



ST. MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF TITLE DEED /OWNERSHIP CERTIFICATE
SERVICE QUALITY AND CUSTOMER SATISFACTION IN THE
CASE OF NIFAS SILK LAFTO SUB CITY LAND MANAGEMENT**

BY

BIRUK MOLLA TEGAFW

January, 2017

ADDIS ABAB, ETHIOPIA

**ASSESSMENT OF TITLE DEED /OWNERSHIP CERTIFICATE
SERVICE QUALITY AND CUSTOMER SATISFACTION IN THE
CASE OF NIFAS SILK LAFTO SUB CITY LAND MANAGEMENT**

BY

BIRUK MOLLA TEGAFAW

**A THESIS SUBMITTED TO ST. MARY UNIVERSITY, SCHOOL OF
GRADUATE STUDIES, IN PARTIAL FULFILLMENT FOR THE
REQUIREMENTS OF DEGREE OF MASTER OF ARTS IN BUISNESS
ADMINSTRATION**

January, 2017

ADDIS ABAB, ETHIOPIA

**ASSESSMENT OF TITLE DEED /OWNERSHIP CERTIFICATE
SERVICE QUALITY AND CUSTOMER SATISFACTION IN THE
CASE OF NIFAS SILK LAFTO SUB CITY LAND MANAGEMENT**

BY

BIRUK MOLLA TEGAF AW

APPROVED BY BOARD OF EXAMINERS

----- Dean, Graduate studies -----	----- Signature -----	----- Date -----
----- Advisor -----	----- Signature -----	----- Date -----
----- External Examiner -----	----- Signature -----	----- Date -----
----- Internal Examiner -----	----- Signature -----	----- Date -----

Declaration

I, the undersigned, declare that this thesis is my original work prepared under the guidance of Dr. Temesgen Belayneh. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

St. Mary's University, Addis Ababa

Signature

January, 2017

ENDORSEMENT

This thesis has been submitted to St. Mary's University, school of Graduate studies for examination with my approval as a university advisor.

Advisor

Signature

St. Mary's University, Addis Ababa

January, 2017

ACKNOWLEDGEMENT

First and foremost, I would like to thank the Almighty God for giving me a chance to this wonderful opportunity to pursue a post-graduate program in Saint marry University and for providing me with good health during the entire period of my studies.

My sincere gratitude goes to my advisor Temesgen Belayneh (Ph.D.) for his unreserved professional advice, guidance, and counseling by giving constructive comments and useful suggestions right from the development of the research proposal, initiation of the study and to its completion I would also like to thank all my instructors and institute of business department members.

I am thankful to all data source that I have referred in this thesis. I am also indebted to thank all the customers who participated in the study during the questionnaire survey; filled up the questionnaires by scarifying their precious time.

I like to extend my gratitude to Ato Tadiouse Bizuayene and the manager of the Nifas Silk Lafto Sub City Land Management for their unreserved assistance in primary data collection and for supplying relevant material in the area.

Table of Contents

Acknowledgement.....	i
Table of Contents.....	ii
List of Table & Figures.....	v
Abstract	vi
Abbreviation / Acronyms	vii
CHAPTER ONE: INTRODUCTION	
1.1 Background of the study	1
1.2 Statement of the problem.....	4
1.3 Research question.....	6
1.4 Objective of the study	6
1.4.1 General objective.....	6
1.4.2 Specific objective.....	6
1.5 Significance of the study	7
1.6 Delimitation/scope of the study	7
1.7 Organization of the study	7
1.8 Definition of terms.....	8
CHAPTER TWO: RELATED LITERATURE REVIEW	
2.1 Theoretical reviews.....	9
2.1.1 Definition of Service.....	9
2.1.2 Service quality.....	11
2.1.3 Relationship between customer satisfaction and service quality.....	14
2.1.4 Customer expectation compared to perception.....	17
2.1.5 Customer satisfaction.....	18
2.15.1 Factor that affect customer satisfaction.....	20
2.1.6 What is quality?.....	21
2.1.6.1 Service quality concept.....	22
2.1.6.2 Quality creates loyal customer.....	23
2.1.6.3 Quality management and human service value.....	23
2.1.6.4 Determinant of service quality constructs.....	24
2.1.6.5 Service quality dimensions.....	25

2.1.7 The Servqual approach.....	27
2.1.7.1 Development and evolution of the servqual model	29
2.1.7.2 Functioning of servqual.....	31
2.1.7.3 Criticism of servqual	32
2.1.7.4 Operational criticism of servqual	32
2.2 Empirical reviews	33
2.3 Conceptual frame work of the study.....	34
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	
3.1 Research design	35
3.2 Population and sampling techniques.....	35
3.3 Types of data and collection method.....	36
3.4 Method of data analysis	38
3.4.1 Ethical consideration	38
3.4.2 Validity and reliability	38
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION	
4.1 Response rate of questionnaire administered.....	41
4.2 Demographic information of the respondent	42
4.3 Relationships between gender and customer satisfaction.....	43
4.4 Relationships between age and customer satisfaction.....	44
4.5 Relationships between education and customer satisfaction.....	44
4.6 Relationships between marital status and customer satisfaction.....	45
4.7 Relationships between occupation and customer satisfaction.....	46
4.8 Expectation and perception towards each item of service quality.....	47
4.8.1 Expectation and perception towards tangibility.....	47
4.8.2 Expectation and perception towards reliability.....	48
4.8.3 Expectation and perception towards responsiveness	48
4.8.4 Expectation and perception towards assurance.....	49
4.8.5 Expectation and perception towards empathy.....	50
4.9 Total gap analysis.....	50
4.10 Importance score of servqual dimension.....	52

4.11 Overall customer satisfactions towards service quality	54
4.12 Correlation analysis.....	55
4.13 Information collected from customers.....	57
4.14 Interview with the manager.....	58
CHAPTER FIVE: SUMMERY FINDING, CONCLUSION AND RECOMMENDATION	
5.1 Summary	63
5.2 Conclusions.....	65
5.3 Recommendations.....	66
Reference	
Appendix A	
Appendix B	

List of Tables

Table 2.1 Characteristics of service	10
Table 3.1 Population study and sampling method.....	36
Table 3.2 Reliability statics dimension of expectation	49
Table 3.3 Reliability statistics dimension of perception.....	40
Table 4.1 Response rate of questionnaire administered.....	41
Table 4.2 Characteristics of respondent by demography.....	42
Table 4.3 Gender and customer satisfaction.	43
Table 4.4 Age and customer satisfaction.....	44
Table 4.5 Level of education and customer satisfaction.....	45
Table 4. 6 Marital status and customer satisfaction.....	46
Table 4.7 Occupation and customer satisfaction	46
Table 4.8 Expectation and perception concerning tangibility	47
Table 4.9 Expectation and perception concerning reliability	48
Table4.10 Expectation and perception concerning responsiveness	49
Table 4.11 Expectation and perception concerning assurance.....	49
Table 4.12 Expectation and perception concerning empathy	50
Table 4.13 Item statistics.....	51
Table 4.14 Servqual score gap.....	53
Table 4.15 Overall mean score of customer satisfaction.....	54
Table 4.16 Correlation between service quality dimension and customer satisfaction.....	56

List of Figures

Figure 1 Outline of the key factor influencing expectation.....	16
Figure 2 Measuring service quality using servqual model	31
Figure 3 Conceptual frame works	34

ABSTRACT

The general objective of this study is to examine the service quality and level of customer satisfaction about the nifas silk lafto sub city land management office current situation title deed certification service. It is also clear from this research that service quality dimensions have relationship with customer satisfaction. In this research, the SERVQUAL instrument developed by Parasuraman (1985.) has been applied in designing the questionnaire by using five dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. Questionnaires were distributed to 100 customers and interview has been conducted with the management. The questionnaire was aimed at determining the level of customers' expectation and perception towards the service quality of the land management office. The results revealed that the tangibility and empathy dimensions raised the highest level of expectation, whereas the tangibility, reliability, and assurance dimensions fulfilled the highest level of perception. The study also investigates the dimension and their levels of importance that have significant effect on customer satisfaction in NSL sub city land management office. The findings showed that the dimensions of service quality such as tangible, reliability, responsiveness, assurance, and empathy are positively correlated to customer satisfaction. Data was collected through questionnaire and interview then the collected data was analyzed using qualitative analysis method, descriptive statistics and correlation analysis method.

Keywords: *Service Quality, Customers' expectation and perception, Customer Satisfaction, Customer Gap, NSL land management office, SERVQUAL, service quality dimension*

Acronyms /Abbreviation

ANSI: American national standard institute

ASQ: American society for quality

E: expectation

FQI: federal quality institute

GIS: geographical information system

GPS: geographical positioning system

MBA: Masters of business Administration

MOT: moment of truth

NSL: nifas silk lafto

P: perception

SERVQUAL: instrument measuring service quality

SMU: Saint Mary's University

SPSS; statistical package for social science

SQ: service quality

CHAPTER ONE

INTRODUCTION

This chapter aims identify the research problem questions to answer and objective for carrying out the study. The chapter present introductory background information about service quality and customer satisfaction, the statement of the problem and the research questions, objectives of the study, operational definitions significance of the study, delimitation and structure of the report.

1.1 Background of the Study

Service is generally an activity under taken to meet social needs. Public service refers to particularly those activities of government institutions aimed at satisfying the need which insures the well-being of society as well as enforcing law, regulation and directives of government. It also implies the systematic arrangement of activities in service giving institution with the aim of fulfilling the needs and the expectation of service users and other stake holder with optimum use of resource, (Service policy, 2003).

Customers, subsequently judge service quality as the extent to which perceived service quality matches with initial expectation. There are three levels of expectations that can be defined as service quality.

The first one is the desired level of service, which reflects what the customer wants. The second one is adequate service level which means, the customers are willing to accept. The third one is the predicted service level, which means the expectation that customer, believe to actually occur most likely, (Perrault & McCarthy: 2002).

Furthermore, the quality level that is needed by customers to be satisfied has to do with every aspect of services providers starting from the time customers arrive at the gates of the organizations. but three required qualities to know the conditions under which Customers are, once they are in:

1. The customers may be in queue,
2. They may be in certain office waiting for concerned official,

3. Still others may be annoyed for one or the other reasons.

These efforts could identify customers' problems and give solutions to them. Customers' Satisfaction depends on the extent to which customer's expectations about the product or services are fulfilled. Customers' expectations are not static but keep changing. Therefore, organizations need to monitor customers' expectations on a continuous basis and to be Innovative in order to respond meaningfully to changes about the customer's expectation (Kotler; 1997).

The developing world is being transformed from a world of rural villages into world of cities and towns. By 2020, it is projected that more than half of the population of developing countries will be urban. Urban population growth has been fuelled by prospects of higher income that has been largely realized. Yet cities do not deliver better quality of service to the extent they could. Despite the relatively higher income of urban population, the quality of general services in most cities is poor. Some of the reasons for this are influx of people from rural to urban, corruption in the system of service delivery, lack of capacity for automation and lack of skilled staffs in system, (World Bank, 2006)

Many customers of public services are involuntarily customers in relation to specific obligation such as tax payments and prison services. That means they do not have authority to negotiate the price or quality of service when applying for services because generally the law forbids (Homburg, 2008). When the right to ascertain public service is recognized, public sectors have an absolute right to delivery though it is different at each country. This is because government organizations have a legal duty to ensure the delivery of particular services. These Government organizations can seldom refuse delivery of services and goods they offer in individual or special cases (World Bank, 2005).

Land administration organizations are usually monopolized organizations (in which there only one producer of good or service) which are administered by the government and the services are fully rendered by the government, (World Bank, 2000).

According to the World Bank, (2010) the land administration system encompasses the “process of recording and disseminating information about the ownership, value and use of land and its associated resources”.

Land value and ownership involves defining the valuation, taxation system of the land and the general values associated in a cadastral land where as land use is associated with planning and controlling the public land in relation to safety of the public.

In Ethiopia, land is the common property of the ‘state and people’ and, hence, is not subject to sale, exchange or mortgage. Urban residents are guaranteed to secure plot of land through ground of lease arrangement which lasts (15-99) years depending on the purpose for which the land is needed and such right may be freely transferable. The constitution prohibits eviction of holders of the land without just cause and payment of compensation (Daniel, 2006).

When we see the authority to administer the land in the city, Addis Ababa has full measure of self-government. Consequently, Proclamation no.87/1997 declared to provide for the Charter of Addis Ababa city government. As per this proclamation, Addis Ababa is organized in to city administration, sub city administration and woreda administration. This structure of city was revised later in 2003 under Proclamation no.361/2003 of Addis Ababa city government revised Charter. According to proclamation no.361/2003, Addis Ababa city government is divided in to City government, sub-city government and woreda government. (Article49 (2) and55 (1) of the constitution of the Federal Democratic Republic of Ethiopia) Further, this proclamation stipulated the power and responsibilities of the three levels of Administration .Accordingly, Article 30(1) out lined that sub cities have full authority to Administer them- selves based on the principles of decentralization .In accordance with The Addis Ababa city government revised Charter Proclamation no.361/2003, the Addis Ababa city government sub-cities and woreda establishments’ proclamation no.1/2003 Announced to create 10 sub-cities and 99 woredas in Addis Ababa to achieve effective Services and good governance.

Relatively land administration services are organized in sub-cities and at woreda and to some extents, the city administration is authorized in facilitating and capacitating the sub Cities and the word in the administration process.

Most of services rendered by the government institutions are held by or monopolized by the government and have no competitive pattern as those of private institution. In a process of providing services to the public it gives less attention to quality perspectives and satisfaction levels of customers, the land administration system is the one which provides public services giving less attention to the customers, but one of the measurement of effectiveness of the system is the service and the customer perspectives.

Even if the city government has established land registration activities which were intending to legalize the illegal tenures the project is impeded with different problems. Nifas silk lafto sub city is one of the sub-cities which are highly affected with the slums and sprawls and most of the public has land rights problems which lead to dissatisfaction on the service provided.

Therefore, this study intended to assess the quality of service rendered and customer satisfaction level by the nifas silk lafto sub city land management office using the appropriate & scientific models and tools.

1.2 Statement of the Problem

The lafto sub city land management office has 12 different woredas. All woredas have land administration offices, which feeds available information at their jurisdictions by endorsing related customer's documents pass to the main sub city. So woreda feed inputs and because of nearness to the society most of land administration services begins here. Generally, through a connection with woredas the system works at sub city level.

The office is one of the largest area hold among 10 sub cities in Addis Ababa by providing services to the 316,283 population on total area of 4426 hectares.

The lafto sub city provides different types of land related services to the customers among them are land registration, cadastral recording, land certificate issuance, compensation, lease

holding certification, location information infrastructure, ownership transfer services and many related services.

Most system of land administration manifests serious inadequacies in their abilities to meet the needs of their population. Problem arises from governance and public administration issue, technical issue, information management, fee charged amount, documentation, measurement tools issue, miss governance, abuse of authority and others.

The city government of Addis Ababa has established land registration directives and manuals many times to legalize the illegal tenure but still there are many title registration problems. In most cases the dwellers go to the NSL sub city land management office but didn't entitle for their tenure. Even after service are rendered, there are also quality gap with the given certification so that there are unsatisfied customers by the service rendered by the land management office.

Some client have made reports of courteous attitude of some staff, delay in having their cases heard, inability to enforce decisions, delays in investigating cases, unattractiveness of the offices, slow system of coordination, corruption and many reasons.

Such clients tend to form negative impression about the office. These clients feel dissatisfied and often inform others of their unpleasant experience. The result has been a lowering public image. Moreover, the people are rarely satisfied with the quality of the services provided.

