

**ST MARY'S UNIVERSITY  
FACULTY OF BUSINESS  
DEPARTMENT OF MARKETING MANAGEMENT**

**AN ASSESSMENT OF CUSTOMER SERVICE PRACTICES: THE CASE OF  
ETHIOPIAN CARGO.**

**BY  
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**JUNE 2014  
SMU  
ADDIS ABEBA**

**AN ASSESMENT OF CUSTOMER SERVICE PRACTICES: THE CASE OF  
ETHIOPIAN CARGO**

**A SENIOR ESSAY SUBMITTED TO THE  
DEPARTMENT OF MARKETING MANAGEMENT**

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FOR THE DEGREE OF BACHELOR OF ARTS IN MARKETING MANAGEMENT**

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Customer service is underpinned by the nuts and bolts of well conceived processes that deliver consistent out come and the physical infrastructure that makes it possible for people to discover and access what you have to offer. Without these service organizations would be chaotic (Lake & Hickey, 2006). Moreover, Johnson et.al (2008) the collection of activities performed in filling orders and keeping customers happy, creating in the customer's mind the Perception of an organization that is easy to do business with. Nevertheless, Guy winch (2011) Customer Service is about creating a relationship of trust and loyalty with customers that transcends the interaction of the moment. Ironically, such bonds are best forged not when things go right but when things go wrong. Therefore complaint management becomes the premier opportunity to prove our care, responsiveness, and trustworthiness to customers.

Ethiopian Airlines was established in 1945 with an initial investment of birr 2.5 million. Since the establishment, the airline has played a great roll in aviation industry connecting Africa to the other continents for this remarkable achievement it has become a member of Star Alliance group in 2011 with more than 55 airplanes. However, out of the seven business units of the aviation Group one is Ethiopian cargo which started its operation in 1946 with the first flight to Nairobi. Starting from early 1970 the freight service has been growing to several countries in Europe, Asia and the Middle East exporting different agricultural products. Currently, due to the strategic location the Ethiopian Cargo has the potential to establish an international hub for perishable products such as flowers, herbs, fruits meats, etc for this reason the company has plan to expand the cargo terminal and the capacity of storage by 125,000 tones and 120 pallet. Currently the company has different storage system like cold rooms with a temperature range of -23 to +11 degree Celsius, Vault/Safe-Room for valuable things, dangerous goods storage, radioactive materials storage, live animals cages.

## **1.2 Statement of Problem**

According to k.Harris (2000) Customer service is everything which is done for the customer that enhances customer experience. Customers have varying ideas of what they expect from customer interactions, no matter how accurately we see our definition of customer service, still there is a need to live up to what our customers idea of customer services. Its goal is to attain the satisfaction of the customers. Moreover, Watkins (2006) explained that for every person who takes the time & trouble to complain, organizations should give the most appropriate attention and care because there are another ten or twenty customers who are equally dissatisfied but who have not expressed their annoyance for whatever reasons.

Ethiopian airlines is the largest airline in the country and It is cargo handler in the Ethiopia.from the observation made and the preliminary interview made with customers regarding customer service practices it faces many problems. Those problems especially include a lack of reliability and responsivness. Customers are not receiving their goods on time that they have been appointed to pick and they may not get it at all.

In addition, the company has set target of 6 baggagge regarding the number of lost baggage per 1000. Under the present circumstances, it is waymore than expected. As a member of international air transportation association, it also signed the Warso convension which obling the company to compensate customer for their lost baggage 20usd/kg. However, customers have passed through burocratic process to obtain compensation which leads to comparatively greater complain and questioning the company in complain handling procedure. Because of the above reasons the student researcher becomes interested to conduct a research on assessment of the practice of customer service of Ethiopian cargo.

## **1.3 Research Questions**

After the study has been completed the student research answered the following questions

- What are the problems that are faced by customer of Ethiopian Cargo in relation to its customer service?
- What type of customer service do customers expect from the company?
- To what extent Ethiopian Cargo is effective in managing customer complain?

- To what extent customers are satisfied with service delivery of Ethiopian cargo?

## **1.4 Objectives of the Study**

### **1.4.1 General Objective**

The general objective of the research paper is to assess customer service practice of Ethiopian Cargo.

### **1.4.2 Specific Objectives**

The following are the specific objective of the study

- To identify the problems faced by customer of Ethiopia.
- To indicate the gap between customer expectation and actual performace of the company.
- To point out the complain handling mechanisims.
- To indicate the level of customer satisfaction.

## **1.5 Delimitation of the Study**

### **Subject**

This study focused mainly on customer service and the study address only the import section of Ethiopian Cargo.

### **Population**

The study addressed company employees, import section manager and final customers who have been served more than twice to get sufficient data.

### **Area**

Since the customers of Ethiopian Cargo scattered all over the country and it is difficult to reach them, the researcher was delimate in the compound of ethiopian cargo.

### **Time**

The research study time limit was from 2011-2013.the reason was that the current strategy the company followed is started in 2011.

## **1.6 Significance of the Study**

This study would serve as a base for detailed and further study for other researcher who is interested to make on customer service. This paper will provide information to the company as part of an input in further investigation in the subject matter and it develops my knowledge regarding customer service as a student.

## **1.7 Research Design and Methodology**

### **1.7.1 Research Design**

The researcher used descriptive research design followed by qualitative and quantitative approach. Descriptive research design is used in describing and determining the frequency with which an event could occur.

### **1.7.2 Population and Sampling Techniques**

In this study final customer and employees of Ethiopian cargo were considered as population of the research study. Concerning customer non probability sampling technique was used for the reason that exact number and list of there customer is not available,specifically judgmental and convenience sampling technique This help to choose samples based on customer conveniences in terms of time and space. According to the recommendation of malhotra (2006) a total number of 200 customers were taken as a reliable sample size. Regarding employees the student researcher used stratified sampling technique in order to proportional representation of total population after that for selection process simple random sampling was used where in each population element is assigned a number and the desired sample is determined by generating random number appropriate for the relevant sample size. From the total population of 290 employee of the company 30% or 87 employees and 1 import section manager were selected.

Position	No. of Employees	No. of sample
Frontline	180	54
Loader	110	33
Total	290	87

### **1.7.3 Types of Data Collected**

The student researcher used both primary and secondary data. The primary data were collected from customers, employees and manager of the company. The secondary data was obtained from company documents and relevant books.

### **1.7.4 Methods of Data Collection**

For the primary data collection purpose the student researcher used questioner and interview. and the secondary data were collected from company's document and different books.

### **1.7.5 Methods of Data Analysis**

The data that was obtained from close ended questions was analyzed using frequency percentage and was placed in tables. Responses that were obtained from open ended questions and interview were narrated and are used to support the analysis analyzed qualitatively.

## **1.8 Limitation of the study**

While conducting the research study there were some factors that hindered the study not to be carried out as it was expected from which; questionnaires were not fully returned for analysis, company manager and employees didn't give sufficient answer for the study.

## **1.9 Organization of the Study**

The study is organized in four chapter.the first chapter includes background of the study, statement of the problem, research question,objective of the study,significance of the study,scope of the study,research design and methodology,limitation of the study and organization of the study. In the second chapter literature review is viewed. Further the third chapter deals with presentation, analysis and interpretation of data.The fourth chapter includes summary, conclusion and recommendation of the research.Finally the bibliography and appendixes is attached with the research paper.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1 Definition of Services

According to Murdick (1990), "Services can be defined as economic activities that provide time, place, form, or psychological utilities". Many service firms have become successful by identifying a previously unrecognized or unsatisfied customer wants.

According to Kotler (1996) "service are growing even faster in the world economy, marketing up a quarter of the value of all intention trade." Service job include Hotels, Airlines, Banks, Telecommunication and others

#### 2.2 Nature and Characteristics of Services

According to Kotler (1996) services have four major Characteristics

##### 2.2.1 Intangibility

Services are intangible unlined physical products; they cannot be seen, tasted, felt heard or smelled before they are bought.

##### 2.2.2 Inseparability

Services are typically produced and consumed simultaneously. This is not true of physical goods that are manufactured, put into inventory, distributed through multiple resellers, and consumed still later. For instance, the cashier in the bank is an inseparable part of the service offering. The client also participated to some extent in the service, and affects the outcome of the service. Both the producer and the client affect the services outcome.

##### 2.2.3 Variability

Service are highly variable, since they depend on who provides them and when and where they are provided, Service buyers are aware of this high variability and frequently talk to others before selecting a service provider. Service firms fan take several steps on help mangle service variability.

