement of the tax authority. Therefore, all of the respondents give valuable result for this research effectiveness and generalization.

- Regarding respondents, perceptions about the improvement of the branches service delivery, 54.8% of respondents perceived it as deteriorating from time to time.
- Among five dimensions of measurement ‘assurance’ features is chosen as priority (22.1%), and ‘reliability’ is the second (20.6%) choice of respondents. The rest ‘responsiveness’ (19.4%), ‘empathy’ (19%) and ‘tangibles’ (18.9) are ranked third, fourth, and fifth respectively.

5.1.1.2 Respondents Response on Service Quality Dimension Questionnaire

Reliability, responsiveness, assurance, empathy, and tangibles are the crucial activity in undertaking the quality of taxpayer service and customer satisfaction as mentioned before. In this regard, all the respondents were rated as high (Av. Mean > 3). In addition to this, the standard deviation value (SD) also shown the response of both respondents was around the mean value. Moreover, a T-test was done to reveal the agreement level of between the respondents. The result obtained revealed that of all items at 95 present confident intervals that associated p-value found to be greater than (p-value > 0.05). The test indicated no significance difference, implying that there was an agreement between the response given by the respondents about the reliability, responsiveness, assurance, empathy, and tangibles dimension of service quality of the branch needs attention and in placing immediate correction from the responsible bodies.

5.2 Conclusion

This study was conducted to assess the quality of services delivered to taxpayers in the case of west Addis Ababa taxpayer branch. As stated in the introduction and literature review part that how the issue of quality services delivered to taxpayers in all types and levels of the organization determines success or failure in such competitive and dynamic world-working environment.

For any tax administration, meeting the canons of taxation is valuable and has strategic endeavor for each tax collection organization and this should be supported by a quality taxpayer services by the concerned tax collection organizations. Taxpayer service usually means service and information, which the Tax Administration provides to taxpayers so that they can fulfill their tax obligations. It should also give the taxpayer a fair guideline of what consequences taxpayers' activities will have in terms of taxes. The service should not only address the expressed needs of the taxpayer, it should also include assistance in areas in which the taxpayer might not even have realized that compliance could be facilitated through taxpayer service and information.

The service that delivered to taxpayer is the most significant thing in the objective of the tax authority and to the growth and development of the country. Failing to do this in the first steps were, directly has a chain effect and that leads to failure to the next process and finally in the whole cycle of the growth and development process on the individual taxpayer and national development.

As the study revealed that, the respondents have highest expectations on providing services at the promised time (reliability feature), providing prompt service to taxpayers (responsiveness feature), ability to inspire confidence in taxpayers (assurance feature), taxpayers' best interests at heart (empathy feature), issues and concerns. The respondent's lowest expectations are employee's dependability (loyal) in handling taxpayers' problems (reliability feature), Employees politeness at all times when rendering service (assurance feature), etc.

The finding revealed that, the performers and taxpayers lack trust each other. Therefore, for better implementation of tax service, the higher officials should employ good governance, transparency and responsibility system in their organization.

5.2 Recommendations

Based on the findings of the study and the conclusion drawn the following recommendation have been forwarded:-

- Developing the service quality must be the major objective of the ERCA's west Addis Ababa taxpayer branch office. To this regard reliability, responsiveness, assurance, empathy, tangibles, dimensions of service quality, is the crucial activities in undertaking the quality of taxpayer service so, the researcher kindly recommend give attention to those critical issues for the sake of the development of taxation service quality because the issues under discussion have a direct and indirect impact on the national development.
- In order for the ERCA's west Addis Ababa taxpayer branch office to raise the performance of tax revenue collections, the branch office should improve its service delivery through:
 - ✚ Enhancing the quality of taxpayer service, it should focus on improving the tangibility, responsiveness and reliability determinants of taxpayer service quality.
 - ✚ The branch offices were rented buildings that were not appealing to taxpayers.
 - ✚ The branch should build its own home or rent good offices.
 - ✚ The office buildings should be approachable at all times and within the proximity of the taxpayers.
 - ✚ The offices should be located in a place that can be found by taxpayers, including finding one's way around the service environment and clarity of the route.
 - ✚ The location should be such that the roads to the premises are well marked with widely known names, with easily identifiable and elaborate signboards indicating and directing customers to the premises.
 - ✚ The branch should purchase enough computers to facilitate processing of information and entries, promote electronic filing, storage and quick retrieval of information to provide a quick and reliable service. This would go a long way in reducing overcrowding of taxpayers around the office.