The key to deliver high quality service is to balance the customer expectation with and perception and close the gap between the two. The SERVQUAL model can help determine where and how serious the gap are. According to this model five determinant of service quality are Tangibility, Reliability, Responsiveness, Assurance and Empathy. This study aims to examine the gap between customer expectation and perception of the NSL sub city land management office customers using servqual model.

1.3. Research Questions

The key research questions to be probed into are:

1. To what extent is the level of customer satisfaction at NSL land development management office?
2. Does a gap exist between customer expectation and perception at NSL land development management office?
3. How do customers perceive the quality of service at NSL land development management office?
4. What are the expectations of the NSL land development management office customers from rendered services?
5. What is level and importance attached to each quality dimensions with respect to customer perception?

1.4 Objectives of the Study

1.4.1 General Objective

The main objective of the study is to investigate and measure the quality of service delivery in relation to customer satisfaction in NSL land development management office.

1.4.2 Specific Objectives

In specific terms the study intends:

1. To assess customer expectation and perception towards service quality using servqual model dimensions of: tangibility, reliability, responsiveness, assurance, and empathy.
2. To determine the quality of service and customer satisfaction.
3. To explore the reasons of the gaps between the expectation and the actual service delivery.
4. To identify the inter relationships between service quality and customer satisfaction, and to identify the benefits of these relationships.

1.5 Significance of the study

This study will be as a practical guideline for the land management. The outcome of this study will be developing the service quality of the land management in order to meet the customers' needs and their satisfaction. If the result shows the high score, the office would be appreciated with the service. In contrast, if the result shows the low score, the management would improve the service and arrange training program. Furthermore, the study will:

- ✓ The study serves as reference material for both academicians and practitioners in recognizing that customers hold different types of expectations for service performance.
- ✓ The study initiates the office of NSL land management office to assess the quality of service it provides.
- ✓ Findings and conclusions of the study may help NSL sub city land management in decision making by understanding the problems from this finding with regards to the service quality provided.

1.6 Scope of the study

The study was conducted on the assessment of service quality provided by the NSL land management office and the level of customer satisfaction from perspective different customers who visit the office to get title deed /ownership certification services. Geographically, the study was limited to the customers of NSL land management office. Due to shortage of enough time and cost structure, the scope of this study is limited to the identification of customers' satisfaction in title deed/ownership certification services taking into account NSL sub city land management office as a case study.

1.7 Organization of the study

The study is organized in five chapters; the first chapter gives an introduction which includes: background of the study, statement of the problem, basic research questions, and objective of the study, significance, scope and definition of terms. The second chapter includes review of related literature. The third chapter includes research methodology, the

data presentation, analysis and interpretation is treated in the fourth chapter of the study. Finally, on the fifth chapter the summary, conclusions, and recommendations is presented

1.8 Definition of Terms

Service quality: means the difference between the customer's expectation of service and their Perceived service. In this study, the assessment standards of Zeithaml, Parasuraman & Berry (1990) was used, which consist of five dimensions: tangibility, reliability, responsiveness, assurance, and empathy.

Servqual: is an instrument for measuring service quality, in terms of the discrepancy between customers' expectation regarding service offered and the perception of the service received; respondents are required to answer questions about both their expectation and their perception.

Customer expectation: means uncontrollable factors including past experience, personal needs, Word of mouth and external communication about certain service.(Zeithaml, Parasuraman & Berry ,1990)

Customer perception: means customer's feelings of pleasure / displeasure or the reaction of the customers in relation to the performance of the staff in satisfying / dissatisfying the services. (Zeithaml, Parasuraman & Berry ,1990)

Service delivery: refers to how well the service is provided to customers. It includes speed, accuracy, and care attending the delivery process.

Sub city; the sub divided city for rendering service to its boundary customers according to the Ethiopian land administration proclamation.

Land administration; is concerned with the process of determining, recording and disseminating information about the ownership, value and use of land when implementing land management policies.

CHAPTER TWO

REVIEW OF THE RELATED LITRATURE

This chapter presents the overview of current literature in frame of presented research problem. Each of the bodies of literature is discussed .which is focused on the specific nature of relevant literature that relate to this study.in so far as establishing a frame work effectively asses service quality within the land management environment is the central aim of the study .this section begins with discussion on the service and service quality, customer expectation compared to perception ,customer satisfaction ,factor that affect customer satisfaction ,service quality concept quality and loyal customer ,quality management and human service value ,determinants of quality construct ,service quality dimension ,servqual approach development and evolution of servqual model, functioning of servqual and criticism of servqual.

2.1 Theoretical Reviews

2.1.1 Definition of Service

Service is activities deeds, or other tangibles offered for sale to customers in exchange for money or something else of value (Berkwitz, Crane, Kerin, Hartley& the Rudelius p.324). Service types are customer service privately and for public level by government.

Uniqueness of service quality

There are certain commonalities between services as products that set them apart from tangible goods. The four unique elements are intangibility, inconsistency, inseparability and inventory these elements sometimes referred to as the four I's of service.

Intangibility; services are intangible that means they can't be held touched or seen before purchase decision.

Inconsistency

Developing, pricing, promoting and delivering service is challenging because the quality of service is often inconsistency service is depending on the people who provide them, their quality value with each person capabilities and day to day performance.

Inseparability

There are two dimensions of inseparability. The first one is inseparability of the production and consumption, whereas goods are first produced and, then sold and then consumed. The second dimension of inseparability is the most case and the consumer cannot separate the deliverer of the service itself.

Inventory

Inventory of service is different from that of goods. Inventory problem exists with goods because many items perishable and because there are cost associated with handling inventory. Successful service organization will be better able to position them effectively if they understand why consumers choose to use a particular service. (Berkwitz, crane, kerin, hartely&rudel the rudelius, 2002:301).

Table 1.1 characteristics of service

No	Characteristics	Result implication
1	Intangibility	<ul style="list-style-type: none"> • Service cannot be inventoried • Service cannot patented • Service can not readily display or recommended • pricing is difficult
2	Heterogeneous	<ul style="list-style-type: none"> • Service delivery and customer satisfaction depend on employee action • Service Quality depends on many uncontrollable factors • There is no sure knowledge that the service delivered matches what was planned and promoted.
3	Inseparability	<ul style="list-style-type: none"> • Simultaneous production and consumption • Customers participate in and affect the transaction • Customers affect each other • Employees affect the service outcome • Decentralization may be essential mass production is difficult
4	Perishable	It is difficult to synchronize supply and demand with service Service cannot be returned or resold

Source: Zeithaml, and Betner, 2003

2.1.2 Service quality

Service quality is central issue today in a recent Gallup survey executive ranked the improvement of service and tangible product quality as the single most critical challenge facing business, (Zeithaml, and Bitner, 2003:25)

One reason service quality become such an important issue is economies of most country has become a service economy. Service accounts for approximately three-fourth the world economies. Virtually all organization competes to some degree on the basis of service. It is difficult to name one industry for which service matters are unimportant.

Executives striving to achieve a distinctive position and sustainable advantage in today's increasingly competitive business world no doubt realize the importance of delivering quality service quality by meeting or exceeding customer's expectations.

Executives who are truly dedicated to service quality must out motion a continuous process for (1) monitoring customers perception of service quality;(2) identifying the cause of service quality shortfalls; and (3) taking appropriate action to improve the quality of service.(zeithml,berry and Parasuraman,1990:126).

Today, most managers agree that the main reason to pursue quality is to satisfy customers. The American National Standard Institute (ANSI) and the American society for quality (ASQ) define quality as "the totality of features and characteristics of a product or service that bears on its ability to satisfy given needs." The view of quality as satisfaction of customer need is often called fitness for use. In highly competitive markets, merely satisfying customer needs will not achieve success bet the competition, organizations often must exceed customer expectations. Thus, one of the most popular definitions of quality is meeting or exceeding customers' expectations. (Evans, 2012:107)

Consumers today are intelligent enough to recognize quality issues that firms' now's, and the organization that doesn't cope with customers' need is in far a rude awakening, or, at worst quick demise. This is why an understanding of quality is still vital to every employee in every organization. Joseph Juan, one of the most respected leaders of quality, suggested that the twentieth century would be defined by historian as the century of productivity. He

stated that the twenty-first century should be designated the century of quality. (Evans, 2012:109)

Many service organizations have well developed quality assurance systems. However, they often tend to be based on manufacturing analogies and tend to be more products –oriented. Many of key dimensions of product quality apply to services. For instance, ‘one time arrival’ for an airline is a measure of service performance; frequent flyer awards and ‘business class’ section represent features. Service organizations have special requirement that other industries systems cannot fulfill. The most important dimensions of service quality include the following;

- Time; how much time must a customer wait?
- Timeliness; will a service be performed when promised?
- Completeness; are all item in the order included?
- Courtesy; do front line employees greet each customer cheerfully?
- Consistency; Are service delivered in the same fashion for every customer, and every time for the same customer?
- Accessibility and convenience; is the service easy to obtain?
- Accuracy; is the service performed right the first time?
- Responsiveness; Can service personnel react quickly and resolve unexpected problems?

Service quality involves a comparison of expectation with performance. Service quality is a measure of how well delivered service matches with customer expectations. Generally the customer is requesting a service at the service interface where the service encounter is being realized, then the service is being provide by the provider and in the same time delivered to or consumed by the customer. (Chaterjee. shareman, 2013:97)

The main reason to focus on quality is to meet customer needs while remaining economically competitive in the same time. This means satisfying customer needs is very important for the enterprise to survive. The outcome of using quality practice is;

- Understanding and improving of operational process

- Identifying problem quickly and systematically
- Establishing valid and reliable service performance measure
- Measuring customer satisfaction and other performance outcome

Service quality model given says that the expectation of the customer depends on the 5 determinants: market communication, image, word of mouth, customer need and customer learning. Experiences depend on the technical quality (what/outcome) and the functional quality (how/process), which is filtered through the image (who). Both expectation and experience can create a perception gap. (Gronroos, 1983:41)

GAP model according to Parasuraman, Zeithaml and Berry, (1990) states that the expected service is influenced by the word of mouth, the personal needs, past experience and also by the external communication to the customer. A perception gap can appear between the expected service and the perceived service. This gap is called the GAP5 (also called service quality gap), it occurs if the customer is not satisfied and depends on the other 4 gaps.

The perceived quality depends on the external communication to customers and the service delivery. The GAP 4 (also called communication gap) is appearing between the external communication to customers and the service delivery .it appears when promises do not match the delivery.

The service delivery depends on the service quality specification. if they are not match each other GAP 3 (also called the service performance gap) appear.

The service quality specifications depend on the management perception of customer expectations, where the management perceptions of customer expectations influence the external communication to the customer. The GAP 2 (also called standard gap) occurs between the management perception of customers' expectations and the service quality specification if the wrong quality standards were consulted.

The biggest gap, the GAP 1 (also the marketing information gap occurs between the management perceptions of customer expectations and the expected service. It appears because the service provider does not know what the customer expects. (Chatterjee &v. Sharman, 2013; 203)

Parasuraman et al (1988) developed and tested the five components scale of the service quality, called SERVQUAL scale, consisting of 22 variables to measure five components of service quality, which are; reliability, responsiveness, assurance, empathy and tangibles.

The principal meaning of quality is product performance. Product performance results from the product features that create customer satisfaction and lead customer to buy the product. Here the word product can be tangible or intangible, i.e. physical product or it can be a service, the word customers means all persons who are impacted by our process our products. (Mukherjee, 2013:206)

Hence the customer can purchase the product and services from, the dealer, distributor, wholesaler, franchisee or the opinion leader. They could also be external customer or internal customer. The term external customer means persons who are not the part of the company but impacted by the products and service. the internal customers means persons working in the organization or who are a part of the company. The product attribute performing as per the customer expectation fulfill her/his stated, implied or latent need leading to customer satisfaction or rather customer delightment, which is the key to business success.

2.1.3 The relationship between customer satisfaction and service quality

Satisfaction is a function of perceived performance. If perceived performance falls short of Expectations, the customer is dissatisfied. If the performance exceeds expectation, customers get highly satisfied. Customers' satisfaction happens when organizations focus on quality services and produces real rewards for the organization in the form of good image from the public. Lack of customers' satisfaction produces a liability (Bruk, 2007, cited in Mohammed, 2008: 22). The model that has underpinned satisfaction is disconfirmation theory which suggests that customer with a service is related to the size of the disconfirmation experience, where disconfirmation is related to the person's initial expectation. If experience of the services greatly exceeds the expectations clients had of the service, then satisfaction will be high and vice versa. In the service quality literature perceptions of service delivery are measured separately from customer's expectation and the gap between the two provides a measure of service quality (MORI Social Research Institute, 2002, cited in Mohammed, 2008:5).

According to Sureshchander et al., (2002, cited in Daniel&berinyuy, 2010: p. 363), Customer satisfaction should be seen as a multi-dimensional construct just as service quality meaning it can occur at multi levels in an organization and that it should be operationalized along the same factors on which service quality is operationalized.

Parasuraman et al., (1985) suggested that when perceived service quality is high, then it will lead to increase in customer satisfaction. He supports that fact that service quality leads to customer satisfaction and this is in line with Saravana & Rao, (2007, cited in Daniel&berinyuy,2010: p.436) and Lee et al., (2000, cited in Daniel&berinyuy,2010: p.226) who acknowledge that customer satisfaction is based upon the level of service quality provided by the service provider.

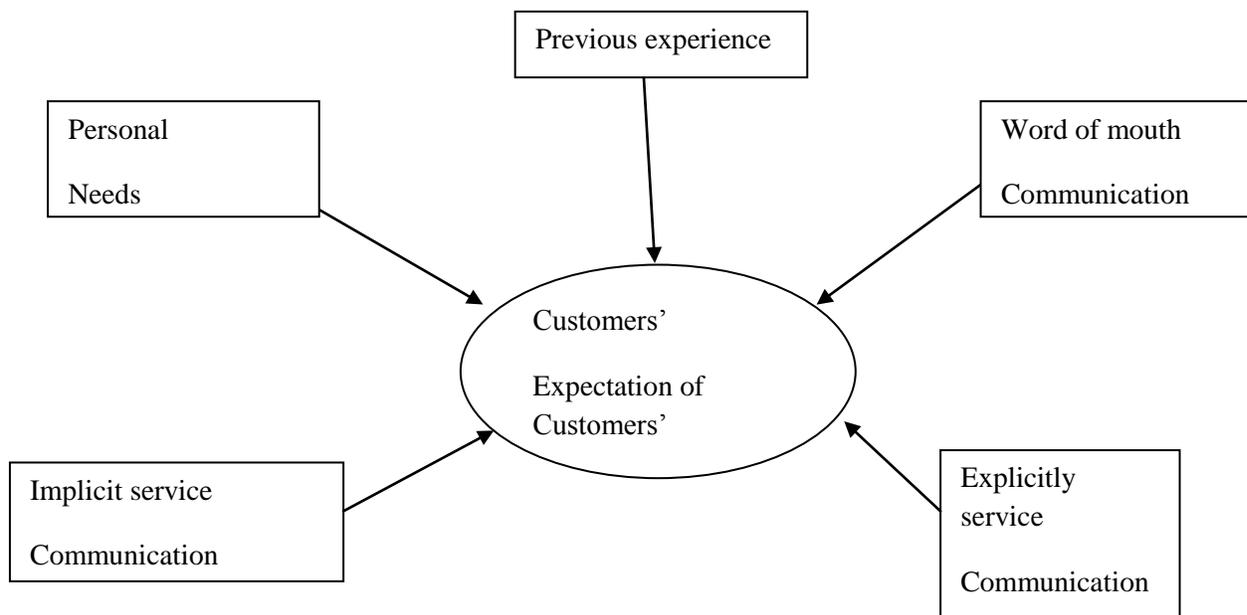
According to Negi, (2009, cited in Daniel&berinyuy, 2010: p.33), the idea of linking service quality and customer satisfaction has existed for a long time. He carried a study to investigate the relevance of customer-perceived service quality in determining customer overall satisfaction in the context of mobile services (telecommunication) and he found out that reliability and network quality (an additional factor) are the key factors in evaluating overall service quality but also highlighted that tangibles, empathy and assurance should not be neglected when evaluating perceived service quality and customer satisfaction.