- provide employee incentives that emphasize quality

- The second step is standardizing the services performance process thorough out the organization. This is helped by preparing a service blue print which depicts the services events and process in a flow chart, with the objectives of recognizing potential service fail points.
- The third step is monitoring customer satisfaction though suggestion and compliant systems, customer’s surveys, and comparison-shopping so that poor service can be detected and corrected.

#### **2.2.4 Perishability**

Service cannot be stored. Because of this service firms have difficult problems when services fluctuate. Service firms use several strategies for producing a better match between demand and supply in a service business.

- On the demand side
  - Differential pricing will shift some demand form peak to off-peak periods
  - Non peak demand can be cultivated
  - Complementary services can be developed during peak time to provide alternatives to waiting customers
  - Reservation systems are a way to manage the demand level.
- On the supply side
  - Par time employee can be hired to serve peak demand Peak time efficiency routines can be introduced. Employee performing essential tasks during the peak periods
  - Increased consumer participation in the testes can be encouraged
  - Shred services can be developed
  - Facilities for future expansion can be developed.



## **2.3 Classification of Services**

According to Palmer (1994) services can be classified according to the following ten points;

### **2.3.1 Marketable vs. Unmarketable Services**

The first classification distinguishes between services that are freely traded on those considered by the social and economic environment of the time to be more appropriately distributed by non-market based machines. For the latter group, many government services are provided for the public benefit, but no attempts made to charge users of the service.

### **2.3.2 Producers vs. Consumers Service**

Consumer services are provided for individuals who use up the service for their own enjoyment or benefit. On the other hand, producer services are those provide to a business in order that the business can produce something else of economic benefit.

### **2.3.3 Status of the service in the Product Offering**

Services can be classified according to the role of the services in that total quality offering. Three principal roles can be identified. A pure service exists when there is little if any evidence of tangible goods. A second group of services exist in order to add value to a tangible product. A third group of services may add value to a product more fundamentally by making it available in the first phase.

### **2.3.4 Tangible vs. Intangible Services**

The level of tangibility present in a service offer derives from four principal sources.

- Tangible goods that are included in the service offer and consumed by the customer.
- The physical environment in which the service production/consumption process takes place.
- Equipment used in the service production process
- Tangible evidence of services performance.

### **2.3.5 Extent of customer Involvement**

Some services can be provided only with the complete involvement of customers, whereas others require them to do little more than initiate the service process.

### **2.3.6 Degree of Variability**

Two dimension of variability can be used to classify services: The extent to which production standards vary from a norm, in terms both of outcomes and the production process. The extent to which a service can be deliberate varied to meet the specific needs of individual customers.

### **2.3.7 Pattern of service Delivery**

Whether the service is supplied on a continuous basis or supplied casually or within an ongoing relation between buyer and seller.

### **2.3.8 Pattern on demand**

Services can be classified according to the temporal pattern of demand they face. Very few services face a constant paten though time.

### **2.3.9 People-Based vs. Equipment-Based Services**

Some services involve vary labor-intensive production methods. At the other extreme.

### **2.3.10 Significance of the service to the Purchaser**

Some services are purchased frequently, are of low value, are consumed vary rapidly by the recipient, and are likely to be purchased on impulse with very little per-purchase activity.

## **2.4 Quality Service**

### **2.4.1 Definition of Quality service**

According to Murdick (1990), "quality is the degree to which the bundle of services attributes as a whole satisfied the user". The definition comprises (1) the degree to which attributes of the service desired by the udders are identified and incorporated in the service, and (2) the degree to which desired levels or these attributes are perceived by the user to be achieved.

A customer who buys the product or experiences the service has certain needs and expectations in mind. According to berry (1991), "if the service or product meets or exceeds those expectations time and time again, then, in the mind of that customer, it is a quality product or a quality service". Berry (1991), further states that quality relates to customers' perception. Customer compare the actual performance of the total service experience to their own set of expectations and reach a judgment that is rarely neutral.

### **2.4.2 Principles of Quality Service**

According to Denton (1998), “top service companies are able to effectively deliver service because they apply the basic principles’ of quality services” Some of these principles mention by Denton are discussed below.

- Develop a Strategic Niche Strategy is finding and developing the unique service that enables a business to “get a leg up” on the competition. It involves a business’s particular service attributes and perspective, which the customer appreciates and well support with patronage.
- Top management must demonstrate support. Here, one of the key issues is management commitment. It takes deeds and action to prove managements’ commitment to quality. Understand, respect, and monitor the customer. Perhaps the best single way to develop an effective service strategy is to simply listen to customers.

### **2.4.3 Quality Management**

According to Kotler (1996), “customer satisfaction is closely related to quality” .In recent years, many companies have adopted total quality management programs, designed to constantly improve quality of their products performance, and hence on customer satisfaction. The customer focused definition suggests that a company has achieved total quality only when its products or services meet or exceed customer expectations. Thus, the fundamental aim of today’s total quality movement has become total customer satisfaction. Quality begins with customer needs and ends with customer satisfaction. According to Palmer (1995) the level of quality to which a service is designed is a crucial element in the total service offer.

Berry stated that (1991) “quality improvement process is a systematic method of developing products and services and providing customer service after sale based on a though understanding of customer’s needs and reasonable expectations”. It involves employee at all levels in the assessment and improvement of quality. Listening to customer and examining the company’s operational methods help to find that improvements are needed.

#### **2.4.4 Impact of Quality Service on Customer Satisfaction**

According to Denton (1998), some of the benefits achieved by providing quality services are

- Increased customer retention
- Reduced customer complaints and warranty claim
- Improved the company profitability
- Reduced cost, and
- Increased ability to attract new customer.

Murdick stated (1990) that, the reason for emergence and tolerance of poor quality service are as follows

A customer typically expects loss of services and does not demand more. They typically consumes the services as it is produced, no time to test the service quality, correct mistakes, or network or recall the service

There is more chance of making errors because of variability inherent in services provided to a number of differently customers.

Frontline employees fail to deliver the service that management has specified. The organization, though advertisements or sales presentation, over promises customers or that service providers are unable to deliver quality service to its customers. Poor service reflects a mutual shortcoming that customers blame a company when served poorly. Customers see service problems when there is a gap or discrepancy. Denton (1998)

#### **2.4.5 Parameter of quality service to customer Satisfaction**

According to Murdick (1990), "if we can measure the customer's perception of a service relative to a set of characteristics important to him or her, we may uncover ways to improve the quality of service as a whole". It is found that customer access service quality interims of:

- Reliability: It involves consistency of performance and dependability.
- Responsiveness. It is willingness or readiness of employee to provide service.
- Competence. Possession of the requ4rd skill and knowledge to perform the service
- Access. It involves approachability and ease of contact

- **Courtesy:** It involves politeness, respect and friendliness of contact personnel by considering the customer's interest.
- **Communication:** Keeping customers informed and listening to him.
- **Credibility:** It involves having the customer's best interest at heart.

Understanding/ Knowing the customer: This is simply is making effort to understand the customer's need.

#### **2.4.6 The 5 Service Quality Dimensions**

According to Zeithamel (2010) every company owner wants to get loyal customers which add to repeating purchases and of cause increasing their maximum revenue. But to get there they need to know about the 5 Service Quality Each of the 5 Service Quality Dimensions makes an extra addition to the level and quality of service which the company offers their customers. It also makes the service far more unique and satisfying.

##### **1. Tangibility**

The tangible Service Quality Dimension refers to the appearance of the physical surroundings and facilities, equipment, personnel and the way of communication. In other words, the tangible dimension is about creating first hand impressions. A company should want all their customers to get a unique positive and never forgetting first hand impression, this would make them more likely to return in the future.

##### **2. Reliability**

The reliability Service Quality Dimension refers to how the company are performing and completing their promised service, quality and accuracy within the given set requirements between the company and the customer. Reliability is just as important as a goof first hand impression, because every customer want to know if their supplier is reliable and fulfill the set requirements with satisfaction.

### **3. Responsiveness**

The responsiveness Service Quality Dimension refers to the willingness of the company to help its customers in providing them with a good, quality and fast service. This is also a very important dimension, because every customer feels more valued if they get the best possible quality in the service.

### **4. Assurance**

The assurance Service Quality Dimension refers to the company's employees. Are the employees skilled workers which are able to gain the trust and confidence of the customers? If the customers are not comfortable with the employees, there are a rather large chance that the customers will not return to do further business with the company.