- ✚ The library should be provided nearby for those who are interested. They should have enough material and literature about the taxes, tax laws and any other information that may facilitate taxpayer compliance. There should be enough filing cabinets and files with a good filing system, which enables quick retrieval of taxpayer files. All the documents with the branch should be well packaged and labeled when being delivered to the taxpayer.
- ✚ All the branch staff should be trained in customer care to improve their attitude and conduct towards and in dealing with taxpayers. Through training, staff will get to know and understand that a "customer is always king", and that a taxpayer need to be listened to in order to provide a quality taxpayer service. The training can improve their skills so that they are more caring, and willing to accommodate taxpayer's views and constraints.
- ✚ They will know that employees should be easy to access and contact, willing to understand taxpayer needs, offer respect and provide individualized attention to the taxpayers, should be open minded to suggestions, able to customize the service and minimize waiting time when serving taxpayers.
- ✚ The west Addis Ababa taxpayer branch should train staff so that they are well informed and knowledgeable about both theoretical and practical aspects of tax laws and regulations and tax administration issues. This will help them to follow up on issues raised by the taxpayer and give feedback timely; provide quick resolutions on queries raised by taxpayer on the tax audit assessments; provide prompt information's on the new change in government tax policies and laws to the taxpayer; be confident and conduct business securely, ethically and confidentially, thus building a good reputation of the branch's social responsibility.
- ✚ Customer surveys should be introduced to find out the quality of service provided to taxpayers and obtain regular feedbacks on taxpayers' services. This would help in identifying areas of weaknesses to devise means for improvement.
- Finally, the finding indicated that further studies should be conducted with due attention by the Government and /or other interested researchers on the effectiveness of service delivery of the tax authority and the satisfaction of tax payers and also may be better considering other possible alternative for better performance system with regard to the issue for better executions of taxation.

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Annex -A

St. Mary's University
School Of Graduate Studies
MBA Program
(Questionnaire to be filled by Taxpayers)

Sir/madam, the purpose of this questionnaire is to gather data about assessment of quality of taxpayer service in ERCA's selected Inland Tax Revenue branches. The study is used purely for academic purpose and thus it doesn't affect you in any case. You're genuine, frank, and timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question item carefully.

Note:

- No need of writing your name
- Where alternative answers are given, encircle the letter and put "✓" mark where necessary
- Please return the completed questionnaire in time, thank you in advance for your cooperation and timely response.
- There is no right or wrong answers
- The researcher assures that the responses you provide will be kept confidential;

For further comments and information, you may contact me at: - alanaddo@gmail.com or

Mobile Phone: 0913354924

Yours sincerely

PART I.

General information

1. Sex
 - a. Male
 - b. Female
2. Education background
 - a. Below 10 grade
 - b. 10-12 grade complete
 - c. Diploma holder
 - d. 1st degree holder
 - e. 2nd and above

3. For how long you are a customer of this branch?
- a. Less than one year c. 5-10 year
- b. 1-5 year d. more than 10 year
4. How do you rate the standard of service provided by this branch?
- a. Improving c. below my expectation
- b. As expected d. deteriorating

If your answer to the above question is d. what do you think the reason behind? _____

PART II

Respondents response on service quality dimension questionnaire (SQQ)

Items and Dimensions		Strongly agree 1	agree 2	Neutral 3	Disagree 4	Strongly disagree 5
Reliability						
1	ERCA employees provide services as promised	26	237	73	20	
2	ERCA employees are dependable(loyal) in handling taxpayers problems	24	243	80	9	
3	Employees perform services right the first time	31	256	64	5	
4	Employees provide services at the promised time	9	270	69	8	
5	Employees keep taxpayers informed when services will be performed	15	235	96	60	
Responsiveness						
6	The employees of ERCA provide prompt service to taxpayers	36	265	41	14	
7	The employees of ERCA are willing to help taxpayers	75	239	38	4	
8	The employees of ERCA are ready to respond to taxpayers requests	86	243	49	5	
Assurance						
9	ERCA employees Able to inspire confidence in taxpayers	76	268	54	8	
10	ERCA employees make taxpayers feel safe in their transactions	21	258	69	8	
11	Employees are polite at all times	14	247	80	15	

12	Employees Have the knowledge to answer taxpayers' questions	19	238	96	3	
Empathy						
13	ERCA Have convenient operating hours to all	36	241	73	6	
14	Employees given taxpayers personal attention to all	52	235	48	21	
15	Employees have taxpayers' best interests at heart	72	280	4		
16	Employees understanding taxpayers' needs	41	266	39	10	
Tangibles						
17	ERCA have filled with modern equipment	29	225	78	24	
18	Physical facilities of ERCA are visually appealing	33	236	73	11	
19	Employees of ERCA well dressed and neat in appearance	87	245	21	3	
20	Offices of ERCA are Visually appealing materials associated with the Service	58	267	27	4	

Part III

In receiving the service of ERCA west Addis Ababa taxpayers branch, how much important is each of the following dimensions to you? Please indicate a tick (√) mark for your choice in the space provided.