This study was based only on a specific service industry (governmental service) and the study is very important to identify and evaluate those factors which contribute significantly to determination of customer-perceived service quality and overall satisfaction. Fen & Lian, (2005, cited in Daniel&berinyuy: p.59-60) found that both service quality and customer satisfaction have a positive effect on customer's 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. Su et al., (2002, cited in Daniel&berinyuy: p.372) carried a study to find out the link between service quality and customer satisfaction, from their study, they came up with the conclusion that, there exist a great dependency between both constructs and that an increase in one is likely to lead to an increase in another. Also, they pointed out that service quality is more abstract than customer satisfaction because, customer satisfaction reflects the customer's feelings

about many encounters and experiences with service firm while service quality may be affected by perceptions of value (benefit relative to cost) or by the experiences of others that may not be as good. It was proven that customer satisfaction results from high perceived service quality and this makes the customer loyal. However, it could be possible that a satisfied customer must not necessarily become a loyal customer.

Figure 1 Outlines of the key factors most commonly seen to influence expectation



Source; MORI Social Research Institute, 2002

1. Personal needs: any customer or user of a service will have what she /he regards as a set of key personal needs that they expect the service to address. These will vary from service to service and from customer to customer.
2. Previous experience many have before: -Their previous experience will in fact Influence their future expectations of the service.
3. Word of mouth communication: - expectations will be shaped by communications from sources other than the service provider itself. This can be family, friends and colleagues but more widely the media and other organizations.

4. Explicit Service Communication: - statements from leaflets of other publicity material can have a direct impact on expectation
5. Implicit service communication: - this includes factors such as the physical Appearance of buildings; example renovation may lead the customer to expect other Service aspects to be of higher quality. (MORI Social Research Institute, 2002, cited in Mohammed, 2008: 5-6).

The buzzword in today's total marketing management or total quality management is the customer satisfaction. a customer is satisfied when his stated and implied needs are fulfilled Here the need could go much beyond the product and the service to enter in to the areas like aesthetic, time of delivery, place of delivery, life, the way the sales transaction is handled etc. The true definition of quality emerges only and mainly from customer satisfaction.

Customer satisfaction can be achieved through the fulfillment of the stated and implied needs of the customer by the use of the product and /or service offered by the organization. The effect of customer satisfaction is the continued brand loyalty, repurchase of the product and service as well as the customer acting as an opinion leader in the market for the organization. (Mukherjee, 2013:107)

The key to creating customer satisfaction is, first, to recognize that it is in the area of customer care and satisfaction that the real opportunities lie for increasing the amount of business we do and the growth and success of our business, and for improving our careers within business. Secondly, we should recognize that superior customer care and satisfaction is achieved by doing a combination of hundreds of little things very well rather than by doing several big things extraordinarily well. thirdly we should accept that the purposes of business is to create customers to create profit, and that customers are necessity; your business is your customer. (Collis, 1998; 43)

2.1.4 Customers' Expectations compared to Perceptions

Gronroos, (1982); Parasuraman et al., (1985) have proposed that customer's perception of service quality is based on the comparison of their expectations (what they feel service providers should offer) with their perceptions of the performance of the service provider.

Parasuraman et al., (1988, cited in Daniel&berinyuy: p.17) point out that expectation is viewed differently in both satisfaction literature and service quality literature. In satisfaction literature, expectations are considered as 'predictions' by customers about what is likely to happen during a particular transaction while in service quality literature, they are viewed as desires or wants of consumers, that is, what they feel a service provider 'should' offer rather than 'would' offer.

It is important to understand and measure customer's expectations in order to identify any gaps in delivering services with quality that could ensure satisfaction, Negi, (2009). Perceptions of customers are based solely on what they receive from the service encounter (Douglas & Connor, 2003, cited in Daniel&berinyuy: p.167). The study is mainly based on this discrepancy of expected service and perceived service from the customer's perspective. This is in order to obtain a better knowledge of how customers perceive service quality in governmental institution. We are not focusing on the 1stfour gaps because they are mainly focused on the company's perspective even though they have an impact on the way customers perceive service quality in government institution and thus help in closing the gap which arises from the difference between customer's expectation and perception of service quality dimensions.

Parasuraman et al., (1985, cited in Daniel&berinyuy, 2010: p.47) identified determinants used in evaluating service quality; reliability, responsiveness, competence, access, courtesy, credibility, and tangibles. Most of these Determinants of service quality require the consumer to have had some experience in order to evaluate their level of service quality ranging from ideal quality to completely unacceptable quality. They further linked service quality to satisfaction by pointing out that when expected service is greater than perceive service, perceived quality is less than satisfactory and will tend towards totally unacceptable quality; when expected service equals perceived service, perceived quality is satisfactory; when expected service is less than perceived service, perceived quality is more than satisfactory and will tend towards ideal quality (Parasuraman et al., 1985,(cited in Daniel&berinyuy, 2010: p.48).

2.1.5 Customer satisfaction

Customer satisfaction is conceptualized as been transaction-specific meaning it is based on the customer's experience on a particular service encounter, (Cronin & Taylor, cited in Daniel&berinyuy: 1992) and also some think customer satisfaction is cumulative based on the overall evaluation of service experience (Jones & Suh,2000, cited in Daniel&berinyuy, 2010). These highlight the fact that customer satisfaction is based on experience with service provider and also the outcome of service. Customer satisfaction is considered an attitude, Yi, (1990, 1cited in Daniel&berinyuy, 2010). In the case of governmental institutions. There is strong relationship between thecustomer and the service provider and customer satisfaction will be based on the evaluation of several interactions between both parties.

Therefore, satisfaction considered as a part of overall customer attitudes towards the service provider that makes up a number of measures (Levesque et McDougall, 1996, cited in Daniel&berinyuy: p.14). Giese & Cote, (2000, p.15) clearly state that there is not generic definition of customer satisfaction. After carrying a study on various definitions on satisfaction they came up with the following definition, "customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post consumption)". From this definition, is it clear that the consumer's satisfaction is determined for his/her shopping experience in the grocery store and this is supported by Cicerone et al., (2009, 1cited in Daniel&berinyuy: p.28) and Sureshchander et al., (2002, cited in Daniel&berinyuy p.364) who believe customers' level of satisfaction is determined by their cumulative experiences at all of their points of contact with supplier organization.

According to Huddleston et al., (2008, cited in Daniel&berinyuy, 2010: p.65) if the shopping experience provides qualities that are valued by the consumer then satisfaction is likely to result. This clearly pinpoints the importance quality when carrying out purchase and this relates to grocery stores that offer variety of products with different quality.

Fornell, (1992, cited in Daniel&berinyuy, 2010: p.11) clearly defines customer satisfaction as an overall post-purchase evaluation by the consumer and this is similar to that of Tse& Wilton, (1988, cited in Daniel&berinyuy, 2010: p.204) who defined customer satisfaction as the consumer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its

consumption. These definitions consider satisfaction as a post purchase response and in the case of grocery stores, shopping experience is important in evaluating customer satisfaction.

According to Wicks & Roethlein, (2009, cited in Daniel&berinyuy, 2010: p.89), customer satisfaction can be formed through an affective evaluation process and this affective evaluation is done following the purchase experience by the consumer. Organizations that consistently satisfy their customers enjoy higher retention levels and greater profitability due to increased customers' loyalty, Wicks & Roethlein, (2009, cited in Daniel&berinyuy, 2010: p.83).

This is why it is vital to keep consumers satisfied and this can be done in different ways and one way is by trying to know their expectations and perceptions of services offered by service providers. In this way, service quality could be assessed and thereby evaluating customer satisfaction. In our study, we use customers to evaluate service quality by considering several important qualities attributes in NSL land management office and we think the office must take improvement actions on the attributes that have a lower satisfaction level. This means customer satisfaction will be considered on specific dimensions of service quality in order to identify which aspects customers are satisfied with.

2.1.5.1 Factors that Affect Customer Satisfaction

The followings are some of the determinants of customer satisfaction (Zeithaml, Bitner, p-87, 2003, cited in Belay, 2012:p.22-24). These are:

Product and Service Features: Customer satisfaction with a product or service is influenced significantly by the customer's evaluation of the product or service features. In conducting Satisfaction studies, most firms will determine through some means (often focus groups) what the important features as well as overall service satisfaction.

Customer Emotion: Customers' emotions can also affect their perceptions of satisfaction with products and services. These emotions can be stable, preexisting emotions-example: mood state or life satisfaction.

Attributions for Service Success or Failure: Attributions are the perceived causes of events, Influence perceptions of satisfaction as well. When they have been surprised by an

outcome (the service is either much better or worse than expected), customers tend to look for the reasons and their assessment of the reasons can influence their satisfaction.

Perceptions of Equity or Fairness: Customers ask themselves: have I been treated fairly Compared with other customers? Did other customers get better treatment, better prices, or better quality services? did I pay a fair price for the service? Notion of fairness are central to customers' perceptions of satisfaction with products/services.

Other consumers, family members, and coworkers: In addition to products and service Features one's own individual feelings and beliefs, consumer satisfaction is often influenced by other people.

Matzler et al., (2002, cited in Daniel&berinyuy, 2010: p.307), went a step forward to classify factors that affect customers'

Satisfaction into three factor structures;

1. **Basic factors:** these are the minimum requirements that are required in a product to prevent the customer from being dissatisfied. They do not necessarily cause satisfaction but lead to dissatisfaction if absent. These are those factors that lead to the fulfillment of the basic requirement for which the product is produced. These constitute the basic attributes of the product or service. They thus have a low impact on satisfaction even though they are a prerequisite for satisfaction. In a nutshell competence and accessibility
2. **Performance factors:** these are the factors that lead to satisfaction if fulfilled and can lead to dissatisfaction if not fulfilled. These include reliability and friendliness.
3. **Excitement factors:** these are factors that increase customers' satisfaction if fulfilled but does not cause dissatisfaction if not fulfilled which include project Management

2.1.6 What is Quality?

No universally accepted definition of the term quality exists; this is because quality actually possesses several distinct dimensions. When people disagree about what quality is, they are often simply demonstrating preferences for differing quality dimensions. The Federal Quality Institute (FQI) in USA identifies a primary dimension of quality (performance) and several secondary dimensions: reliability, durability, conformance, availability, and

timeliness (FQI, 1991: cited in Lawrence, 1993: cited in Mohammed, 2008:27). Still, other quality dimension are recognized as particularly important in the human services, including accessibility, timeliness, consistency, humaneness, and result or out comes (Patti, 1987; Pruger and Miller 1991 a cited in Lawrence, cited in 1993: cited in mohammed,2008: 27). Some of these quality dimensions refer to characteristics of products and services; others refer to the staff or employees who provide the products and services and still others refers to the facilities and equipment used in product production and services provision. Most definitions of quality are related to exhortations to attain excellence in production and provision of high quality goods and services. It is also related to the notion of fitness for purposes which are interpreted as providing services which customers want conformance to customers 'requirements to reduce the possible adverse effects of customer dissatisfaction (Ian and Miguel 1995: cited in mohammed,2008: 119).

2.1.6.1 Service quality Concept

Service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors (Ladhari, 2008, cited in Daniel&berinyuy, 2010: p.172). The relevance of service quality to companies is emphasized here especially the fact that it offers a competitive advantage to companies that strive to improve it and hence bring customer satisfaction. Service quality has received a great deal of attention from both academicians and practitioners (Negi, 2009: cited in Daniel&berinyuy, 2010) and services marketing literature service quality is defined as the overall assessment of a service by the customer (Eshghi et al., 2008, cited in Daniel&berinyuy, 2010: p.121). Ghylin et al., (2008, p.76) points out that, by defining service quality, companies will be able to deliver services with higher quality level presumably resulting in increased customer satisfaction.

Understanding service quality must involve acknowledging the characteristics of service which are intangibility, heterogeneity and inseparability, (Parasuraman et al., 1985, cited in Daniel&berinyuy, 2010: p.42); (Ladhari, 2008, cited in Daniel&berinyuy, 2010: p.172). In that way, service quality would be easily measured. In this study, service quality can be defined as the difference between customer's expectation for service performance prior to the service encounter and their perception of the service received. Customer's expectation serves as a foundation for evaluating service quality because, quality is high when

performance exceeds expectation and Quality is low when performance does not meet their expectation (Asubonteng et al., (1996, cited in Daniel&berinyuy, 2010: p.64).

Expectation is viewed in service quality literature as desires or wants of 33 consumers i.e., what they feel a service provider should offer rather than would offer (Parasuraman et al., 1988, cited in Daniel&berinyuy, 2010: p.17). Perceived service is the outcome of the consumer's view of the service dimensions, which are both technical and functional in nature (Gronroos, 1984, cited in Daniel&berinyuy, 2010: p.39). The customer's total perception of a service is based on his/her perception of the outcome and the process; the outcome is either value added or quality and the process is the role undertaken by the customer (Edvardsson, 1998, cited in Daniel&berinyuy, 2010: p.143). .

Parasuraman et al. (1985) define service quality as:

'The difference between customers' expectation of services and their perceived service. If the expectation is greater than the service performance, perceived quality is less than Satisfactory and hence customer dissatisfaction occurs'.

Parasuraman, Zeithaml and Berry (1985) described service quality as perceived by consumers starting from a comparison of how they feel firms should perform on this dimension with what they actually perceive. It is the gap between a customer's expectations and perceptions that determine service quality; the smaller the gap, the better the quality of service and the greater the customer satisfaction.

2.1.6.2 Quality Creates Loyal Customers

Quality management programs create loyal customers. The notion of the loyal customer has a great deal of significance for human service organizations. Customers who believe their human service organizations are delivering quality products and services will continue to support those organizations. This support can take the form of volunteering time, contributing money, and perhaps most important, leading political support to the organization as it competes for scarce resources with other agencies and with other societal needs (Lawrence, 1993: cited in Mohammed, 2008: 4-5).

2.1.6.3 Quality Management and Human Service Values

A unique advantage of quality management is its basic compatibility with human service and social work values. Any managerial system that does not preach the maximization of efficiency should be inherently appealing to most human service professionals. The human services have long objected to the primacy generally afforded efficiency by most management systems (Pruger and Miller, 1991a, 1991b cited in Lawrence, 1993: 3 cited in Mohammed, 2008: 7). Quality management also strongly emphasizes the use of customers' feedback in attempting to constantly improve the quality of products and services. In many respects this aspect of quality management is reflective of the maxim that the needs of clients should be put first. Quality management also stresses the self – worth of employees, cooperation between employees, team building and partnership relationship between public and private sector human service organizations. (Lawrence, 1993, cited in Mohammed, 2008: 7)

Service quality is generally viewed as the output of the service delivery system; especially in the case of pure service system. Moreover, service quality is linked to the consumer satisfaction. Also, there is no consensus in the research community about the direction of causality relating quality and satisfaction the common assumption is that service quality leads to satisfied customer.