### **5. Empathy**

The empathy Service Quality Dimension refers to how the company cares and gives individualized attention to their customers, to make the customers feeling extra valued and special. The fifth dimension are actually combining the second, third and fourth dimension to a higher level, even though the really cannot be compared as individuals. If the customers feel they get individualized and quality attention there is a very big chance that they will return to the company and do business there again.

## **2.5 Quality defined as gaps between perceptions and expectation**

Murdick, (1990) stated in his book the gap between perception and expectation in following ways.

**Gap 1: Consumer expectation** Service managers do not always understand what feature of service can note high quality to the consumer.

**Gap 2: Management perception service quality specification gap** Management does always include in service specification all the quality attributes it perceives consumers want. This is at the same time due to lack of sufficient resources or unreasonableness of consumer expectations.

**Gap3: Service quality specification – service delivery gap** Even when appropriate quality guidelines

**Gap 4: Service delivery- external communication gap** Media advertising and other communication by firm can affect customer expectations. The key to ensure good service quality is meeting or exceeding customer satisfaction.

🕒 **Gap 5: Expected service- perceived gap** the key to ensure good service quality is meeting or exceeding customer satisfaction.

## 2.6 Causes of poor quality in service

- Labor shortages have fueled the trend towards self-service and automation.
- Service workers are often viewed as short term and service work as ‘servitude’; consequently, service labor is typically under trained and overworked.
- The emphasis on increasing efficiency and productivity of service has taken its toll of quality.
- Customers typically expect less of service and do not demand more.
- There is more chance of making errors because of the variability inherent in service provided to a number of different customers, by the number of different people, in number of geographically disperse location.
- The customers typically consume the service as it is produced, leaving no time to test the service quality, correct mistake and rework or recall the service.
- The nature of service of service does not tend itself to quality control. Service produces intangibles. The qualities of intangibles are rated by opinion, perceptions, and expectation. (Murdick, 1990)

## 2.7 Criteria frequently used to identify service

According to Synder (1993), services are identified through the following characteristics:

- Services produce intangible output.
- Services produce variable, nonstandard output.
- A service is perishable i.e. it cannot be carried in inventory, but is consumed in production.
- There is high customer contact throughout the service process.
- The customer participates in the process of providing a service.
- Skills are sold directly to the customer.
- Service cannot be mass- produced.
- High personal judgment is employed by the individual performing the service.
- Service firms are labor- intensive.
- Decentralized facilities are located near the customer.

- Quality control is primarily limited to process control.
- Pricing options are more elaborate.

The above criteria are just listed to emphasize the scope of unique problems the manager of service operation encounters.

### **Labor intensiveness**

The question of labor intensiveness versus capital intensiveness for service firms has important implications. Capital intensiveness offers a promise of continued increases in productivity and provides the cost of equipment can be kept in line. Although people tend to view services as inherently labor intensive, it is always the case that some are or some aren't.

### **Decentralized facilities near to the customer**

It is commonly stated that service should be located physically near to the customers and manufacturing plant should be located near raw materials and suppliers. This has resulted in a Proliferation of small, decentralized customer service region and large for services that involve physical contact with the customer. The high traffic of potential customer makes adjacent location important (murdick, 1990)

## **2.8 Service process planning and equipment selection**

The service process refers to how a service is provided or delivered to the customer. Service systems use various resources, including material, equipment and people, to facilitate the service process. Therefore, service process planning must consider the selection of conversion process, material, equipment and skills. Specifically strategic decisions must be made in respect to:

- Primary technological decisions
  - The primary technology decisions involve answering the following questions.  
Is the technology available, or can it be developed, to provide the material,  
Process and equipment to make the product or deliver the service?
- Material and conversion process
  - Efficiency is achieved when the conversion process is specialized, i.e. when each person or machine supplying a service is dedicated to providing that specific service. Effectiveness, however, is achieved by flexibility in the conversion process. In other words, service providers should provide the broadest range of service they can.
- Specific equipment decisions



The selection of specific equipment is not a decision to be made at the lowest level of management. Important questions to address when selecting equipment include:

- Will this equipment is useful in producing both present and anticipated products and service over the next few years?
- Does this selection match the strategy of utilizing equipment for lowering short term operating costs?
- Is this equipment compatible with material selection and suitable for trade off between capital intensity and labor intensity?
- Process flow for conversion.
- Skill and job content.
- Site location and selection.
- Building and facilities.
- Facility layout and work flow
- Organization structure and socio psychological factor (Murdick,1990) .

## **2.9 Tasks of Service**

It is strongly believed that the well run logistics system can improve the service a firm provides to its customer. According to Kotler (1996) service companies face three tasks. This are increasing their competitive differentiation, add their productivity.

### **2.9.1 Managing Differentiation**

Services companies can differentiate its service delivery in three ways, namely though people, though physical environment, and though process (the 3 Ps of service marketing).

- People: - a service company can distinguish itself by having more able and reliable customer contact people than its competitions
- Physical Environment: - a service company can develop a more attractive physical environment in which the service is delivered
- Process: a service company can design a superior delivery process.

### **2.9.2 Managing Services Quality**

One of the major ways to differentiate a service firm to deliver consistently higher quality service than competitors does. The key is to meet or exceed the target customers' service quality expectation. Their expectations are formed by their past experience, word of mouth, and service firm advertising.

The customers, after receiving the service, they compute the perceived service with the expected service. If the perceived service falls below the expected service customers lose interest in the providers. If the Perceived service meets or exceeds their expectations they are apt to use the provider again.

### **2.9.3 Managing Productivity**

Service firms are under great pressure to increase productivity. Since service businesses are highly labor intensive, costs have been rising rapidly. Kotler listed six approaches to improving service productivity.

- The service provider train current employees better or they hire now one who will work harder or more skillful.
- The service provider can increase the quality of their service by giving up some quality  
The provider can "industrialize the service" by adding equipment and standardizing production
- They can increase productivity by designing more effective services.
- Providers also can give customers incentive to substitute company labor with their own labor.

## **2.10 Customer service**

one of the most effective and least expensive way to market a business is through excellent customer service. Customers are an obvious requirement for doing business. The importance of customer service is at an all-time high. business realize that providing a product or service alone is not enough in today's competitive economic environment. (k.Harris 2000)

according to k.Harris (2000) every customer comes in to the customer situation with differing wants. While wants are frequently hard to identify and may occasionally be unrealistic. all customers have five basic needs.

1. service :- customers expect the service they consider is appropriate for the level of purchase that they are making, spontaneous purchase may have a smaller service need than a larger purchase that has been carefully planned and researched.

2. price :- the cost of every thing we purchase is becoming more and more important people and business want to use their financial resources as efficiently as possible. Many products previously considered unique offerings are now considered commodities.

3. quality :- customers want the product that they purchase to be durable and functional until the customer decides to replace them. This requirement of quality mandates that manufacturers and distributors produce products that live up to the customer's expectation of durability.

4. action :- customer need action when a problem or question arise.

5. appreciation :- customer need to know that we appreciate their business. customer service provides can convey this appreciation in many appropriate way.

## **2.11 Marketing Strategy for Service Firms**

Until recently, service firms lagged behind manufacturing firms in their use of marketing. According to Kotler (1996) service businesses were small and often consider marketing unneeded or too costly. Other service firms once had so much demand that they did not need marketing until recently. Still others believed that it was unprofessional to use marketing. However, because services differ from tangible products, they often required additional marketing approaches. In a product business the customer and the service employee interact to create those services. Effective interaction, in return, depends on the skills of the frontline service employee and on the service production and support processes backing these employees. Thus, successful service companies focus their attention on both their employees and customers.

They understand the service profit chain, which links service firm profits with employee and customer satisfaction. This chain consists of three links

- Healthy service profits and growth resulted from superior service firm performance.
- Greater service value gives more effective and efficient customer value creation and service delivery.
- Satisfied and productive service employees become more satisfied, loyal, and hard working employees.
- Internal service quality—superior employees—more training, a quality work environment, and strong support for those dealing with customers
- Satisfied customers remain loyal, repeat purchase, and refer other customers.