1. Not at all important 3. Neither nor important
2. Not important 4. Important 5. Very important

No.	Features of dimensions	1	2	3	4	5
1	The appearance of the west Addis Ababa taxpayer branch physical facilities, equipment, personnel and communication material					
2	The branches ability to perform the promised service dependably and accurately					
3	The west branch's willingness to help customers and provide prompt service					
4	The knowledge and courtesy of the west branch employees and their ability to convey trust and confidence					
5	The caring individual attention the west branch provides to its taxpayers					

Annex -B

St. Mary's University

School Of Graduate Studies

MBA Program

(Questionnaire to be filled by employees of ERCA)

Sir/madam, the purpose of this questionnaire is to gather data about assessment quality of taxpayer service in ERCA's selected Inland Tax Revenue branches. The study is used purely for academic purpose and thus it doesn't affect you in any case. You're genuine, frank, and timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question item carefully.

Note:

- No need of writing your name
- Where alternative answers are given, encircle and put "✓" mark where necessary
- Please return the completed questionnaire in time, thank you in advance for your cooperation and timely response.
- There is no right or wrong answers
- The researcher assures that the responses you provide will be kept confidential;

For further comments and information, you may contact me at:alanaddo@gmail.com or

Mobile Phone: 0913354924

Yours sincerely

PART I.

General information

1. Sex
 - a. Male
 - b. Female
2. Education background
 - a. Below 10 grade
 - b. Diploma holder
 - c. 10-12 grade complete
 - d. 1st degree holder
 - e. 2nd and above

3. For how long you are an employee of this branch?
1. Less than one year 3. 5-10 year
 2. 1-5 year 4. more than 10 year
4. How do you rate the standard of service provided by this branch?
- a. Improving c. below my expectation
 c. As expected d. deteriorating
5. If your answer to the above question is d. what do you think the reason behind?
-
-

PART II

Respondents response on service quality dimension questionnaire (SQQ)

Items and Dimensions		Strongly agree 1	agree 2	neutra 3	Disagree 4	Strongly disagree 5
Reliability						
1	ERCA employees provide services as promised					
2	ERCA employees are dependable(loyal) in handling taxpayers problems					
3	Employees perform services right the first time					
4	Employees provide services at the promised time					
5	Employees keep taxpayers informed when services will be performed					
Responsiveness						
6	The employees of ERCA provide prompt service to taxpayers					
7	The employees of ERCA are willing to help taxpayers					
8	The employees of ERCA are ready to respond to taxpayers requests					
Assurance						
9	ERCA employees Able to inspire confidence in taxpayers					

10	ERCA employees make taxpayers feel safe in their transactions					
11	Employees are polite at all times					
12	Employees Have the knowledge to answer taxpayers' questions					
Empathy						
13	ERCA Have convenient operating hours to all					
14	Employees given taxpayers personal attention to all					
15	Employees have taxpayers' best interests at heart					
16	Employees understanding taxpayers' needs					
Tangibles						
17	ERCA have filled with modern equipment					
18	Physical facilities of ERCA are visually appealing					
19	Employees are of ERCA well dressed and neat in appearance					
20	Offices of ERCA are Visually appealing materials associated with the Service					

Part III

In receiving the service of ERCA west Addis Ababa taxpayers branch, how much important is each of the following dimensions to you? Please indicate a tick (√) mark for your choice in the space provided.

1. Not at all important 3. Neither nor important
2. Not important 4. Important 5. Very important

No.	Features of dimensions	1	2	3	4	5
1	The appearance of the west Addis Ababa taxpayer branch physical facilities, equipment, personnel and communication material					
2	The branches ability to perform the promised service dependably and accurately					
3	The west branch's willingness to help customers and provide prompt service					
4	The knowledge and courtesy of the west branch employees and their ability to convey trust and confidence					
5	The caring individual attention the west branch provides to its taxpayers					

Annex -C

Research interview guiding questions for tax officials

- ❖ **How do you feel about the quality of taxpayer service in west Addis Ababa branch provides for?**
- ❖ **What can you suggest the branch should do to improve the quality of taxpayer service?**