Over the last fifteen years, research on the service quality has grown extensively and substantively. the topic has attracted interest among managers and researchers because of the substantial effects customer perception of service quality have on the satisfaction and loyalty of customers, as well as brand equity. service quality research also achieved a truly global scope and significance and attracted contribution from scholars from many disciplines. Even though a number of methodological issues have been debated, the conceptual model of service quality proposed by Parasuraman et al was strongly influenced. This articulation of the service quality construct and its associated SERVQUAL measures has spawned hundreds of studies around the world, over 70% coming from the United States. (N.C. Jain&saakshi , 2009:106)

2.1.6.4 Determinants of the Service Quality Construct

In recent years, it is commonly agreed that service quality is the outcome of evaluations made by the customers. The general logic is obvious, since the customer's own evaluation influences his/her future behavior such as returning next time or positive accounts to relatives (Zeithaml et al., 1990; Gronroos, 1984; Brown et al., 1991). This fact indicates that service companies cannot solely deliver service according to internal standards which might not match the customers' expectations. Moreover, most service quality writers agree that the customers evaluate service quality by the outcome of a comparison between their expectations of the service performance and their perception of the actual service received

This is consistent with Garvin's definition on value-based quality (Garvin, 1988), and the Condition can also be seen in Gronroos definition of service quality:

"...the perceived quality of a service will be the outcome of an evaluation process where Consumers compare expectations with the service they perceive they have got" (Gronroos, 1983).

Furthermore, Zeithaml et al. (1990) support that service quality is evaluated by comparing Customer expectations with customer perceptions of the service delivered:

"Perceived service quality is a form of attitude, related but not equivalent to satisfaction, and Results from a comparison of expectations with perceptions of service performance" (Zeithaml et al., 1990)

Looking at the definition above, Zeithaml et al. go further than saying that service quality is only a comparison of expectations and perceptions. They state that service quality is a form of attitude, meaning that customers can have a perception of a specific service even though they have never used it before. Further, it indicates that service quality is an overall perception that is not transaction specific. Although a single interaction between customer and the service provider influence the service quality, service quality is not based on one specific interaction but merely is a compound of several exchanges. This means service quality is evaluated by the customers who compare the expectations of the service with the perceived service performance experienced in a given service process. Service quality can thus be considered a form of attitude and consequently an overall perception made up by several transactions. . (N.C. Jain&saakshi, 2009:108)

2.1.6.5 Service Quality Dimensions

According to Zeithaml and Bitner (2003), Service quality dimensions represent how customers organize information about service quality in their mind.. On the basis of exploratory and quantitative research, these five dimensions were found relevant for banking, insurance, appliance repair and Maintenance.

a. Reliability: Delivering on Promise

Reliability is defined as the ability to perform the promised service dependably and accurately. In its broadest sense, reliability means that the company delivers on its promises-promises about delivery, service provision, problem resolution, and pricing. Customers want to do business with companies that keep their promises, particularly their promises about the service outcomes and core service attributes.

b. Responsiveness: being willing to help

Responsiveness is the willingness to help customers and to provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with customer requests, questions, complaints, and problems. Responsiveness is communicated to customers by the length of time they have to wait for assistance, answers to questions, or attention to problems.

Responsiveness also captures the notion of flexibility and ability to customize the service to customer needs. To excel on the dimension of responsiveness, a company must be certain to view the process of service delivery and the handling of requests from the customer's point of view rather than from the company's point of view. To truly distinguish themselves on responsiveness, companies need well-staffed customer service departments as well as responsive front-line people in all contact positions.

c. Assurance: inspiring trust and confidence

Assurance is defined as employees' knowledge and courtesy and the ability of the firm and its Employees to inspire trust and confidence. This dimension is likely to be particularly important for services that the customer perceives as involving high risk and/or about which they feel Uncertain about their ability to evaluate outcomes. Trust and confidence may be embodied in the person who links the customer to the company. In such service contexts the

company seeks to build trust and loyalty between key contact people and individual customers. The personal banker concept captures this idea: customers are assigned to a banker who will get to know them individually and who will coordinate all of their banking services.

d. Empathy: treating customers as individual

Empathy is defined as the caring individualized attention the firm provides its customers. The essence of empathy is conveying, through personalized or customized service that customers are unique and special. Customers want to feel understood by and important to firms that provide service to them.

e. Tangibles: representing the service physically

Tangibles are defined as the appearance of physical facilities, personnel, and communication materials. All of these provide physical representations or images of the service that customers, particularly new customers, will use to evaluate quality.

Quality services are welcomed by clients and customers and they are the sources of customer satisfaction. Therefore, it is very important to know service quality dimensions in order to provide the types of services expected by the customer.

2.1.7 The SERVQUAL Approach

The SERVQUAL approach has been applied in service and retailing organizations (Parasuraman et al., 1988 and 1991, cited in Belay: 2012). Service quality is a function of pre-purchase customers' expectation, perceived process quality, and perceived output quality. Parasuraman et al. (1988, cited in Belay: 2012) define service quality as the gap between customers' expectation of service and their perception of the service experience.

A more pragmatic approach to SERVQUAL is to develop or design action plans that will lead to the improvement of service quality. It is one thing to know that the gap exists but it is perhaps more important to find ways to close the gap. Berry et al. (1994, cited in Belay: 2012) suggests several action plans for corporate America. Berry et al. (1990, cited in Belay: 2012) also pointed out five imperatives for improving service quality: defining the service

roles, competing for talent, emphasizing service teams, going for reliability, and being great at problem resolution.

The original construct of servqual was found to be overly complex, subjective and statistically unreliable, and as a result it was simplified and modified to the five dimensional model which is measured on five (5) aspects, namely - reliability, assurance, tangibility, empathy and responsiveness (RATER). (McCabe et al, 2007). Service quality is therefore a function of pre -purchase customers expectations, perceived process quality and perceived output quality (McCabe et al, 2007). Parasuraman et al (1985), conceptualized service quality as the gap between customers expectation and their perception of the service experience. Based on their conceptualization of service quality, the original instrument was made up of 22-items. The data on these items were grouped under the five dimensions of RATER (Nyeck et al, 2002, cited in Akalu, 2015: p.24)

Gronroos (1988) defines the five key determinants of service quality as: professionalism and skills (technical, outcome related), reputation and credibility (image related), behavior and attitudes, accessibility and flexibility and reliability and trustworthiness (all functional, process related). However, the most popular is the SERVQUAL model of Parasuraman et al. (1988) consisting of the five dimensions of service quality - tangibles, initially, only five dimensions of service quality were indicated in the SERVQUAL approach (Parasuraman et al. 1988):

1. Tangibles (physical facilities, equipment, and appearance of personnel);
2. Reliability (ability to perform the promised service dependably and accurately);
3. Responsiveness (willingness to help customers and provide prompt service);
4. Assurance (knowledge and courtesy of employees and their ability to Inspire trust and confidence); and
5. Empathy (caring, individualized attention the firm provides its Customers).

A key aspect of this model is the customers' determination process for perceived service quality. Expected service and perceived service are both directly influenced by the determinants of service quality which finally determine the overall level of service quality. The SERVQUAL instrument is a two-part questionnaire. The first part consists of twenty-

two items measuring expectations of customers and the second part consists of twenty-two similarly worded items measuring perceptions or experience of customers. Assessing the quality of service involves computing the difference between the ratings customers assign to the paired expectation/ perception statements. SERVQUAL is designed as a diagnostic instrument to identify areas of strength and weakness in the delivery of services. Furthermore, the importance of SERVQUAL has been to use "gap scores" in the measurement of service quality (Cronin and Taylor, 1992, 1994). It is the gap between perceptions and expectations that underpins the Formulation of the SERVQUAL model, the service quality measuring instrument originally developed by Parasuraman et al. (1988).

2.1.7.1 The Development and Evolution of the SERVQUAL Model

“Parasuraman et al. (1985) identified 97 attributes which were found to have an impact on service quality. These 97 attributes were the criteria that are important in assessing customer’s expectations and perceptions on delivered service” (Kumar et al., 2009, cited in Daniel&berinyuy, 2010: p.214). These attributes were categorized into ten dimensions (Parasuraman et al., 1985) and later subjected the proposed 97 item instruments for assessing service quality through two stages in order to purify the instruments and select those with significant influences (Parasuraman et al., 1988, cited in Daniel&berinyuy, 2010: p.13). The first purification stage came up with ten dimensions for assessing service quality which were; tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding, knowing, customers, and access. They went into the second purification stage and in this stage they concentrated on condensing scale dimensionality and reliability. They further reduced the ten dimensions to five which were;

Tangibility: physical facilities, equipment, and appearance of personnel.

Reliability: ability to perform the promised service dependably and accurately.

Responsiveness: willingness to help customers and provide prompt service.

Assurance: knowledge and courtesy of employees and their ability to inspire trust and Confidence.

Empathy: caring individualized attention the firm provides to its customers.

Assurance and empathy involve some of the dimensions that have been done away with like communication, credibility, security, competence, courtesy, understanding/knowing customers and access. This is because these variables did not remain distinct after the two

stages of scale purification, (Parasuraman et al., 1988, cited in Daniel&berinyuy, 2010: p.23). These original five dimensions are subject to 22 statements derived from Parasuraman et al, (1985, cited in Daniel&berinyuy, 2010: p.41-50).

This scale was further tested for reliability with the use of five independent samples in five different service industries. These are the same as the ones used in the purification stages. The variables proved to be very reliable and displayed very low levels of correlation between each other in the five independent samples. This qualified them as independent or linear factors that can be used to assess service quality (Parasuraman et al., 1988, cited in Daniel&berinyuy, 2010: p.24) Further a validity test was carried out on this scale and using the same samples. Normally reliability is a first criterion for validity. To be able to determine content validity they analyzed the thoroughness with which the construct to be scaled were explicated and then the extent to which the scales items represent the construct domain. However, the procedures used in developing the SERVQUAL satisfied these conditions assuring the content validity (Parasuraman et al., 1988, cited in Daniel&berinyuy, 2010: p.24). In order to assess the scale validity, they did an empirical assessment by examining the convergent validity. This was by looking at the association of the SERVQUAL scores and the question that was asked to respondents to provide to provide an overall quality rating for the companies they were evaluating which was valid (Parasuraman et al., cited in Daniel&berinyuy, 2010:p.25). Primarily the SERVQUAL model was developed for service and retail businesses and its objective is to know how customers of a business rate the services offered to them (Parasuraman et al., 1988). This is very crucial for growth and profitability.

Parasuraman et al., (1988), propose that this model be used on a company three to four times a year to measure the quality of its service over different times, to know the discrepancies between perceived and actual services so as to know what reaction is Possible. They also recommend that the model should be used in conjuncture with other models like in a retail business another model could be used to rate the perception of service quality by the employees, and try to find out from these employees what they recommend to improve on the quality of their services. They equally require that in applying the model we should try to

measure the relative importance of each dimension. This can be considered as weighted SERVQUAL model (Cronin & Taylor, 1992, cited in Daniel&berinyuy, 2010; p.64). The SERVQUAL model is important in grouping customers of a company into different quality ranks by determining their SERVQUAL score which is of course very important to know how to target the various ranks.

2.1.7.2 Functioning of the SERVQUAL

SERVQUAL represents service quality as the discrepancy between a customer's expectations for a service offering and the customer's perceptions of the service received, requiring respondents to answer questions about both their expectations and their perceptions Parasuraman et al., (1988). The use of perceived as opposed to actual service received makes the SERVQUAL measure an attitude measure that is related to, but not the same as, satisfaction (Parasuraman et. al., 1988). The difference between expectations and perceptions is called the gap which is the determinant of customers' perception of service quality as shown on figure 2 below.

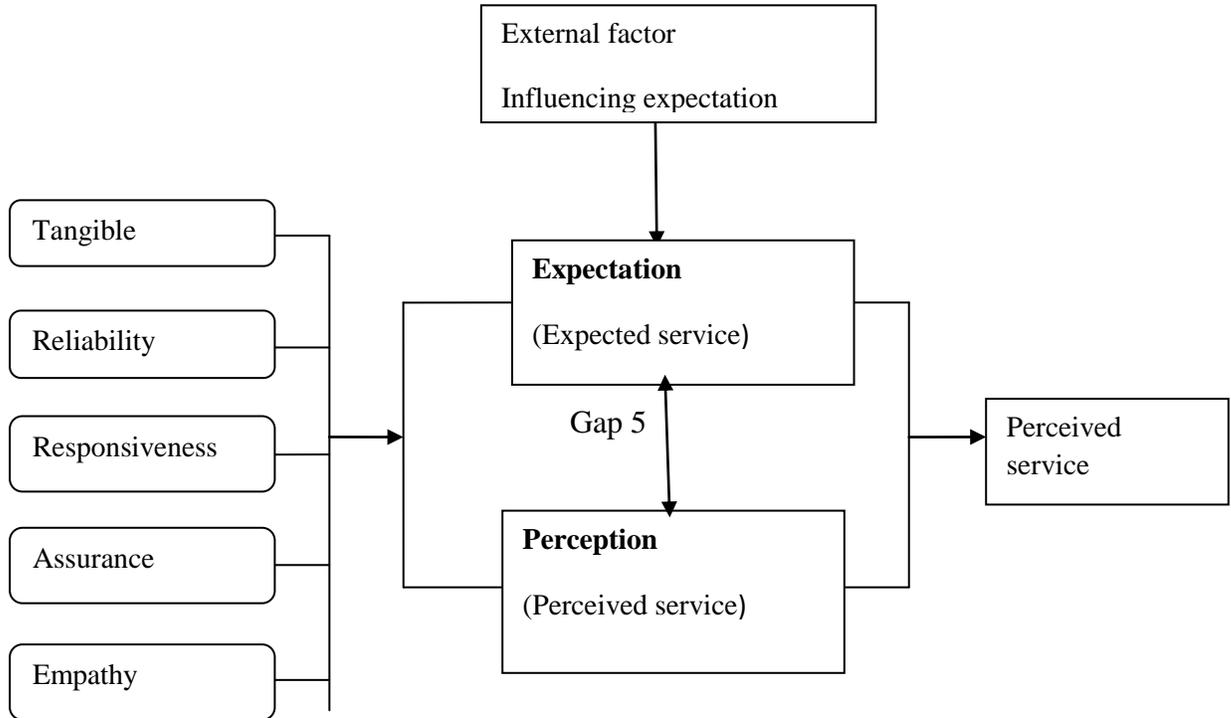


Figure 2. Measuring service quality using SERVQUAL model (Kumar et al, 2009)

The expectations of customers are subject to external factors which are under the control of the service provider as shown on the diagram. The gap 5 on the diagram represents the difference between customers 'expectations and customers' perceptions which is referred to as the perceived service quality (Kumar et al., 2009, cited in Daniel&berinyuy, 2010: p.214). This study focuses on this gap, the difference between customers' expectations and perceptions of service.

2.1.7.3 Criticisms of SERVQUAL

Notwithstanding its growing popularity and widespread application, SERVQUAL has been subjected to a number of theoretical and operational criticisms which are detailed below:

(1) Theoretical:

- Paradigmatic objections: SERVQUAL is based on a disconfirmation paradigm rather than an
- Attitudinal paradigm; and SERVQUAL fails to draw on established economic, statistical and Psychological theory.
- Gaps model: there is little evidence that customers assess service quality in terms of P – E gaps.
- Process orientation: SERVQUAL focuses on the process of service delivery, not the outcomes of the service encounter.
- Dimensionality: SERVQUAL's five dimensions are not universals; the number of dimensions
- Comprising SQ is contextualized; items do not always load on to the factors which one would a
- Priori expect; and there is a high degree of intercorrelation between the five RATER dimensions.