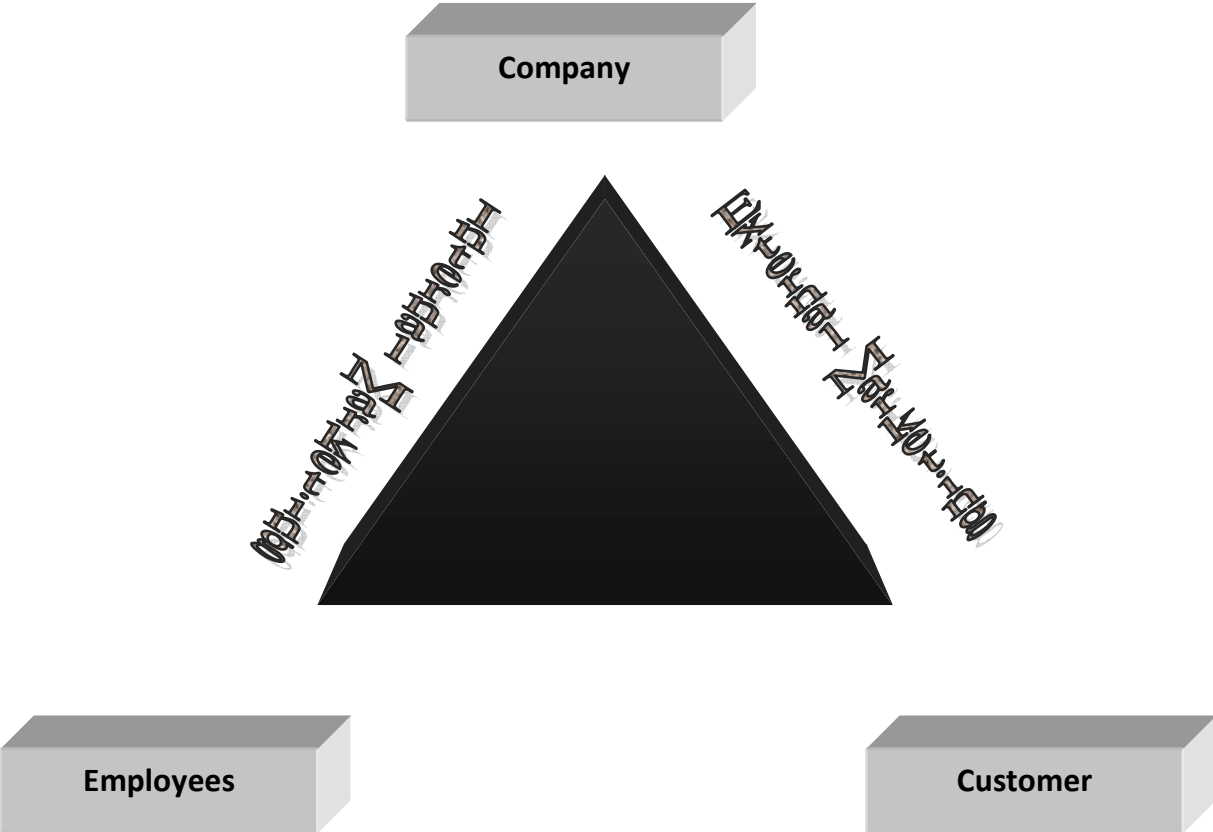
Therefore, reaching service profits and growth goals begins with taking care of those who take care of customers. Service marketing requires more than traditional external marketing using the 4Ps. Thus, the services outcome is influenced by a host of variable elements.

External Marketing: describes the normal work done by the company prepared, price, distribute, and promote the service to customer.

Internal marketing: describe that service firm must defectively train and motivate its customer contact employee and all the supporting service people to work as a team to provide customer satisfaction. It is important that everybody should practice a customer orientation to deliver consistency high service quality.

Interactive marketing: means that perceived service quality rests heavy on the quality of the buyer-seller interaction during the service encounter. In service marketing, service quality rest on both the service deliver and the quality of the delivery, especially in professional service.

**Service triangle**



**Interactive Marketing**

## **CHAPTER THREE**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

This part of the research paper deals with presentation, analysis and interpretation of the collected data through questionnaire and interviews.

Questionnaires were distributed to customers of Ethiopian cargo that found in the compound of the company. For the customers Out of 200 copies of questionnaires distributed 186 (93%) has been field out thoroughly and returned. For employee out of 87 copies of questionnaires distributed 83(95%) has been field out thoroughly and returned.

Interview was conducted with the company's import section manager. The data which was gathered through closed ended questions, was analyzed and presented in tables, and the data which was gathered through open ended questions and interviews was narrated to support the findings.

#### **3.1 General Characteristics of Customers**

Table 1 below shows the general characteristics of respondents which include their sex, age, education and occupation.

**Table 1 General Characteristics**

Item Number	Item	Description	No. of Respondents	Percentage (%)
1.	Sex	Male Female total	102 84 186	55 45 100
2.	Age	15-20 21-26 27-32 33-38 Above 39 Total	- 98 45 36 7 186	- 53 24 19 4 100
3.	Educational Background	10/12 Complete Certificate Diploma Degree Masters Total	75 27 33 51 - 186	40 15 18 27 - 100
4.	Occupation	Student Merchant Employed Retired Other Total	24 90 72 - - 186	13 48 39 - - 100
5.	Number of times use company's service	2-3 4-5 Above 6	114 37 35	61 20 19
		Total	186	100

As it illustrated in the above table 1 in item number 1, among 186 respondents 102 (55%) of them were male and the rest of them were females .this implies that more than half of companies customer are male.

Item number 2 which is in the same table the age of sample respondents explained as follows. 98 (53%) of the respondents lay in the age of 21-26 this indicate that more than half of the company's customer are youngsters, and 45 (24%) of respondents are between the age of 27-32, the rest 43 (23%) of the respondents are above the age of 33. in general the respondents are capable of filling the questionnaire without any interference.

Regarding the educational background from the total of 186 respondents 75 (40%) have completed 10<sup>th</sup> and 12<sup>th</sup> grade, 27 (15%) have certificate, 33(18%) have diploma and 51 (27%) are first degree holder. This implies that more than half of respondents are expected to have some understanding of what they are serving or intended to serve from the company.

Coming to the occupation of the respondents out of 186, 90 (48%) are merchants, 72 (39%) are employees either in government or private institutions, and 24 (13%) are students. This shows that majority of the respondents have enough money to get service at the company or have purchasing power.

The last item of the table which shows how many times the respondent uses company's service, 114 (61%) were using service 2-3 times 37 (20%) were using service 4-5 times and 35 (19%) were using for more than 6 times. From this one can infer that most of them have enough experience with the company and they can give enough information about the company's product.

### 3.2 Analysis of Major Findings

**Table 2 Customer's Rate on their Most Recent Service**

Item No.	Item	Scale	No of Respondents	Percentage (%)
1.	How do you evaluate your most recent customer service experience with Ethiopian cargo	Very good	15	8
		Good	10	5
		Neutral	30	16
		Poor	63	34
		Very poor	68	37
		Total	186	100

Out of 186 asked about customer service experience 15 (8%) of respondents said very good, 10 (5%) of respondent said good,30(16 %) of them have no opinion, 63 (34%) of them are said poor and 68 (37%) said very poor. This implies that many of the customers are not satisfied with their most recent experience. Satisfied customers remain loyal, repeat purchase, and refer other customers. (Kotler, 1996)

**Table 3 Customer’s Opinion on Quality of Customer Representatives**

Item No.	Item	Scale	No of Respondents	Percentage (%)
2.	How do you rate quality of the customer service representatives	Very good	29	15
		good	27	14.5
		Neutral	22	12
		Poor	69	37
		Very poor	39	21
		Total	186	100

The quality of the customer service representatives rated by customer as shown 29 (15) % of respondent are said very good, 27 (14.5%) of them said good, 22 (12%) of them have no opinion, 69 (37%) of respondents said poor and 39 (21%) said the representatives have very poor quality. From the above data it’s clearly seen that the quality of the customer service representatives is not satisfactory.

As kotler (1996) explained the service provider can increase the quality of their service by giving up some quality.



**Table 4 Rate of Facility Convenience**

Item No.	Item	Scale	No of Respondents	Percentage (%)
3.	How do you rate the facility of the company regarding to convenience	Very good	22	12
		Good	34	18
		Neutral	40	21.5
		Poor	48	26
		Very poor	42	22.5
		Total	186	100

The above table 4 shows that out of 186 respondents 22 (12%) of them answered that they found the facility convenience very good, 34 (18%) of them said good, 40 (21.5%) of them have no opinion, 48 (26%) of them answered that they found the facility convenience poor and the rest 42 (22.5%) of them said they found it very poor. Therefore most of the respondents stated that the company is poor in regards to convenience and need to work in improving the convenience.