2.1.7.4 Operational criticisms

- Expectations: the term expectation is polysomic meaning it has different definitions; consumers use standards other than expectations to evaluate service quality; and SERVQUAL fails to measure absolute service quality expectations.
- Item composition: four or five items cannot capture the variability within each service Quality dimension.
- Moments of truth (MOT): customers' assessments of service quality may vary from MOT to MOT.
- Polarity: the reversed polarity of items in the scale causes respondent error.
- Scale points: the seven-point Likert scale is flawed.
- Two administrations: two administrations of the instrument (expectations and Perceptions) cause boredom and confusion.
- Variance extracted: the over SERVQUAL score accounts for a disappointing Proportion of item variances. (Buttle, 1996, cited in Daniel&berinyuy, 2010: p.10-11)

2.2 Empirical review

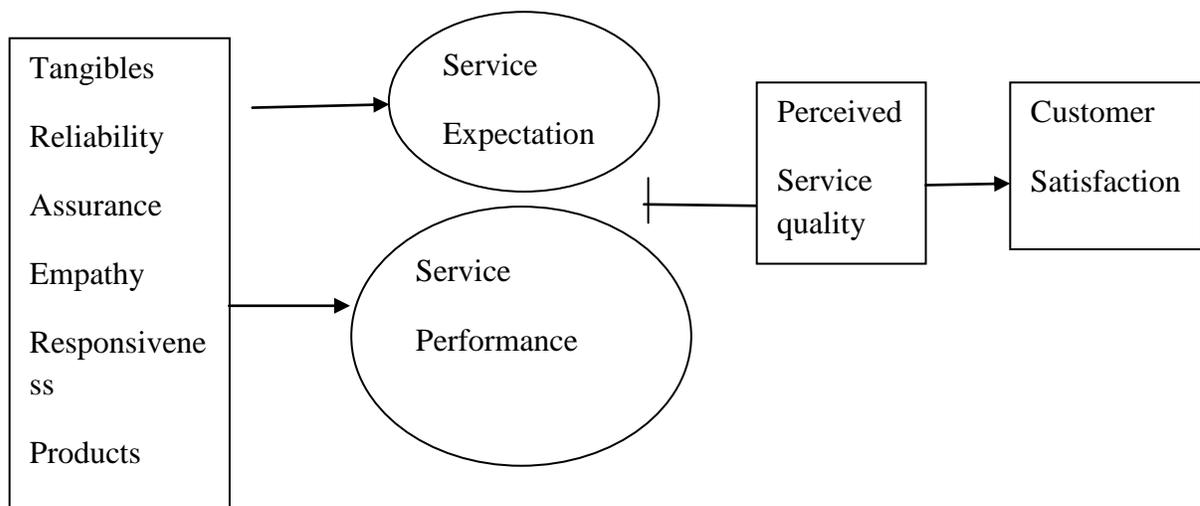
Most research in the area of service quality has been based upon the model developed by (Parasuraman et al 1985, 1988), which incorporates a comparison of customer expectations and perception of service performance. It is relevant to refer briefly in related areas of the subject to find out and to fill up the research. Literature on the service quality dimensions like tangibles, reliable, responsiveness, assurance and empathy and few studies which are undertaken on the customer perception in governmental sector.

Many authors in different literature have asses the service quality and customer satisfaction using the SERVQUAL model developed by Zeithaml, Parasuraman, and berry (1988) to find the service quality gap in different working areas. Accordingly almost all authors see the importance of the service dimensions. And the human element of service quality was found to be highly predictive of perceived service quality.

In spite of the criticisms in the applicability of the SERVQUAL model by some researchers (Buttle, 1994; Cronin & Taylor, 1992). The study going to use this model to assess service quality and customers' satisfaction of Title Deed/ownership certification in NSL land management office. This means that we are going to measure service quality from the customer's perspective in NSL land management office using the main service quality dimensions since we think satisfaction can result from perceived service quality (Negi, 2009). I believe that customer satisfaction and service quality can be measured along the same dimensions as proposed by Parasuraman et al., (1988, p.18)

2.3 Conceptual framework of the study

The main purpose of this study is assessing the relationship between service quality dimensions and customer satisfaction level in NSL land development office. The below diagram depicts the stated purpose of the study.



Source: Parasuraman, (2004)

Figure 3. Conceptual framework

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The aim of this chapter was to highlight the overall methodological consideration of the thesis. Accordingly, it deals with research design, sampling design, sampling techniques, sources of data (primary and secondary) procedures, method of data analysis, validity and reliability and ethical consideration.

3.1 Research Design

Quantitative and Qualitative research approach was used to analyze the data collected from customers and the management. The reason behind using descriptive study design is the researcher was interested in describing the existing situation under study. This study used descriptive analysis that describes the service quality dimensions that lead to customer satisfaction. This study also used explanatory study design in explaining, understanding, predicting and controlling the relationship between variables.

The study is cross-sectional in the sense that relevant data was collected at one point in time at Nifas silk lafto sub city land management offices where customers were given the service and partially by distributing the questionnaires to customer's offices.

3.2 Population and Sampling Technique

The Target Population of the study is the selected customers of NSL sub city land management office. In order to determine the sample size of the study the researcher has used non-probability sampling methods approach for the population under study, particularly purposive sampling technique in order to select the respondents from the office. As the researcher mentioned earlier the work flow of the service begins from

the woreda. At woreda level there is a decision made by the process council in endorsing the client document for further process at the sub city level .So The Study undertake on the land tenures who get endorsement by the woredas to entitle certification at the sub city level.

The study was purposive because as stated above there are categories of customers whose documents are endorsed to get service at the same time customers whose case are suspended. The study selects those customers whose Cases are acceptable for further process of titling service at Nifas Silk Lafto Sub City land management office.

The researcher took 100 sample of the customer because from the organization customer profile history of the customers it could be seen that there has been an estimate of 1000 customers per month who will receive services for the title deed service and there are 250 estimated customers per week, thus the study took 100 customers which is 10% of the population of monthly customers.

Table 3.1 study population and sampling method

S/N	Population	Sample Size	Sampling method	Type of data collection method
Customers	Estimate 1000 customer per month	100(10%)	Non probability sampling technique and purposive	Questionnaire

3.3 types of data and Collection Method

In the process of collecting data, closed ended as well as open ended questionnaire was developed to ensure that all the information required for analysis could be obtained.

The questionnaire was divided into three sections. In the first part information related to different socioeconomic and demographic criteria like income, age, profession, educational qualification, etc. were collected. The second section has question related to respondent expectation of service quality and perception of the service of the office on their actual

experience using five dimensions of service quality and the third part is to allocate 100 points question according to their relative importance of the dimension –tangibility, reliability, responsiveness, assurance and empathy. The questionnaire was prepared in English language and translated to Amharic

Data was collected from the customers of NSL Land Management Office customers and from the Management through interview. Primary Data was collected from the customers of NSL land management office customers and from the management.

In addition to the primary data source, secondary data source like past studies are collected in order to obtain some reliable literature and empirical finding that can be applied in order to have a better understanding of customer satisfaction and service quality and servqual model.

Data collection was done via a survey method, where servqual instrument was used to record opinion of respondent about the quality of service they received at nifas silk lafto sub city land management office. In this study the modified servqual model of Parasuraman et al. (1985). Five dimension; namely tangibility, reliability, responsiveness, assurance, and empathy) was used.

In evaluation of customer perceived service quality, the twenty-two items measuring "Expectations" of customers and twenty-two similarly worded items measuring "Perceptions or experiences" of customers are used, with regard to their service encounter with the governmental service.

Saunders .et al 2000; cooper and schindler 2006; and malhotra .N.K. & bricks D.F 2007 agree that in any research, it is expedient as a matter of reliability and validity check that the questionnaire should be pre-tested before final administration.

A preliminary draft of the questionnaire was given to the customers of the office to test the clarity and meaningfulness of the question. The final questionnaire was tested to a sample of (15) customers selected by simple random method. This small was guided by the suggestion by fink (2003 bin Saunders et al 2007) that the minimum of ten (10) for testing is adequate.

Finally, after adjustments were made to get more effective instrument, the questionnaire was administered to the target population through the personal contact by the researcher. They were first informed of the purpose, assured anonymity and confidentiality of the response. In all, respondents were given the questionnaire to fill; I left it to them, after which they submitted the questionnaire.

3.4 Method of Data Analysis

After collecting all the data, the process of data analysis is undertaken. To summarize and rearrange the data several interrelated procedures were performed during the data analysis stage. The data collected from managers is analyzed by using qualitative data analysis; demographic characteristics are summarized by using frequencies and percentages for all variables including age, sex and work experience and also data gathered from employees. Finally, data that are gathered from customers through questionnaire was analyzed by using descriptive statistics and correlation data analyze techniques. Descriptive statistics were used to calculate the mean of customers' expectation and perception. SPSS software of version 20 was employed to analyze and present the data.

3.4.1 Ethical considerations

According to Creswell (1994), a researcher has obligation to respect the right, needs, values and desire of the respondents. This was because sensitive information would frequently be revealed and change in the respondents' position or his/her situation could be easily recognized. In this research permission was obtained from the respondent of the study after necessary explanation about the objective of the study. Respondents were treated with dignity and informed about the purpose of the questionnaire and assured of anonymity and confidentiality of the information that they supplied.

They were also informed about the data in oral and written form. That the study gets were used purely for academic purpose and handled with the highest order of confidentiality and does not affect their life in any way and any time.

3.4.2 Validity and reliability

The quality of research is based generally on validity and reliability of measures. The measure of reliability and validity were concerns on the quality of the measures that were employed to tap the concept in which the research was conducted.

Servqual instrument which is consisting of 22 statements is modified by adding one more statement on tangible dimension (location convenience) this is due to importance of location in the Ethiopian context. According to Kumar et al., 2009, perception of service convenience may affect customer’s overall evaluation of service, including satisfaction with the service and the perceived service quality and fairness therefore; this study is based on modified servqual model which is assumed to contain the five dimensions with 23 statements to assess the gap between customer’s expectation and perception.

To assess the study internal consistency research instrument, which is questionnaire cronbach’s alpha is used. Cronbach’s α (alpha) is a coefficient of reliability used to measure the internal consistency of a test or scale: it resulted as a number between 0 and 1.as the result approaches to 1 the more is internal consistency of the items, which means all the item measure the same variable.

The result of the coefficient alpha for this study instrument was found to be 0.979 and 0.976 for expectation and perception, as indication of acceptability of the scale for further analysis since all the five items of service quality dimension (tangibility, reliability, responsiveness, assurance, and empathy) measure the same variable, which is service quality. Besides the overall reliability test, the item under each of the five service quality dimensions are also tested to check if they measure the same dimensions or not. All dimension consistency test result was greater than 0.70.all reliability measure clearly exceeds the usual recommendation of alpha =0.70 for establishing internal consistency of the scale (cronbach’s, 1951). since the result are acceptable further analysis is conducted.

Table 3.2. scale reliability (cronbach’s alpha)-for the expectation dimensions

Reliability Statistics-expectation dimension	
Cronbach’s Alpha	N of Items
.979	23

Dimensions	Cronbach's alpha	N of items
Tangibility	.878	5
Reliability	.937	4
Responsiveness	.941	4
Assurance	.928	5
Empathy	.928	5

Table 3.3 scale reliability (cronbach's alpha)-for the perception dimensions

Reliability Statistics-perception dimension

Cronbach's Alpha	N of Items
.976	23

Dimensions	Cronbach's alpha	N of items
Tangibility	.873	5
Reliability	.916	4
Responsiveness	.941	4
Assurance	.928	5
Empathy	.937	5

Source: Owen survey result (2016)

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The primary focus of this study is to assess customer perception towards service quality rendered by the nifas silk lafto sub city land management office. Out of 100 questionnaires distributed to customers 88(88%) valid or complete response were returned. the presentation, analysis and discussion are made on the valid returned questionnaires.

The first part of the questionnaire consists of general information of respondent which present gender, education level, marital status, occupation and age of respondents. The second part of the questionnaire present the average score for each of 23 expectation statements, and then the score for each of the 23 perception statements. This information was used to calculate the gap score =perception –expectation. the last part of the questionnaire deal with allocation of 100 point among five dimensions of service quality according to their importance to them. The importance weight is determined by obtaining the average score of each dimension from the 100 points.in this analysis SPSS v20.0 and excel spread sheet are used to make the necessary calculation.

4.1 Response rate of Questionnaires Administered

In order to get a representative data 100 questionnaires were prepared and distributed to customers of the nsl land management office and Out of these 100 questionnaires distributed to customers, 95 questionnaires were collected back. From these only 88 were properly filled. Thus, the analysis is based on the valid questionnaires response from customers.

Table 4.1 Response rate of Questionnaires Administered

Customer			
	Correctly filled	Not correctly field	Not returned
Number	88	7	5
Percentage	88%	7%	5%

Source: own survey result (2016)

4.2 Demographic Information of the Respondents

The first part of the questionnaire consists of the demographic information of the participants. This part of the questionnaire requested a limited amount of information related to personal and demographic characteristics of respondents. Descriptive statistics (frequency statistics) is used to discuss the general characteristics of the respondent. Accordingly, the following variables about the respondents were summarized and described in the subsequent table. These variables include age, sex, marital status, job category and educational level.

Table 4.2 Characteristics of respondents by demography

Characteristics	Frequency	percentage
Sex		
Male	59	62
Female	36	38
Age		
<30	25	35.2
31-45	25	35.2
46-60	16	22.5
>60	5	7
Marital status		
Married	48	67.6
Single	23	32.4
Others	3	3.2
Educational level		
Illiterate	3	3.2
Primary level	5	5.3
Secondary level	13	13.8
Techniqueand vocational	24	25.5
Degree and above	29	52.1

Job		
Student	3	3.2
Retired	6	6.3
Private business	39	41.1
Employed	44	46.3
Others	3	3.2

Source: Owen survey result (2016)

As indicated in the table 4.2 about 62% respondents are male and the remaining 38% of the respondents are female. Regarding the age of the participants, the largest group (35.2%) is in the <30 and 31-45 years' age group. The second largest group (22.5%) indicated in the 46-60 years' age group and finally 7% of the respondents are in the >60 years age group.

In terms of marital status 67.6% of the respondents are married and 32.4% are single. The respondents have educated background of which 52.1% of them having tertiary education, specifically degree and above, 5.3% are primary level, 13.8% are secondary level, 25.5% are technique and vocational level and the remaining 3.2% cannot read and write. With regard occupation 46.3% are salaried, 41.1 % are engaged in self-employment and 6.3% are retired and the remaining 3.2 % are students and other type of occupation.

4.3 Relationship between gender and customer satisfaction

The genders of respondents were analyzed against the overall satisfaction level using cross tab of the descriptive analysis to show assessment of customer satisfaction among the two genders. Table presents the outcome of the analysis.

Table 4.3 gender of respondents and customer satisfaction

	Customer satisfaction						
	Strongly Satisfied	Not Satisfied	Neutral	Satisfied	Strongly Unsatisfied	Total	Satisfaction %
Male	10	19	3	20	2	54	56
Female	9	7	7	11	0	34	59

Source: Owen survey result (2016)

As, table 4.3, showed female respondents are more satisfied than male respondent. From a total of 34 female respondents who participate in the study 20(59%) of them are satisfied the remaining 41% of female respondent are dissatisfied. And from total male respondent 30(56%) of them are satisfied while 44% of them are dissatisfied. This shows that relatively female respondents are satisfied with service rendered by NSL land management office.

4.4 Relationship between age and customer satisfaction

The age of respondents were analyzed against the overall satisfaction level using crosstab of the descriptive analysis to show assessment of customer satisfaction among the age group. Tables present the outcome of the analysis

Table 4.4 relationship between age and customer satisfaction

		Strongly not Satisfied	Not Satisfied	Neutral	Satisfied	Strongly Satisfied	total	satisfaction
	<30	5	5	1	11	0	22	50
	31-45	5	8	4	6	1	24	29
	46-60	1	6	3	3	0	13	23
	>60	1	1	0	3	0	5	60
Total		12	20	8	23	1	64	

Source: own survey result (2016)

As table 4.4 shows among age group of < 30 respondents 50% are satisfied, among age group between 31-45 (29%) are satisfied, among age group between 45-46 respondents 23% are satisfied and the group above 60 (60%) are satisfied with the NSL land management office service. 31(48%) of respondents didn't respond.

4.5 Relationship between education and customer satisfaction

The education level of respondents were analyzed against the overall satisfaction level using crosstab of the descriptive analysis to show assessment of customer satisfaction among various level of education. Table 4.5 present the outcome of the analysis.

Table 4.5 Education and Customer Satisfaction

	Customer satisfaction						
	Strongly not satisfied	not satisfied	Neutral	Satisfied	Strongly satisfied	Total	Satisfaction %
Cannot read and write	2	1	0	0	0	3	0
Primary school complete	2	2	0	1	1	5	40
Secondary school complete	4	4	0	5	5	13	77
Vocational and diploma complete	4	4	3	10	10	22	91
BA/BSC above	7	15	7	15	15	45	67

Source: Owen survey result (2016)

As table 4.5 shows among cannot read and write respondent has not satisfied while among the primary school complete 40 % are satisfied. Among the secondary school complete 77% are satisfied, from the vocational and diploma complete 91% are satisfied and lastly among the BA/BSC and above group 67 % are satisfied with the service provided by NSL land management office. This shows that 91% which is vocational and diploma is highest in percentage but less than in status level from BA/BSC or above doesn't imply satisfaction level is linearly related with level of education.

4.6 Relationship between marital status and customer satisfaction

The marital status of respondents was analyzed against the overall satisfaction level using crosstab of the descriptive analysis to show assessment of customer satisfaction with marital status. Tables present the outcome of the analysis

Table 4.6 marital status and customer satisfaction

	Customer satisfaction						Satisfaction
	Strongly not satisfied	Not satisfied	neutral	Satisfied	Strongly satisfied	total	
Married	7	13	7	14	1	42	36
unmarried	5	7	1	9	0	22	41

Source: survey result (2016)

As table 4.6 showed among married respondent 15 (36%) are satisfied and among the unmarried respondent 9 (41%) are satisfied by the service provided in NSL management office and 31(35%) of respondent does not responds.

4.7 Relationship between occupation and customer satisfaction

The occupations of respondents were analyzed against the overall satisfaction level using crosstab of the descriptive analysis to show assessment of customer satisfaction with occupation. Table 4.7 present the outcome of the analysis

Table 4.7 occupation and customer satisfaction

	Customer satisfaction					
	Strongly satisfied	Not satisfied	neutral	Satisfied	Strongly satisfied	total
Student	1	0	0	1	0	2
Retired	1	1	0	4	0	6
Business owner	11	12	4	6	1	36
Employed	4	12	6	0	1	41
Others	2	1	0	10	0	3

Source: survey result (2016)

As indicated above 1(50%) of respondents of students are satisfied, among retired respondents 4(67%) of respondents are satisfied, among business owners 6(36 %) are satisfied, from employed respondents 1(41%) are satisfied other type of workers are not satisfied by the service provided in NSL land management office. This shows those retired respondents mostly satisfied than the others.

4.8 Expectation and perception towards each item of service quality dimensions

Analysis of each of five service quality dimension is discussed below. the highest and lowest mean scored will be identified and interpreted with regard to every item of each service quality dimension.

4.8.1 Expectation and perception toward item of tangibility

Table: 4.8 Customer Satisfactions Concerning Tangibility

	Tangibility item	mean	
		Expectation	perception
1	The Office located at convenient location.	3.94	3.49
2	Employees name expressed by table baj.	3.71	3.47
3	reception desk employee available at a time	3.52	3.16
4	attractive appearance i.e. elegant, smart	3.60	2.93
5	Up-to-date equipment's.	3.47	2.84
	Average score of dimension	3.65	3.18

Source: Owen survey result (2016)

Analysis of customer expectation on individual item of Tangible dimension includes physical facilities, equipment, personnel and communication material and the personnel appearance convenient location of the office with highest mean score of 3.94 and relatively lowest mean score of 3.47 is for up to date equipment.

The actual perceived customer experience on the individual service quality item of tangibles dimension shows has appealing convenience of location with a mean score of 3.49. This shows that the location of the NSL land management office is suitable for customers as they expected. Even though the expectation of customers are higher than they perceived, the item of the office is suitable for service providing is better perceived.

4.8.2 Expectation and perception toward item of reliability

Reliability dimension explain the ability of the office and employees to perform the promised service accurately, dependably and on time.

Table 4.9 Expectation and perception toward item of reliability

Reliability item	Mean	
	expectation	perception
Staffs provide the service as promised	3.57	3.02
Staffs give the accurate information	3.51	3.07
Staff perform the service right at the first time	3.38	3.00
Staff keep records	3.60	3.06
Average score of dimension	3.51	3.03

Source: Owen survey result (2016)

As the above table 4.9 showed customers expect NSL land management to show the staffs to keep the record or documents with the highest mean score of 3.60. Approximately they expect the office to provide the service as promised.

The customer perceived that the nsl land management office is not performing the service right at the first time with the lowest mean score of 3.00 among the item of reliability. Customer aware there is a slow service giving by the employees.in addition staffs of the office gives accurate information with the highest score of 3.07. Even though customers expect the staff of land management of keep records highly but they perceived relatively low with mean score of 3.06 under the reliability dimension.

4.8.3 Expectation and perception toward item of responsiveness

The responsiveness dimension involves willingness to help customers and provide prompt services. It is essential that land management office staffs are willing and able to help customers provide prompt service and meet customers' expectation.

Table 4.10 Expectation and perception toward item of responsiveness

Responsiveness item	Mean	
	expectation	perception
staffs give prompt service	3.53	3.00
staffs tell exactly what service will be provided	3.45	2.90
staffs are willing to help	3.51	2.95
staff respond to request promptly	3.35	2.91
Average score of dimension	3.46	2.94

Source: Owen survey result (2016)

From item of responsiveness dimension customer expect staffs to give them prompt service with a mean score of 3.53. Next customer expects the nsl land management office should be always willing, help to their request with average score of 3.51.

Customers perceived at the office that staffs are gives prompt service, which is they expect with the highest mean score of 3.00. This showed relatively customer expectation meet with the perception.

4.8.4 Expectation and perception toward item of assurance

The assurance dimension refers to the knowledge and courtesy of employees and their ability to inspire trust and confidence including competence, courtesy, credibility and security.

Table 4.11 Expectation and perception toward item of assurance

Assurance item	Mean	
	expectation	perception
The staffs required skill to perform the service	3.81	3.06
knowledge about land management systems	3.63	2.98
The staff makes feel safe	3.54	2.97

the staff are trustworthy	3.53	3.06
speaks with using appropriate governmental manuals and directives	3.57	3.04
Average score of dimension	3.61	3.02

Source: Owen survey result (2016)

as table 4.11 indicates, regarding the item of assurance the customer expects employees of NSL land management to be skill full in performing their jobs with the highest mean score 3.81 and nearly they expect the staff have knowledge about land management system with second score of 3.63. up on their expectation they have perceived the staffs of land management office are capable of doing their work skillfully and trustworthily with a high score of 3.06.

4.8.5 Expectation and perception toward item of empathy

The empathy dimension represents the provision of caring and individualized attention to customers including access or approachability and ease of contact, effective communication, and understanding the customers. The below table present respondent’s perception towards item of empathy.

Table 4.12 Expectation and perception toward item of empathy

Empathy item	mean	
	expectation	perception
staffs able to communicate effectively with customers	3.60	3.11
staffs show personal attention	3.48	2.95
staffs know specific need of customer	3.44	2.90
staffsgive undivided attention	3.56	2.99
convenient Operating hours	3.74	3.03
Average score of dimension	3.564	2.996

Source: owe survey result (2016)

As presented in table 4.12 analysis of empathy dimension items shows that customer expect land management office to have convenient operating hour with the highest mean score of 3.74.in addition they expect the land management office employees able to communicate with them effectively with the second score of 3.60. The item staff knows the specific need

of customers scored the lowest mean perception. with regard to this the office should adjust by training employees with customer handling systems.

4.9 Total gap analysis

The average perceptions and expectations (on the scale from 1 to 5) of the proposed 23 Service Quality issues are rated by the respondents. Table 4.13 presents the item statistics, which is sorted by occurrence in the questionnaire. This part shows the difference between mean value of perceived performance and customers' expectation and the average gap scores of all dimensions.

Table: 4.13 Items Statistics

dimensions	questions	Attribute	expectation	perception	Servqual gap
Tangibility	1	The Office located at convenient location.	3.94	3.49	-0.45
	2	Employees name expressed by table baj.	3.71	3.47	-0.24
	3	reception desk employee available at a time	3.52	3.16	-0.36
	4	attractive facial expression i.e. work interested, willingness	3.60	2.93	-0.67
	5	Up-to-date equipment's.	3.47	2.84	-0.63
		Average score of dimension	3.65	3.18	-0.47
Reliability	6	staff provide the service as promised	3.57	3.02	-0.55
	7	Staff. give the accurate information	3.51	3.07	-0.44
	8	staff perform the service right at the first time	3.38	3.00	-0.38
	9	Staff keep record of	3.60	3.06	-0.54
		Average score of dimension	3.51	3.03	-0.48
Responsiveness	10	staffs give prompt service	3.53	3.00	-0.53
	11	staffs tell exactly what service will be provided	3.45	2.90	-0.55
	12	staffs are willing to help	3.51	2.95	-0.56
	13	staff respond to request promptly	3.35	2.91	-0.44
		Average score of dimension	3.46	2.94	-0.52
Assurance	14	the staffs required skill to perform the service	3.81	3.06	-0.75
	15	knowledge about land management systems	3.63	2.98	-0.65
	16	the makes feel safe	3.54	2.97	-0.57
	17	the staff are trustworthy	3.53	3.06	-0.47
	18	speaks with you by using appropriate governmental manuals and directives	3.57	3.04	-0.53
		Average score of dimension	3.61	3.02	-0.59
Empathy	19	staffs able to communicate effectively with customers	3.60	3.11	-0.49
	20	staffs show personal attention	3.48	2.95	-0.53

	21	staffs know specific need of customer	3.44	2.90	-0.54
	22	staffsgive undivided attention	3.56	2.99	-0.57
	23	convenient Operating hours	3.74	3.03	-0.71
		Average score of dimension	3.564	2.996	-0.568
		average score of total dimensions	3.56	3.03	-0.53

Source: owe survey result (2016)

Table 4.13 describes the respondents' response towards their perceptions of the service quality Of NSL land management office. The table also describes the mean scores of the scale values for each of the Items/statements in the questionnaire. For each statement, there is the mean expectation (E) and Perception (P) value, and the quality value is calculated by the formula $SQ=P-E$.

Where: SQ=Service Quality

P=Perception

E=Expectation

Table indicates the service quality gap on each individual item under respective dimensions for NSL land management office.at individual item, it is founded that individual statement under each dimension have a negative service quality gap which indicates the customers of the nsl and management office expectation has fall.

Again, the result shows that the average score of expectations are 3.03 and the overall perception score is 3.56. The score shows a -0.53 difference. That means that the expectations are higher than the perceived service quality. When it comes to gap score assurance has the highest gap score of -0.59 and tangibility has the least gap score of -0.47.

This indicates that the customer perception fall from their expectation. The level of the service quality that the customers receive is lower than their expectations, which implies there is a certain degree of dissatisfaction among customers.

4.10 Importance Score of Servqual Dimension

According to Bantie et.al (2004), understanding the five dimension of customer service quality have been identified and established by extensive research conducted by the servqual

developers and that all five have been found to be important to customers, they have also concluded that the customer base assign different level of importance to each dimension.

The customers were asked to assign the most point to the most important dimension and the least point to the lowest important dimension, dividing to 100 points for each of the five dimensions based upon perception of importance.

This study shows the importance ranking of servqual dimension of NSL land management office from most important to least important item of dimensions

Accordingly, the importance scores are 28,22,19,16 and 15 of service quality dimensions for tangibility, reliability, responsiveness, assurance and empathy respectively.

The servqual score of the office with respect to the average importance has established by multiplying the dimension importance weight and the dimension gap score.

Table 4.14 servqual score of gap

dimensions	Average gap score	Importance weight	Weight score
Tangibility	-0.47	0.28	-0.13
Reliability	-0.48	0.22	-0.11
Responsiveness	-0.52	0.19	-0.10
Assurance	-0.59	0.16	-0.09
Empathy	-0.56	0.15	-0.08

Source: owe survey result (2016)

Note; the average weighted servqual score= -0.51

The overall weighted servqual score is -0.51. which indicates the expectation of customers fall among all service area dimensions.as can see from the table the highest gap score were tangibility and reliability up on this information the office should have make improvement on this area of service quality dimensions.as the table shows most customers of the NSL land management office give higher importance for tangibility dimensions. The relative low importance score for assurance indicates customers do not much expect when they come to the office the attention of the employees and personal service instead they give high attention on importance of physical appearance.

Customers allocate the lowest weight for empathy, which indicate the least important to them, they expect more if they get attention .this suggestion is probably due to the fact that the office provides different types of service additional to title ownership certification together so that there is complexity of getting the staffs, where their questioned service is ,having this intentions the only choice finding where their service is by asking reception desk staff.it is assumed that for this reason ,customers have weighted this dimension lowest.

4.11 Overall customer satisfaction towards service quality

Table 4.15 overall mean score on service quality and gaps

Service quality dimension		Mean		Gap p-e	rank
		Perception	expectation		
1	Tangibility	3.18	3.65	-0.47	5
2	Reliability	3.03	3.51	-0.48	4
3	Responsiveness	2.94	3.46	-0.52	3
4	Assurance	3.02	3.61	-0.59	1
5	Empathy	2.99	3.56	-0.57	2
	Overall mean score	3.03	3.56	-0.53	

Source: research survey result (2016)

Table 4.15 showed that overall satisfaction of expectation on the five dimensions is high level (3.56) which is significant. The result of customers' expectation shows that tangibility dimension is at the high level (3.65) followed by assurance (3.61), empathy (3.56), responsiveness (3.46), and responsiveness (3.87) in descending orders. Most customers expect the employee to be effective in tangibility; assurance and empathy respectively- customers' expectation is high regarding these dimensions

The table also indicates that overall satisfaction of perception on the five dimensions is at a high level (3.03). Like that of their expectations most customers perceived tangibility the most important dimension at (3.18), followed by reliability (3.03), assurance (3.02), empathy (2.99), and responsiveness (2.94) in the descending order. In this study, assurance dimension was the most vital factor in which both the customers' expectation and perception are very high as compared with the other dimensions.

The SERVQUAL gap is calculated between the mean score of expectation and perception. The findings of the study show the difference between expectation and perception as shown in table above.

The Table also demonstrates the gap between customers' expectation and perception. The study shows that the overall level of perception of tangibility, reliability, responsiveness, assurance, and empathy are less than level of expectation.

Assurance, empathy and responsiveness dimensions are the highest negative gaps (-0.59, -0.57 and -0.52) respectively. The study reveals that employee skill, knowledge and safeguarding: employees communication attention and understanding ability and employees responsiveness such as the employees tell exactly when services will be provided, give prompt service, respond to requests promptly, and are willing to help customers yield customer dissatisfaction. Generally, the office has to understand customers' expectation of service quality in all dimensions.

On a five-point scale, the mean scores of customers' perceived service quality of the office is 3.03. This indicates that customers perceive the quality of service being offered by the land management office quite low. The mean score of overall customer satisfaction is 2.67, which implies that the customers of the office are dissatisfied.