**Table 5 Eagerness of Employees**

Item No.	Item	Scale	No of Respondents	Percentage (%)
4.	How do you rate the eagerness of the employees of the company to help you	Very good	20	11
		Good	24	13
		Neutral	35	19
		Poor	50	27
		Very Poor	57	30
		Total	186	100

The above table 5 shows that out of 186 respondent 20 (11%) of them answered that company's employee eagerness very good, 24 (13%) of them answered good, 35 (19%) of them have no opinion, 50

(27%) of them said poor and the rest 57 (30%) of them said very poor. This implies that employees are not empathetic to customer which might arise because of lack of training and motivational factor in return this affect the quality of service they provide. The marketing manager said there is a standard of procedure for customer service agents and every employee should follow it .the procedure include motivation of employee, politeness etc. If the customers are not comfortable with the employees, there are a rather large chance that the customers will not return to do further business with the company. (zeithamel, 2010)

**Table 6 Customer Opinion on Quickness of Employees**

Item No.	Item	Scale	No of Respondents	Percentage (%)
5.	Would you please rate the quickness of the employees of the company to help you	Very good	18	10
		Good	23	12
		Neutral	31	17
		Poor	61	33
		Very poor	53	28
		Total	186	100

Regarding the quickness of the employee of the company out of 186 respondents 18 (10%) of them answered very good, 23 (12%) of them answered good, 31 (17%) of them have no opinion, 61 (33%) of them answered poor and 53 (28%) of them said very poor. This implies that large part of responders said that employees of the company are not ready to help customers. This results in dissatisfaction of customers. Some of the customer suggests that they have to make their customer service in quicker way and they have to be respect full for the customers. As zeithamel (2010) stated that the responsiveness service quality dimension refers to the willingness of the company to help its customer in providing them with a good, quality and fast service.

**Table 7 waiting Time for Question to be Addressed**

Item No.	Item	Scale	No of Respondents	Percentage (%)
6.	The waiting time for having your question addressed was	Very high	67	36
		High	48	26
		Neutral	27	14
		Low	24	13
		Very low	20	11
		Total	186	100

As it is presented in the above table 7 out of 186 respondents 67 (36 %) of them said the waiting time was very high, 48 (26%) of them said high, 27 (14%) of them have no opinion, 24 (13%) of them said low and the rest 20 (11%) said very low. One can understand from the above data that it took long time for their questions to be addressed.

**Table 8 Customer Opinion on the Overall Satisfaction**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
7.	How do you rate the overall satisfaction with the company	Very High	11	6
		High	9	5
		Neutral	32	17
		Low	69	37
		Very Low	65	35
		Total	186	100

The above table 8 show that out of 186 respondents 11 (6%) of them answered that their level of satisfaction by the service they got was very high, 9 (5%) of them answered they got high satisfaction, 32 (17%) of them have no opinion, 69 (37%) of them answered that their satisfaction level was low and 65 (35%) of them answered they got very low satisfaction. For that reason it is clearly seen that the

overall satisfaction of customers is very low and most of their customers suggested that the company's have to improve and give on time service. The fundamental aim of today's total quality movement has become total customer satisfaction. Quality begins with customer needs and ends with customer satisfaction. (kotler, 1996)

**Table 9 Customer's Opinion on Problem Resolution**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
8.	How do you rate the process of problem solution	Very High	11	6
		High	23	12
		Neutral	33	18
		Low	72	39
		Very Low	47	25
		Total	186	100

From the total of 186 responses on the bases of problem resolution process 11 (6%) of respondents said very high, 23 (12%) of respondents said high, 33 (18%) of them have no opinion, 72 (39%) of respondents said low and 47 (25%) of respondents said very low. Therefore the customers could not get solution for their problem on time and they will dissatisfy. Customers suggest that the company has to facilitate quicker problem solving method. Kotler (1996) explain that monitoring customer satisfaction through suggestion and complaint system, customer's surveys, and comparison –shopping so that poor service can be detected and corrected.

**Table 10 Opinion on Recommendation of the Company to their Friend**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
9.	How likely is it that you would recommend the company to a friend (colleague)	Very High	16	9
		High	18	10
		Neutral	40	21
		Low	69	37
		Very Low	43	23
		Total	186	100

The above table 10 shows that out of 186 respondents 16 (9%) of them answered that there chance of recommending the company for their friend is very high, 18 (10%) of them answered high, 40 (21%) of them have no opinion, 69 (37%) of them answered very low and 43 (23%) of them answered very low. From this data it is clear that majority of customers don't trust company's service and they may recommend bad thing about company or by using word of mouth they can lose potential customers.

Word of mouth plays in the mix of information source consumer relay on and trusts as they make everyday decisions. Among the resource customer trust additional media channel such as TV, radio and magazines trail behind word of mouth. (cakim 2010)

**Table 11 Opinion on the overall Customer Service Experience**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
10.	How was your experience with customers service at the company	Better than you expected	48	26
		Less than you expected	138	74
		Total	186	100

Regarding customer experience with company's customer service out of 186 respondents 48 (26%) of them said better than they expected and 138 (74%) of them said less than they expected. From this we

can understand that customers of Ethiopia cargo get service that is not match with their expectation this make the customer dissatisfied and search for other company that satisfies their want.

The manager of import section of Ethiopia cargo said, they give service that meet customer expectation and gives training for employees to make customer happy. This implies that there is a huge gap between customer want and company understanding.

As berry (1994) stated that quality relates to customers perception. Customers compare the actual performance of the total service experience to their own set of expectations and reach a judgment that is rarely neutral.

**Table 12 Customer opinion on lose of baggage**

Item No.	Item	Scale	No. Of Respondents	Percentage (%)
11.	Have you lost your baggage before	Yes	80	43
		No	56	30
		I don't remember	50	26.8
		Total	186	100

The above table 12 shows that out of 186 respondents 80 (43%) of them answered that they have lost their shipment, 50 (26.8%) of them answered that they don't remember and 56 (30%) of them answered that they never lost their shipment. This indicate that majority of Ethiopia cargo customers lost their baggage and this leads the company lose their loyalty for their customer. Reliability is just as important as a good first hand impression, because every customer wants to know if their supplier is reliable and fulfill the set requirements with satisfaction.(zeithamel,2010)

**Table 13 Customer's compensation procedure**

Item No.	Item	Scale	No. Of Respondents	Percentage (%)
12.	If your answer is yes for question number 11 rate the compensation procedure	Very good	-	-
		Good	-	-
		Medium	10	12.5
		Bad	39	48.7
		Very bad	31	38.7
		Total	80	100

Of the respondent of 80, 10 (12%) of them said medium, 39 (48.7%) of the respondent answered bad and 31 (38.7%) of the respondents answered very badly. This implies that customer do not get compensated well. The company import section manager also said they give off job and on job training every quarter for their complain handling agent. This show that company's think they are well trained to handle customers complain but they are not give enough service.

### 3.3 General characteristics employee's

**Table 14 General characteristics**

Item No.	Item	Description	No. OF Respondents	Percentage (%)
1.	sex	Male	52	63
		Female	31	37
		Total	83	100
2.	age	16-25	29	35
		26-35	43	52
		36-45	11	13
		46-55	-	-
		Above 55	-	-
		Total	83	100
3.	Educational background	10/12 completed	23	28
		certificate	18	21
		diploma	3	4
		1 <sup>st</sup> Degree	32	38
		Master and above	7	8
		Total	83	100
4.	Position in the company	Front line	50	60
		Loader	33	40
		Total	83	100



As it shown in the above table 14 in item number 1 out of 83 respondents 52 (63%) of employees were male and the rest 31 (37%) of them were female. This indicates that companies have more male employees than female.

In item number 2 of the table the age of sample respondent explain as follows. From the total number of 83 respondents 29 (35%) of them are between the age of 16-25, and 43 (52%) of them between the age 26-35, the rest 11 (13%) of the respondent were between the age 36-45. This implies that more than 50% of the employee matured enough to give relevant response.

In item number 3 the educational background of respondent explained that, out of 83 respondents 23 (28%) have completed 10<sup>th</sup> and 12<sup>th</sup> grade, 18 (21%) have certificate, 3 (4%) have diploma, 32 (38%) are first degree holders, and the rest 7 (8%) have masters and above. This shows that majority of the respondent were well educated and can give reliable information.

The last item of the table which shows position in the company, of the total number 83 respondent 50 (60%) of them are front line and 33 (40%) of them are loader. This implies that all respondent have position that provides important information to the study.