4.12 Correlation Analysis

A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1 Field (2005). Correlation coefficient take values between -1 and +1 being negatively correlated (-1) to uncorrelated (0) to positively correlated (+). The sign of correlation coefficient defines the direction of the relationship. A correlation analysis with Pearson's correlation coefficient was conducted to explore the relationships between variables.

Table 4.16 correlations of service quality dimensions and customer satisfaction.

		Satisfaction
Tangibility	Pearson correlation	1.00**
	Sig.(2-tailed)	.000
	N	100
Reliability	Pearson correlation	.748**
	Sig.(2-tailed)	.000
	N	100
Responsiveness	Pearson correlation	.669**
	Sig.(2-tailed)	.000
	N	100
Assurance	Pearson correlation	.718**
	Sig.(2-tailed)	.000
	N	100
Empathy	Pearson correlation	.411**
	Sig. (2 tailed)	.000
	N	100

Source: research survey result (2016)

From the above table tangibility and customer satisfaction have high correlation of 1.00. the table also indicate all the five dimension of service quality are highly and positively correlated with the Customer satisfaction.

Reliability

The fact of the study shows that there is a positive relationship between reliability and customer satisfaction in the office. Delivering on promise (reliability) has a strong positive relationship with customer satisfaction (0.748).

Tangibility

Tangibility (representing the service physically) shows that there is a strong positive relationship with customer satisfaction (1.00).

Responsiveness

The study shows that responsiveness and customer satisfaction have strong positive correlation. The data in the table shows that responsiveness and empathy have an equal value of correlation (0.669) this also indicates that both dimensions have a strong positive correlation with customer satisfaction.

Assurance

Assurance show positive correlation with customer satisfaction in this study. Inspiring trust and confidence have strong positive relationship with customer satisfaction (0.411).

4.13 Information collected from customers

In addition to the survey, some open-ended questions were presented to the customers to assess the service quality conditions in relation to their satisfaction on their stay, the following questions were forwarded and analyzed as follows;

Problem faced during stay at the office?

Respondent amounted 65(68.4%) answered this question by providing the following problems encountered at the office, which hinder them in getting title deed certifications.

Employees inability to use the government directives, employees doesn't give the service on time, inaccurate information are given ,the office utility problem ,interest problem among

employees ,long path among services, missing of documents, unclear response from the staff, customers number unbalancing with the staff, providing the service without knowledge, longtime appointments ,bias among employee, too much meeting, inability to understand government rule and regulation, miss understanding between employees, waiting for other directives from government ,absence in employee, GIS problem ,poor office layout, sanitary problem, overload document among employee ,equipment problem, and misplacement of document.

This data showed most of respondent in the sub city encounters different problems during their stay; by having these deep problems it is difficult to say the customers are satisfied. So the customers of the nsl land management office are dissatisfied. The office should have to adjust to cope with the vague needs of the society.

What do you think nsl land management office to improve its service quality?

With regard to this question many customers of the office give their ideas how to resolve the above-mentioned problems as follow.

Minimizing the corrupt working system as well as corrupted staffs, changing the system through research, the system should be computerized, should work according to the standard, solution for the GIS, location of the office should be adjusted, recruiting employee, the service should be customer oriented rather than directive, training should be given ,customer employee related service ,system should be changed, serious attention on those directives, purchasing equipment, using advance technology, appreciating employees, continuous social government relation ,budget from government, management and employee should related, documentation should be kept well, messenger should be employed , Direct supervision by manager ,lack of trust among employees, the service is open for corruption so should adjusted, over time work with payment ,division of the sub city, new employment structure, information desk staff should be organized with internal system.

4.14 Interview with the Manager

The researcher has conducted an interview with the manager regarding the following questions. Information gained from the managers is analyzed qualitatively as follows.

How do you describe the planned number of certificate grant to the actual certificate Grant service done by the organization? Is there any deviation in the actual service? Delivery; if there, is why?

According to the manager works are done with the planned but there are some deviation from the planned because of many reasons.as noted by the manager even if there are difficulties the office has rendered tittle deed certification for the society.

These data showed there are some deviation from the planned action the title ownership certificate is not given accordingly, this means even little gap have its implication on the service delivery challenges of the office .so that the sub city have a problem in implementing the putted plan and the gap should be filled. Service which is expected to give and the perceived are not meted which create dissatisfaction among customers.

Do you think that the office has the ability to provide appropriate service quality that customers are satisfied with? If yes, explain?

The managers have confirmed that the office give different service not only tittle deed registration.as stated even though there are many services given by the office and listed resource problems the office have capacity to satisfy customers.

This data shows that there are many services rendered which may be by the same staffs and also by having different resource problems, which are cited in the above customer response it is difficult to say the office have capacity to provide quality service. For example, lack of equipment, lack of Gps, lack of computerized system and others. Havingthese problems we can say there is no full capacity in giving quality service in satisfying customers.

Have you undertake customer satisfaction survey as a strategy to measure the quality of their service. What are the techniques applied to measure service quality?

The manager confirms that the office has mechanism of taking complain of customers through suggestion paper and box and also discussion with the manager. By doing these customers give their ideas and then the office through procedure solve the stated problems.

This data shows as there are techniques used in the office to assess the given quality of service which are suggestion papers and suggestion box. this implies the office have its follow up tools to assure better service quality to the society.

What information do you collect from customers?

With this regards the office take different suggestion of the service must be corrected and they face challenges in their stay and to the contrary satisfied customers assured the improvement of the service from time to time.

This data implies that there are many problems in getting quality service by the customer. Customers have faced many challenges; they are not getting title ownership certificate due to problems of the sub city.so that there is dissatisfaction in the NSL land management office.

Do you have a “Customer Complaint Handling System” in place to improve the service delivery? If yes, what mechanisms used to handle the complaint?

The manager says that there is an office established for this purpose; the offices takes many complains of the customers and take a measure upon this .it works with different service render departments in the sub city.

The above data showed that the title ownership delivery includes complaint handling mechanism.it is good to have such mechanism in order to identify and give proper solutions to customers’ complaint, this is part of service but as stated in the above question there are comments by the customers having amounted complain. the fact that there are amounted complaint founded indicates there was a problem in the service from the very beginning.

What are the measures that your office is taking to improve customer satisfaction?

As the manager says the office take different measure to improve the service quality for example:

- A. employing professionals to balance with the high need of customers
- B. avoiding corrupt employees
- C. computerizing the manual system

D. purchasing equipment's

E. there are directives, rules and procedure implementation problems with regard to solve this gap by having contact with the city administration of addis abeba land management office now a time there are solutions, which is given by circular decision.

This data shows the office has solved the office problems it maybe be in the future but it only concentrating in the internal issues of the office mainly. the big issue are related to the customers the management should also look direct to customers where service is centered.

Employees' attitude /behavior play a central role with regard to customer's satisfaction and quality service delivery. What strategies are to improve the attitude of the employees in relation to customer service?

As the manger confirmed the employment behavior has its role in directing the job effectively. with this regard, different trainings will be given in shaping employees behavior, there are also weekly, monthly and yearly meetings and evaluation of employees performance. If there are employees who have a discipline problem, there is committee organized to take a measure in going them to the right direction in providing better service to the customers.

Do you think the laws, rules and procedures have taken account of the needs of Citizens? Or do you think they are posing problem for the service delivery process?

The manager says that every movements of the office are according to the putted government rules, regulations and procedures and the office working accordingly.

This data shows that the manager want to say the office is working according to putted rules, laws and procedures and does not say about such issues create controversies over the service quality but in reality, we can say directives are creating their own problem for example complaint on GIS, different employees of the office has used different government directive for their benefits, having many application of GIS and soon directive problems creates gap in giving quality service.

Do you think your department is equipped with all the necessary automated/computerized materials for the service delivery process?

As the manager says there are shortages with regard to computer, office furniture's, survey equipment's and others. This had created problem in providing the planned service. In solving this problem, the office asks the concerned body.

The above data shows there is a very serious problem of resource the above information obtained from the manager indicates there are crucial shortages of resource necessary to serve and satisfy customers in title ownership registration; having such lack of important resource it will be difficult to provide quality service.

The above information from the manager implies there are resource problems in the office; gap occurs in implementation of the planned and the perceived activity, there are problems related to implementation of rules laws and procedure and employees discipline issues.

As also commented by the customers of the office on open ended question many customers raise problems which hinders the healthy flow of the service.

Moreover, the customers and the official have raise their respective problem solving ideas up on the revealed problems of the service.

In general, the above stated problems by the manager and the customers have their contribution resulting significant gap which creates customer dissatisfaction in the study.

.

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

Public enterprise has been considered as a key operational instrument to achieve economic and social development and to bring technological development in a number of developing countries. It exists primarily to represent the government's interventionist objective in the economy. Customers' satisfaction in government institution measures the level of the governments in terms of their responsiveness, openness and over all their democratic maturity or immaturity. In this regards nifas silk lafto sub city land management office is one among 10 sub cities in addis abeba in functioning to provide an adequate and quality service to the society. Customer satisfaction is linked with both the personal interaction in the service provider and the outcomes experienced by the service user.

The study investigated the expected and perceived service quality at NSL sub city land management office from the view point of customers. Specifically, the research sought undercover answers to 1/ what are the expectations of customers in service quality offered by nsl land management? 2/ what are perceptions of customers in service quality offered? What is the satisfaction level of customers? , 4/ is a gap exists perception and expectation? And 5/ importance related to dimensions?

Summery findings of the study are derived from the analysis of both the primary and secondary data However; the data source is mainly emphasized on the primary data that had been collected respondents through questionnaires and interview.

5.1 Summary

Based on the findings data presented and analyzed, the following findings were identified

The general characteristics of respondents' shows the majority of the respondents were male (62.1%) and the rest 37.9% are female. Most of the respondents were found in the age group between 30 and 45 (35.2%). Married respondent accounts 67.6% and the unmarried are 32.4%. Relatively most of the respondents are educated having BA/BSC and above. With regard to the occupation majority are employed (46.3%) and next 41.1% are self-employed, the 6.3% are retired and the remaining 3.25% are students.

The overall perceived service quality is low. As expectation exceeds perception meaning customer desired more than what was offered to them. As result of this gap it is clear that customers are not satisfied.

On the measurement of customer's expectation towards service quality dimensions, although all the dimension resulted in high mean score, the tangibility dimension is rated high, which means the customers expect from the land management office to perform in having up-to-date equipment, convenient location, having good gesture and visually appealing.

Even though the mean score perceived is high on the measurement of perception among the five dimensions, the tangibility dimension scores the highest. This means, customers have relatively perceived the office employees are performing having up-to-date equipment, convenient location, good facial expression and visually appealing.

There exist a positive relationship between all five dimensions of service quality and customer satisfaction although the degree of relation varies .The highest correlation is obtained between tangibility and customer satisfaction followed by reliability ,assurance and responsiveness respectively while the weakest correlation was between empathy and customer satisfaction .it is also understood that the highest gap score assurance and empathy ;these significant gaps provides definite starting point for service improvement.

The overall weighted score of -0.51 was recorded for the NSL land management office indicating significant fall in attaining customer expectation across all area of dimension. The largest service quality gap is found for the assurance dimension with gap score of -0.59 followed empathy -0.56 and responsiveness -0.52 . However the other two dimensions have

more or less similar quality gap score of -0.48, and -0.47 for reliability and tangibility respectively still negative gap between customer expectation and perception in service quality.

According to the importance dimension ranking of service dimension of the NSL Land Management Office scores from most important to least important are tangibility, reliability, responsiveness, assurance and empathy respectively.

The level of customer satisfaction of NSL Land Management Office are satisfied 35.2%, strongly satisfied 2.3%, not satisfied 29.5%, strongly not satisfied 21.6% and 11.4% of respondents did not rate their level of satisfaction as satisfied or not satisfied. Total 29.5 not satisfied and strongly not satisfied 51.1% respondents are dissatisfied by the service quality of the office.

5.2 Conclusion

Nifas silk lafto sub city land management office is one of the sub cities among 10 sub cities in addis abeba, where land related services are provided. The office gives different types of land related services to the society. Among these types the title ownership (title certification) is the one. Forming different structure the office is now working on granting title deed ownership for the society.

Based on the findings from data presented and analyzed the following conclusions are derived:

To deliver efficient service Land Management Organizations should have well computerized and organized land data. However, regarding land data management, the Nifas Silk Lafto Sub-city has problem of uncoordinated and automated land data which pose problems in the service delivery process.

There is also lack of well –qualified and trained employees to do the surveying, planning and the drafting activities. In this context lack of certified professionals is leading to poor service delivery.

Unclear and unknown service delivery rules and regulations are making the service delivery to lag behind and be inefficient.

Using the SERVQUAL model to assess service quality enables management to better understand the various dimensions and how they affect service quality and customer satisfaction. This will help them to identify those that have strengths and weaknesses and thereby make necessary improvements.

Measuring service quality can help management provide reliable data that can be used to monitor and maintain improved service quality.

Lack effective communication between customers and employees is one of challenges for successful service delivery.

Customers are not informed about the standard time to receive the services and even some of them do not know about the standard time they responded that they are not given as per the standard set by the organization. However efficient service is one of the parameters for the service delivery quality measurement.

5.3 Recommendation

Based on the finding of the research the following recommendations are provided by the researcher for improving customer satisfaction of nifas silk lafto land management sub city.

- Tangibility the least service quality gap., As a gap it should have to be filled.as mentioned in the comment analysis many respondents have listed tangibility issues problem avail at the office so that the problem should have curbed by acquiring advance technology and up to date equipment and providing customer handling skill training making on employees' facial expression
- Land related data should be computerized and organized as well as data quality parameters should be set in that the system to decrease the number of defective data given to the customers.
- The employee and customers' ratio should be proportionate to avoid wastage of customers' precious time because of the less numbers employees as related to the customers' numbers also the dependency on few people for service delivery. So, this

should be minimized by training employees and employing appropriate size of employees in relation to the number of customers.

- There should be high co-operation among the concerned land office departments. Monthly meetings are not ensuring proper cooperation. Rather establishing a committee from the employees, the management and the concerned bodies as representative to coordinate all activities and promote a cooperating work spirit.
- There should be consensus among the concerned service rendering employees in the service delivery rules and regulations. This will help to decrease fear of decision making and consequently increase employees' confidence to deliver the services. There are many land related directives employees used them differently which creates problems with the work of each other's. In adjusting this gap there should have consensus with the higher concerned bodies in forming one common directives, rules and regulations.
- Transparency should be ensured by making citizens' participation in the service delivery so as to harness the service delivery process and also to decrease the corruption prevalent now.
- To increase the reliability of the service, time standards should be determined and informed to the customers for receiving the services and the service should be given as per the standards.
- Employees have to participate in arranged training programs which will Increase their ability of customer handling and also the skill to deliver the services specifically.
- Assurance is the first highest service quality gap. To improve tis gap the office should have to provide continuous trainings on job and off job and customer handling skills
- Empathy is the next higher service quality gap score recorded.in order to improve service with this regards the office should have continuous assessment on customer

feedback and awareness; and deep look on understanding the specific need of customers.

- Responsiveness is another service quality gap recorded to improve this dimension the office should have develop appropriate programs, provide ongoing training on various attributes and being responsiveness to strength employees' ability to improve customer satisfaction.
- Reliability is the other service quality gap recorded on this dimension the office have to do;
 - Rewarding staffs who perform better service giving to customers
 - Enforcing implementation according to the working standard
 - Follow up should have been done with regards to willingness and engagement of employees.