### 3.4 Analysis of major findings

**Table 15 Employee's Opinion the Meaningfulness of their Job**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
1.	How meaningful is your work	Extremely meaningful	7	8
		Very meaningful	6	7
		Moderately meaningful	21	25
		Slightly meaningful	19	23
		Not at all meaningful	30	36
		Total	83	100

The above table 15 shows that Out of 83 respondents 7 (8%) of them answered that their job is extremely meaningful, 6 (7%) of them answered that their job is very meaningful and 21 (25%) of them answered that their job is moderately meaningful, 19 (23%) of them said their job is slightly meaningful and the rest 30 (36%) said not at all meaningful. This indicates that more number of respondents is not satisfied with their job since it is meaningless to them.

**Table 16 The Level of Challenging on their Job**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
2.	How challenging is your job	Extremely challenging	22	26
		Very challenging	34	41
		Moderately challenging	15	18
		Slightly challenging	12	14
		Not at all challenging	-	-
		Total	83	100

Out of the total number of 83 respondent 22 (26%) of them said their job is extremely challenging, 34 (41%) of them said very challenging, 15 (18%) of them said moderately challenging and 12 (14%) of them said slightly challenging. This means that their work is very challenging. By nature a job should be challenging but because the work is much challenging the employees might get tired and they can't come up with new idea.

**Table 17 The Level of Stress From their Job**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
3.	How often do you stressed at work	Extremely frequently	13	16
		Very frequently	23	27
		Moderately frequently	38	46
		Slightly frequently	9	11
		Not at all frequently	-	-
		Total	83	100

As it presented in the above table 17, 13 (16%) of respondents said that they are extremely frequently stressed at work, 23 (27%) of them said they are very frequently stressed, 38 (46%) of them said moderately frequently stressed and the rest 9 (11%) of them said slightly frequently stressed. This implies that the entire respondent stressed at work this may create careless employee for their customers.

**Table 18 How well they are Paid**

Item No.	Item	Scale	No. OF Respondents	Percentage (%)
4.	How well are you paid for the work you do	Extremely well	-	-
		Very well	6	7
		Moderately well	31	37
		Slightly well	43	52
		Not at all well	3	4
		Total	83	100

From the total of 83 responses on the bases of how well their salary is, 6 (7%) of them are well paid, 31 (37%) of them are moderately well paid, 43 (52%) of them are slightly well paid and the rest 3 (4%) of them are not at all well paid. This shows that more than half of respondents are not well paid and they are not happy with their payment. Satisfied and productive service employees become more satisfied, loyal, and hard working employees. (kotler, 1996)

**Table 19 The Expectation of their Supervisor**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
5.	How realistic are the expectations of your supervisor	Extremely realistic	11	13
		Very realistic	17	21
		Moderately realistic	37	45
		Slightly realistic	16	19
		Not at all realistic	2	2
		Total	83	100

The above table 19 shows that out of 83% respondents, 11 (13%) of them said that their supervisor's expectation is extremely realistic, 17 (21%) of them said that their supervisor's expectation is very realistic, 37 (45%) of respondent said that their supervisor's expectation is moderately realistic, 16 (19%) of them said that their supervisor's expectation is slightly realistic and the rest 2 (2%) of them said that their supervisors expectation is not at all realistic. These indicate that the supervisor expectation is more realistic toward the employee's performance.

**Table 20 Supervisors Help to grow Professionally**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
6.	How often do the tasks assigned to you by your supervisor help you grow professionally	Extremely repeatedly	9	11
		Very repeatedly	14	17
		Moderately repeatedly	23	28
		Slightly repeatedly	25	30
		Not at all repeatedly	12	14
		Total	83	100

Out of 83 respondents on the bases of tasks assigned to you by your supervisor help you grow professionally, 9 (11%) of them answered that extremely repeatedly, 14 (17%) of them answered that very repeatedly, 23 (28%) of them answered moderately repeatedly, 25 (30%) of them answered that slightly repeatedly and 12 (14%) of them answered that not at all repeatedly. This implies that employees are assigned to their job not only to fulfill the task but also to get experience and to be professional.

**Table 21 Opportunity to Get Promoted**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
7.	How many opportunities do you have to get promoted where you work	Very High	4	5
		High	13	16
		Neutral	21	25
		Low	27	32
		Very Low	18	22
		Total	83	100

From The above table 21, 4 (5%) of respondents has very high opportunity to get promoted, 13 (16%) of them has high opportunity to get promoted, 21 (25%) of them has no opinion, 27 (32%) of them has low opportunity to get promoted and the rest 18 (22%) of them has very low opportunity to get promoted. This implies that the chance of promoting of employees in the company is very low and they might not be come up with new ideas. Service firm must defectively train and motivate its customer contact employee and all the supporting service people to work as a team to provide customer satisfaction. (kotler, 1996)

**Table 22 Opinion on Supervision at work**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
8.	How are you supervised at work	Very High	32	39
		High	26	31
		Neutral	25	30
		Low	-	-
		Very low	-	-
		Total	83	100

As it shown in the above table 22, 32 (39%) of respondents said that they supervised very highly, 26 (31%) responded high and 25 (30%) of them have no opinion. This implies that there is enough supervision at work. According to the import section manager not only supervise but they also evaluate employee's performance by their standard of procedure.

**Table 23 Level of Employee's Satisfaction with their Benefits**

Item No.	Item	scale	No. of Respondents	Percentage (%)
9.	Are you satisfied with your employee benefits	Extremely satisfied	-	-
		Slightly satisfied	10	12
		Neither satisfied nor dissatisfied	6	7
		Slightly dissatisfied	28	34
		Extremely dissatisfied	39	47
		total	83	100

Regarding employees satisfaction level with their benefit, 10 (12%) of them are slightly satisfied, 6 (7%) of them are neither satisfied nor dissatisfied, 28 (34%) of them are slightly dissatisfied and the rest 39 (47%) of them are extremely dissatisfied. This means that more than half of employees are dissatisfied with the benefits that they are getting from the company and employee of the company said that they could not get motivational factor, Even if they get that do not fulfill their want.

**Table 24 Opinion on Proud of Organizations Brand**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
10.	How proud are you of your organization's brand	Extremely proud	-	-
		Very proud	6	7
		Moderately proud	32	39
		Slightly proud	24	29
		Not at all proud	21	25
		Total	83	100

The above table 24 shows that, 6 (7%) of respondents are extremely proud with their company's brand,32 (39% ) of them are moderately proud with their company's brand,24 (29%) of them are slightly proud and 21 (25%) of them are not at all proud with their company's brand. This means the employees will not tell their friends or relatives about the good image of the company.

**Table 25 Likely of Leaving Organization**

Item No.	Item	Scale	No. of Respondents	Percentage (%)
11.	How likely are you to look for another job outside the company	Extremely likely	19	23
		Very likely	37	45
		Moderately likely	11	13
		Slightly likely	9	11
		Not at all likely	7	8
		Total	83	100

From the total number of 83, 19 (23%) of them said that extremely likely look job outside the company, 37 (45%) of them said that very likely look job outside the company, 11 (13%) of them said that moderately likely look job outside the company, 9 (11%) of them said that slightly likely look job outside the company and 7 (8%) of them said that not at all likely look job outside the company. This implies that more than half of the respondents are looking another job outside of the company.



## CHAPTER FOUR

### SUMMARY, CONCLUSIONS AND RECOMENDATION

#### 4.1 Summary

The general objective of this study is to assess the practice of customer service in Ethiopian Cargo. In order to achieve these objectives related literature reviewed, relevant interview questions to import section manager were raised and questionnaires were distributed to customers chosen by convenience sampling technique and employees chosen by stratified sampling technique. According to the bases of the data collected and analyzed the study has come up with the following findings.

- Considering the response of customers the larger part (71%) are not happy by most resent customer service experience with the company and the quality of customer service representatives is poor by most (58.5%) of the customers.
- With regard to the company's employee eagerness, the largest number of respondent (57%) indicate that it is poor and 61% of respondents respond that the quickness of the employee of the company is poor.
- Considering the response of customers, related to waiting time for having their question addressed, 62% of respondents replied high and respondents which counts 72% have very low satisfaction level on company's service.
- In relation to respondents about the process of problem solution 64% of respondents replied low. Also 74% of respondents respond that the customer services experience at the company is less than their expectation.
- According to the information gathered from the customers 43% of them respond that they lost their baggage before. Also 87 % of respondent's rate their compensation procedure is bad.
- Considering the response of employees of Ethiopian cargo the larger part (56%) are not happy by their salary and employee benefit or motivational factor.

- A large amount of employees respond that their job is challenging, stress full and meaningless to them.

## **4.2 Conclusions of the major findings**

Depending on the findings discussed above the following are concluded.

- The customer services that are rendered by Ethiopian cargo are not attractive to their customers and the quality of their customer service representatives is not pleasing to the customers.
- As per the research finding, customers of Ethiopian cargo took long time for their question to be addressed and they are not satisfied by the company's service.
- From the research finding the company's problem solving process is very week and the service that provide by the company could not meet customer expectation.
- Customers of Ethiopian cargo suffer by their lose of properties and also the company Compensation system is not satisfactory to their customers.
- From the research finding customers of Ethiopian cargo are not satisfied by the customer service representative of Ethiopia cargo.
- Employees of Ethiopian cargo are not well paid and they are not happy with their payment and Even though employees benefits motivate employers, it looks the company does not encourage the employees of the company.
- Employees of Ethiopian cargo are not motivated or impulse to serve their customers; therefore the employees did not give on time service to their customers.
- As observed from the findings Ethiopian cargo employees do stressful and challenging job this leads the employees to be careless for their job.

### **4.3 Recommendations**

Based on the major research findings that have been discussed so far the following points are recommended by the student researcher.

- The company should conduct a survey regarding customers feeling and need so that the customer service gives in such a way to attract its customers in doing so the company profit will be maximized and The Company should focus on weakness of customer service representatives and upgrade their skill by providing training program.
- Regarding the waiting time the company should make improvement of warehouse and maximize technology to serve by the time they are appointed such as custom x-ray machine by this strong security system will be insole for customers properties, in addition the company should compensate properly to the customers who lose their baggage.
- The company should give high consideration to customers by addressing their compliant on time, approaching customers politely and understanding their needs and want to meet their expectation by providing higher quality service.
- The company should give incentives like bonus, promotion, gift card, letters, increasing salary so that employers do their job effectively in return the customers will be satisfied and a satisfied customer forward positive word of mouth about the company.
- The company should decrease workload and increase manpower by hiring qualified personnel who are capable of giving solution to minimize employees stress and challenge with their job so that the employees can serve their customer in a better way.

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**Appendix A**

**St.Mary's University**

**Faculty of Business**

**Department of Marketing Management**

**Questionnaire to be Filled by Customers of Ethiopian Cargo**

This questionnaire is prepared by prospective graduate student of year 2014 in the field of Marketing Management for the partial fulfillment of a senior easy. This questionnaire is prepared to assess the customer service practice of Ethiopian Cargo and its purpose is purely academic.

- The validity of your response has high contribution for success of my senior essay due to this reason I would like to ask you with due respect to give the right response. All information you provide to this study will be kept strictly confidential.

Thank you for your sincerely cooperation!

**INSTRUCTION**

- Give your response by placing “ ✓ ”sign in the box
- Never need to write your name

**1 Personal Information**

1.1 Sex                    A. Male                     B. Female

1.2 Age                    A.15-20                     B. 21-26                     C. 27-32   
  D. 33-38                     E.Above 39

1.3 Educational background

A. 10/12 completed                                        B. Certificate                     C.Diploma   
D. 1<sup>st</sup> degree                                        E.master and above

**2. Occupation**

A. Student                                        B. Employee                     E. If Other, please specify \_\_\_\_\_  
C. Merchant                                        D. retired

3. How many times do you use company`s service?

Once  2-3 times  4-5 times  more than 5

**II. Questions directly related to the study**

**Put “✓ “mark of your choose accordingly; the options are Very Good = V.G  
 Good =G Neutral = N Poor =P Very Poor = V.P**

Item No.	DESCRIPTION	V.G	G	N	P	V.P
1	How do you evaluate your most recent customer service experience with Ethiopian Cargo?					
2	How do you rate quality of the customer service representatives?					
3	How do you rate the facility of the company regarding to convenience?					
4	How do you rate the eagerness of the employees of the company to help?					
5	Would you please rate the quickness of the employees of the company to help you?					

• **Put “ ✓ “ mark of your choose accordingly; the options are: Very High =V.H  
 High=H Neutral = N Low = L Very Low = V.L**

Item No.	DESCRIPTION	V.H	H	N	L	V.L
6	The waiting time for having your question addressed was					
7	How do you rate your overall satisfaction with the company					
8	How do you rate the process of problem resolution					
9	How likely is it that you would recommend the company to a friend (colleague)					

10. How was your experience with customer's service at the company?

A). Better than you expected

B). Less than you expected

11. Have you lost your shipment before?

A). Yes  C).I don't remember

B). No

12. If your answer is yes for question number 13 rate the compensation procedure?

A. Very good  C.Medium  E. Very bad

B. Good  D. Bad

13. If you have any suggestion please explain?

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## **Appendix B**

### **St. Mary’s University**

### **Faculty of Business**

### **Department of Marketing Management**

Questionnaires to be filled by employees of Ethiopian Cargo. This questionnaire is prepared by student researcher prospective graduate of year 2014 in the field of marketing managements. This questionnaire prepared to assess the customer service practice of Ethiopian Cargo. The response provided by the respondent will be used only for academic purpose. Therefore, your response to the questionnaire has a significant contribution for the successful accomplishment of the above objectives.

Thank you in advance for your cooperation!

#### **General instruction**

- No need to write your name.
- Put “ ✓ “in the boxes matching to your choices.
- If the question is related to your personal opinion write it shortly on the space provided.

#### **1 Personal information**

1.1 Sex        A.    Male        B.Female

1.2    Age    A.16-25                          B.26-35                          C.36-45   

    D. 46-55                          E. Above 55   

1.3 Educational Background

A.10/12 Completed                          B. Certificate                          C. Diploma   

D. 1<sup>ST</sup> Degree                          E. Master And Above   

#### **2. Position in the Company**

Please specify \_\_\_\_\_



### **3. Questions Directly Related to the Study**

1. How meaningful is your work?

- Extremely meaningful
- Very meaningful
- Moderately meaningful
- Slightly meaningful
- Not at all meaningful

2. How challenging is your job?

- Extremely challenging
- Very challenging
- Moderately challenging
- Slightly challenging
- Not at all challenging

3. How often do you stressed at work?

- Extremely frequently
- Very frequently
- Moderately frequently
- Slightly frequently
- Not at all frequently

4. How well are you paid for the work you do?

- Extremely well
- Very well
- Moderately well

- Slightly well
- Not at all well

5. How realistic are the expectations of your supervisor?

- Extremely realistic
- Very realistic
- Moderately realistic
- Slightly realistic
- Not at all realistic

6. How often do the tasks assigned to you by your supervisor help you grow professionally?

- Extremely repeatedly
- Very repeatedly
- Moderately repeatedly
- Slightly repeatedly
- Not at all repeatedly

7. How many opportunities do you have to get promoted where you work?

- Very high
- High
- Neutral
- Low
- Very low

8. How are you supervised at work?

Very high

High

Neutral

Low

Very low

9. Are you satisfied with your employee benefits?

Extremely satisfied

Slightly satisfied

Neither satisfied nor dissatisfied

Slightly dissatisfied

Extremely dissatisfied

10. How proud are you of your organization's brand?

Extremely proud

Very proud

Moderately proud

Slightly proud

Not at all proud

11. How likely are you to look for another job outside the company?

Extremely likely

Very Likely

Moderately likely

Slightly likely

Not at all likely

12. what is the best motivation that you recived todate?

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## **Appendix C**

**St.mary's University**

**Faculty of Business**

**Department of Marketing Management**

### **Interview Checklist**

This interview is prepared to interview the manager of Ethiopian Cargo which is required to fulfill the research under study concerned to the customer service practice of the company.

1. How do you rate the customer service rendered by your company?
2. How often do you conduct performance evaluation on your customer service agents?
3. What is the industry practice regarding customer service?
4. What does the company policy say about customer handling?
5. What are the bench marks for evaluating your employees?
6. How well trained the company's complain handling agents?
7. What is being done by the management to improve the current customer service practice?
8. How often does the employees receive customer service training to update their skill?



**2.የስራ ሁኔታ**

ተግሪ  ሰራተኛ  ሌላ ካለ እባክዎን ይግለጹ -----

ነጋዴ  ጡረታ የወጣ/ የወጣች

3. ምን ያህል ጊዜ የድርጅቱን አገልግሎት ተጠቅመዋል?

2-3  4-5  ከ6 በላይ

የጥናቱ ንዑስ መጠይቅ

ምላሽዎን “ √ ” ምልክት በሳጥን ውስጥ በማስቀመጥ ይግለጹ፡፡ ምርጫዎቹ

በጣም ጥሩ = በ.ጥ      ጥሩ = ጥ      መካከለኛ = መ  
 ደካማ = ደ      በጣም ደካማ = በ.ደ

ተ.ቁ	ጥያቄዎች	በ.ጥ	ጥ	መ	ደ	በ.ደ
1	በጣም በቅርብ በድርጅቱ ያገኙትን የደንበኛ አገልግሎት እንዴት ይገመግሙታል?					
2	የደንበኛ አገልግሎት ሰራተኞችን የጥራት ሁኔታ እንዴት አገኙት?					
3	የድርጅቱን ምሻት እንዴት አገኙት?					
4	የድርጅቱ ሰራተኞች ደንበኞችን ለማገልገል ያላቸው ተነሳሽነት እንዴት አገኙት?					
5	የድርጅቱ ሰራተኞች እርስዎን ለማገልገል ያላቸው ፍጥነት እንዴት አገኙት?					

ምላሽዎን “ √ ” ምልክት በሳጥን ውስጥ በማስቀመጥ ይግለጹ፡፡ ምርጫዎቹ

በጣም ከፍተኛ = በ.ከ      ከፍተኛ = ከ      መካከለኛ = መ

ዝቅተኛ = ዝ      በጣም ዝቅተኛ = በ.ዝ

ቁጥር	ጥያቄ	ቦ.ክ	ከ	መ	ዝ	ቦ.ዝ
6	ለጥያቄዎ መልስ ለማግኘት የወሰደብዎን ጊዜ እንዴት ይገመግሙታል?					
7	ባጠቃላይ በድርጅቱ አገልግሎት ያገኙትን እርካታ እንዴት ይለኩታል?					
8	ችግርዎን ለመቅረፍ ያለፉትን ሂደት እንዴት ይገልፁታል?					
9	የድርጅቱን አገልግሎት ለንደኛዎ የመጠቀም ዕድል እንዴት ገልጹታል?					

10. በድርጅቱ ያገኙትን አገልግሎት እንዴት አገኙት?

ከጠበቁት በላይ

እንደጠበቁት አይደለም

11. ከዚህ በፊት የተላከልዎት እቃ ጠፍቶብዎት ያውቃል?

አዎ

አያውቅም

አላስታውስም

12. ለ13ኛው ጥያቄ ምላሽዎ አዎ ከሆነ የካሳ አከፋፈል ሂደቱን እንዴት ይግለፁታል?

በጣም ጥሩ

ጥሩ

መካከለኛ

በጣም መጥፎ

መጥፎ

13. በድርጅቱ አገልግሎት ላይ አስተያየት ካለዎት እባክዎ ይግለፁልን?

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# ቅድስት ማርያም ዩኒቨርሲቲ

## ቢዝነስ ፋኩልቲ

### ማርኬቲንግ ማኔጅመንት ትምህርት ክፍል

#### በኢትዮጵያ ካርጎ ሰራተኞች የሚሞላ መጠይቅ

ይህ መጠይቅ የተዘጋጀው በቅድስት ማርያም ዩኒቨርሲቲ በ2006 የማርኬቲንግ ማኔጅመንት እጩ ተመራቂ ተማሪ የመመረቂያ ጥናት መረጃ ለመሰብሰብ ሲሆን የመጠይቁ ዓላማ የኢትዮጵያን ካርጎ የደንበኛ አገልግሎት ይመለከታል። ጥናቱ ሙሉ ለሙሉ ትምህርታዊ ነው። የእርሶ መልካም ፈቃደኝነት በጥናቱ ከፍተኛ አስተዋጾ እንዳለው በመገንዘብ መጠይቁን በትዕግስት እንዲሞሉ በትህትና እጠይቃለሁ። የሚሰጡት መረጃ በጥንቃቄ ይጠበቃል። ውድ ጊዜዎን ሰውተው ይህንን መጠይቅ ለመሙላት ፈቃደኝ ስለሆኑ በቅድሚያ ከልብ አመሰግናለሁ።

- ስምዎንን መፃፍ አይጠበቅብዎትም
- ምላሽዎን “√” ምልክት በሳጥን ውስጥ በማስቀመጥ ይግለጹ
- ጥያቄው የግል አስተያየት ከጠየቀ እባክዎን አጠር አድርገው በተሰጥዎት ክፍት ቦታ ይመልሱ

#### 1. የግል መረጃ

1.1. ጾታ  ወንድ  ሴት

1.2. ዕድሜ 16-25  26-35   
36-45  46-55  ከ55 በላይ

1.3. ትምህርት ደረጃ  
10/12 ያጠናቀቀ  ሰርተፍኬት  ዲፕሎማ   
የመጀመሪያ ዲግሪ  ድህሪ ምረቃ እና ከዚያ በላይ

#### 2. የስራዎ ድርሻ

እባክዎን ይግለጹልን \_\_\_\_\_

3. የጥናቱ ንዑስ መጠይቅ

1. በስራዎት ምን ያህል ደስተኛ ነዎት?

በጣም ከፍተኛ  ከፍተኛ  መካከለኛ

አነስተኛ  በጣም አነስተኛ

2. ስራዎት ምን ያህል ፈታኝ ነው?

እጅግ በጣም ፈታኝ  በጣም ፈታኝ  መካከለኛ

በመጠኑ ፈታኝ  ፈታኝ አይደለም

3. በሳምንት ምን ያህል ጊዜ በስራ ይጨናነቃሉ?

እጅግ በጣም ተደጋጋሚ  በጣም ተደጋጋሚ  በተደጋጋሚ

አልፎ አልፎ  በፍፁም

4. የሚከፈልዎትን የደመወዝ መጠን እንዴት ይገልፁታል?

እጅግ በጣም ጥሩ  በጣም ጥሩ  መካከለኛ

ዝቅተኛ  እጅግ በጣም ዝቅተኛ

5. የቅርብ አለቃዎ ከእርስዎ የሚጠብቁት የስራ ጥራት እውነታ ላይ የተመሰረተ ነው?

እጅግ በጣም  በጣም  መካከለኛ

ዝቅተኛ  እጅግ በጣም ዝቅተኛ

6. ለእርስዎ በአለቃዎት የሚሰጥዎት ስራ ምን ያህል እራስዎን እንዲያሻሽሉ ይረዳዎታል?

በጣም በጥሩ ሁኔታ  በጥሩ ሁኔታ  መካከለኛ

አነስተኛ  አይጠቅመኝም

6. በድርጅቱ ምን ያህል የስራ እድገት አጋጣሚዎች ይፈጠርዎታል?

በጣም ከፍተኛ  ከፍተኛ  መካከለኛ

አነስተኛ

በጣም አነስተኛ

7. በድርጅቱ የቁጥጥር ሁኔታ እንዴት ይገልፁታል?

በጣም ከፍተኛ

ከፍተኛ

መካከለኛ

ዝቅተኛ

በጣም ዝቅተኛ

8. በድርጅቱ በሚያገኙት ጥቅማ ጥቅም ረክተዋል?

በጣም ረክቻለው

ረክቻለው

ረክቻለው/አረካውም

አረካውም

በጣም አረካውም

9. በድርጅትዎ የሚሰማዎትን ኩራት እንዴት ይገልፁታል?

እጅግ በጣም እኮራለሁ

በጣም ኮራለሁ

መካከለኛ

እኮራለሁ

አልኮራም

10. ከድርጅትዎ ውጪ ስራ የመፈለግ እድልዎ እንዴት ይገልፁታል?

እጅግ በጣም

ከፍተኛ

መካከለኛ

በጣም ዝቅተኛ

በጭራሽ

11. ከድርጅትዎ በማበረታቻ መልክ የተሰጥዎ ስጦታ ምንድነው?

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## DECLARATION

### Candidate's Declaration

I undersigned, declare that this senior essay is my original work prepared under the guidance of Ato Biruk G/Micael. All resource of materials used for the manuscript have been duly acknowledged.

Name Betelhem tesfaye

Signature \_\_\_\_\_

Place of submission: - ST.MARY'S UNIVERSITY

Date of submission \_\_\_\_\_

### Advisor Approval sheet

This paper has been submitted for examination with my approval as the university advisor

Name Ato Biruk G/Michael

Signature \_\_\_\_\_

Date \_\_\_\_\_