REFERENCES

- Abhijit, chaterjee and v. sharman (2013). *quality management*. Published by an ISO,2008 certified company.
- Abreham g/egziabher ,(2015,june).*service quality and customer satisfaction in hotel industry*. Unpublished master thesis, addis Abeba University.
- Akaluawelachew, (2015, jannuary).*the effect of service quality on customer satisfaction in selected insurance companies* .Unpublished master thesis, addis Abeba University.
- Amanfijnr,Benjamin ,(2012,julay).*service quality and customer satisfaction In public sector organization* .Unpublished master thesis, addis Abeba University.
- Asubonteng, P.McCleary, K.J. & Swan, J.E. (1996). SERVQUAL revisited: *a critical review of service Quality*, The Journal of Services Marketing, Vol.10, Number 6, p.62-81
- Bantie et al, 2004. *Introduction to Management*. Addis Ababa, Ethiopia
- Berkowitz, crane, kerin, hartely&rudel the rudelius (2003) .*Marketing*. published by McGraw- hill Ryerson limited.
- Bruk G. Michael(2007). *Service Delivery and Customers Satisfaction in Selected Hospitals: The Case Study of BlackLion, Dagmawi Minilik and Bethazata Hospitals*. Unpublished Master's Thesis, Addis University.
- Buttle, F. (1996). SERVQUAL; *review, critique, research agenda*, European Journal of Marketing, Vol. 30, Number 1, p.8-32.

- Belay adamu (2012).*Service quality and customer satisfaction*.The case of cooperative bank of oromia. Unpublished Master's Thesis, Addis Ababa University.
- Chingang, NDEDaniel and lukong Paul berinyuy(2012, April) using servqual model to asses *service quality and customer satisfaction* empirical study of grocery store. Unpublished Master's Thesis, in Umea University.
- Cronin, J. J., & Taylor, S. A. (1992). *Measuring service quality; a re-examination and extension*. The Journal of Marke Vol. 56, Number 3, p.55-68.
- Center for the study of Social Policy (2007,February). CustomerSatisfaction<<http://www.cssp.org/uploadFiles/Customer%20Satisfaction%20What%20Research%20Tells%20Us.pdf>> [Retrieved 2010-04-28]aileyt, J. E. & Pearson, S. W. (1983). Pearson development of a tool for measuring and analyzing computer user satisfaction. Management science, Vol. 25, Number5. (Website)
- Constitution of Federal Democratic Republic of Ethiopia (1995).*Proclamation no.1/1995*, Negarit Gazeta year 1, no.1.
- Daniel wodajo,(2015, may) .*assessment of quality of service delivery and customer satisfaction* (the case of Ethiopian electric utility EEU south addis abeba region seroice center).
- Douglas, L. & Connor, R. (2003). *Attitudes to service quality- the expectation gap*, Nutrition & Food Science, Vol. 33 Number 4, p.165-172.
- Edvardsson, Bo (1998). Service quality improvement, Managing Service Quality, Vol.8. Number 2, p. 142-149Ethiopian Government, 1995.The Constitution of the Federal Republic of Ethiopia, Addis Ababa Ethiopia
- Eshghi, A., Roy, S. K., & Ganguli, S. (2008). *Service quality and customer satisfaction: An empirical investigation in Indian mobile Telecommunications services*, Marketing Management Journal, Vol 18, Number 2, p. 119-14

- Fen, Y. S. & Meillian, K. (2005). *Service quality and customer satisfaction: Antecedents of customer's re-patronage*, Sunway Academic Journal.Vol. 4,
- Fikertegetachew, (2015, may).*assessment on service quality and customer satisfaction; on the case of development bank of Ethiopia..* Unpublished Master's Thesis,st.merry university.
- Giese, J. L., & Cote, J. A. (2002).*Defining Consumer Satisfaction*, Academy of Marketing Science, Vol. 2000, Number 1, p.1-24.
- Goshiyedamtew, (2015, may) .*assessment of service quality and customer satisfaction of federal supreme court.*Unpublished Master's Thesis's. merry university.
- Gronroos, C. (1982). *A service quality model and its marketing implications*, European Journal of Marketing, Vol.18, Number 4, p.36-44.
- Huddleston, P., Whipple, J., Mattick R. N. & Lee S. J. (2008). Customer satisfaction in food retailing: comparing specialty and conventional grocery stores, International Journal of Retail & Distribution Management, Vol.37, Number 1, p.63-80
- Ian Kirkpatrick and Miguel Martinez Lucio, 1995.*The Politics of Quality in the Public Sector*, Landon and New York.
- Jack collis (1998).*When your customers wins, you can't Loss*. harpercollinse publisher.
- Johns, N. (1999). What is this thing called service? European Journal of Marketing, Vol. 33, Number 9/10, p.958-973.
- James.R. Evans (2012).*Quality and performance excellence*. Published by cengage learning India private limited.
- Kotler, Philip. (1997), "*Marketing Management: Analysis, Planning, Implementation, and Control*", 9thed, Prentice- Hall, New Jersey, USA.Lawrence L. Martin, 1993. Total Quality Management in Human Service Organization.Newbury Park London New Delhi.

- Kumar, M., Kee, F. T. & Manshor, A. T. (2009). *Determining the relative importance of critical factors in delivering service quality of banks; an application of dominance analysis in SERVQUAL model*, *Managing Service Quality*, Vol. 19, Number 2, p. 211-228.
- Lee, H., Lee, Y. & Yoo, D. (2000). *The determinants of perceived service quality and its relationship with satisfaction*, *Journal of Service Marketing*, Vol. 14, Number 3, p.217-23
- Ladhari, R. (2009). *A review of twenty years of SERVQUAL research*, *International Journal of Quality and Service Sciences*, Vol. 1, Number 2. P.172-198.
- Lulithailemskel, (2011, June). *Assessment of land administration service delivery in the arada sub city land administration*. Unpublished Master's Thesis, Addis Ababa University.
- Mohammedhussen mama, (2008). *customer satisfaction in land delivery service by urban local government*. Unpublished Master's Thesis, Addis Ababa University
- MORI Social Research Institute, 2002. *Public Service Reform, Measuring and Understanding Customers Satisfaction*, A MORI Review for the office of public service Reform, MORI House, London
- N.C.jain & saakshi (2009). *Service marketing*. A.I.T.B.S publisher
- Nega et al, 2003. *Current service Policy Issues in Ethiopia*. Ethiopian Economic Policy Research Institute, Addis Ababa, Ethiopia. <http://www.fao.org/docrep/006/y5026e/y5026e08.m>, February 20, 2008
- Negi, R. (2009). *Determining customer satisfaction through perceived service quality: A study of Ethiopian mobile users*, *International Journal of Mobile Marketing*; Vol.4, Number 1; p.31-38.
- Parasuraman, A., Zeithaml, V. A., & Berry, L.L. (1985). *A conceptual model of service quality and its implications for future research*, *Journal of Marketing*, Vol. 49, p.41-50.

- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). *SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality*, *Journal of Retailing*, Vol. 64, Number 1, p.12-4.
- Parasuraman, Valarie a.zethimal and leonardl.berry (1990).*Developing quality serviceBalancing perception and expectation*. librerey of a congress in publication data.
- P.N.Mukherjee (2013,april). *Total quality management*. Published by (dhi,learning private limited ,delhi).
- R.Srinivasan. (2012).*Service Marketing* .Jaico publishing House.
- Saravana,R.&Rao,K.S.P.(2007). *Measurement of service quality from the customer's perspective – An empirical study*, *Total Quality Management*, Vol. 18.No. 4, p.435-449.
- Saunders S.,(2007) *Application of Disconfirmation Theory on Customer Satisfaction determination model –case of prepaid mobiles in Iran*, Master Thesis ,LTU,Sweeden.
- Tse, David K. & Peter, C. Wilton. (1988). *Models of Consumer Satisfaction: An Extension*, *Journal of Marketing Research*, Vol. 25 p. 204-212.Wicks, A. M., & Roethlein, C. J. (2009). *A Satisfaction-Based Definition of Quality* *Journal of Business & Economic Studies*, Vol. 15, No. 1, Spring 2009, 82-97.
- William D.Perrault and E.Jerome Mc Carthy (2002).*Basic Marketing*. Mcgraw-hill/Irwin publishing company.
- World Bank, 2000. *Cities in Transition*. Washington D.C: 1818 H Street N.W
- World Bank.1993.*World Development Report* .Oxford: Oxford University Press.
- World Bank.4thInternational Conference on ‘Land Administration in Developing Countries’.Availableat:[http://www.wb.org/expropriation/docs/DLGUd-pub-overview-compensation-world wide paper.pdf](http://www.wb.org/expropriation/docs/DLGUd-pub-overview-compensation-world%20wide%20paper.pdf). acced on 9 Jan 2010.

Yi, Y. (1990). *A critical review of consumer satisfaction*, in Zeithaml, V.(Eds), *Review of Marketing*, American Marketing Association, Chicago, IL, p.68-123.

Appendix: A

ST. MARY'SUNIVERSITY

Research questionnaire

Assessment on service quality and customer satisfaction

(Title deed /ownership certification)

Dear respondent,

My name is Biruk molla; I am a graduate student at saint merry University in MBA-Program... Currently, I am conducting a research study on “assessment of Service Quality and Customer Satisfaction regarding title deed certification/ownership certification In NSL land management office ” in Partial fulfillment of Master of Arts Degree in Business Administration.

Your genuine response is highly valuable for the study and there are no identified risks from Participation in the survey. The survey is anonymous. Participation is completely voluntarily.

Dear guests, this questionnaire is intended to gather information about Service Quality and Customer Satisfaction and other related issues in NSL land management office. The information that you provide in this questionnaire will be kept confidential and be used only for academic purpose.

Please fill free to contact me for further information at any time through;

Phone: 0945238825

E-mail: birukmolla2012@gmail.com

PART I

General Information

Please tick (✓) in the boxes applicable to you.

1. Respondent Sex?

Male

Female

2. Age? <30 31-45 46-60 >60

3. Marital status

Married

Single Other

4. What is your academic level?

Cannot read and write

Primary School complete

Secondary School complete

Vocational and diploma complete

BA/BSC and above

5. Occupation

Student Retire Business owner Employed

Others

Part II: Survey of your expectations and perceptions towards service quality of Nsl land management office

This survey deals with your opinion about Nsl land management office Service Delivery System.

Please Show the extent to which you expect and perceive the organization's offering services should possess features described by each statement. There is no right or wrong answers all I am interested in is a number that best show your expectations and perceptions about the Service Delivery System of NSL land management. Based on this please put a tick (✓) in the boxes which mostly explain your attitude.

The score levels are described as:

1- Strongly Disagree 2- Disagree

3- Neutral 4- Agree

5- Strongly Agree

A) **Level of EXPECTATION** this section deals with your opinion towards service quality of Nsl land management office. Please, show the extent to which you think the office 'should' possess the following features.

DIMENSION	LEVEL OF EXPECTATION				
	5	4	3	2	1
Tangibility					
1. Excellent land management office should be located at convenient location.					
2. Excellent land management office employees name should be expressed by table baj.					
3. Excellent land management office reception desk employee should available at a time					
4. Excellent land management office employee should have attractive facial expression i.e. have work interest, willingness					
5. Excellent land management office should have up-to-date equipment's.					
Reliability					
6. Excellent land management office employees should provide you the service as promised					
7. Excellent land management office employees should give you accurate information					
8. Excellent land management office employees should perform the service right at the first time					
9. Excellent land management office employees should keep record					

Responsiveness	5	4	3	2	1
10.Excellent land management office employees should give you prompt service					
11. Excellent land management office employees should tell you exactly what service will be provided					
12. Excellent land management office employees are willing to help you					
13.Excellent land management office should respond to request promptly					
Assurance	5	4	3	2	1
14 Excellent land management office employees should have the required skill to perform the service					
15.Excellent land management office employees should knowledge about land management systems					
16. Excellent land management office employees should makes you feel safe					
17. Excellent land management office employees should trustworthy					
18.Excellent land management employees should speaks with you by using appropriate governmental manuals and directives					
Empathy	5	4	3	2	1
19. Excellent land management employees should able to communicate effectively with you					
20. Excellent land management employees should show personal attention to you					
21. Excellent land management employees should know your specific need					
22.Excellent land management employees should give you undivided attention					
23. Should the Operating hours of Excellent land management convenient to customers?					

A) **Level of PERCEPTION** this section deal with the perceptions of service experienced in Nsl land management office. Please, show the extent to which these statements reflect your perception of service in the office

DIMENSION	Level of perception				
	5	4	3	2	1
Tangibles					
1. NSL land management office located at convenient location					
2. NSL land management office Employees name is expressed by table baj					
3. NSL land management office reception desk employees are neat appealing.					
4. NSL land management Employees have attractive facial expression i.e. Work interested , willingness etc.					
5. NSL land management office has up-to-date equipment's.					
Reliability	5	4	3	2	1
6. NSL land management office Employees provide you the service as promised					
7. NSL land management Employees give you accurate information					
8. NSL land management office Employees perform the service right at the first time					
9. NSL land management office Employees keep record					
Responsiveness	5	4	3	2	1
10.NSL land management office Employees gives you prompt service					

11 NSL land management office Employees tell you exactly what service will be provided					
12.NSL land management office Employees are willing to help you					
13. NSL land management office Employees respond to request promptly					
Assurance	5	4	3	2	1
14. NSL land management office Employees have the required skill to perform the service					
15.NSL land management office Employees have knowledge about land management systems					
16. NSL land management office Employees makes you feel safe					
17.NSL land management office Employees are trustworthy					
18. NSL land management office Employees speaks with you by using appropriate governmental manuals and directives					
Empathy	5	4	3	2	1
19 NSL land management office Employees able to communicate effectively with you					
20. NSL land management office Employees show personal attention to you					
21. NSL land management office Employees knows your specific need					
22. have you receive undivided attention by the staff					
23. The Operating hours of the NSL land management office convenient to customers.					

Overall Satisfaction

Please tick (√) on the overall satisfaction level of the office.

Strongly not Satisfied (1)	Not Satisfied (2)	Neutral (3)	Satisfied (4)	Strongly Satisfied (5)

24. Did you experience any problem during your stay? If yes, was it handled satisfactorily?

25. What do you think NSL land management office should do to improve its customer service quality?

26. Please write below any comment or suggestion that you have for NSL land management office?

Point allocation question

I like to know how much each of this set of features is important to you .please allocate 100 point among the five set of features according to how it is important to you the more important the feature is to you the more point you should allocate to it.

S/ N	Feature	Poi nt
1	The appearance of physical facilities, equipment, personal and communication material	
2	The office ability to perform the promised service dependably and accurately	
3	The office willingness to help customer and provide prompt service	
4	The knowledge and courtesy of the office employee and their ability to convey trust and confidence	
5	The caring individual attention the office provides its customers	
		tot 100

THANK YOU!!!

ቅድስት ማሪያም ዩኒቨርሲቲ

የንፋስ ስልክ ላፈቶ መሬት ልማት ማኔጅመንት የአገልግሎት ጥራት ደንቦችን እርካታ ምዘና መጠይቅ

(ካረታ ለሌላቸው ይዘታዎች ማረጋገጫ መስጠት አገልግሎት)

ስሜ ብሩክ ሞላ ይባላል በቅድስት ማሪያም ዩኒቨርሲቲ የማስተረስ ፕሮግራም በቢዝነስ አድሚኒስትሬሽን ትምህርት ክፍል ተመራቂ ተማሪ ስሆን በአገልግሎት ጥራት እና ደንቦችን እርካታ ምዘና ላይ ጥናት እያካሄድኩ እገኛለሁ።

መጠይቁም በንፋስ ስልክ ላፈቶ ክፍል ከተማ በመሬት ልማት ማኔጅመንት ቢሮ ስላለው የይዘታ ማረጋገጫ አሰጣጥ አገልግሎት ጥራት እና የደንቦችን እርካታ ላይ መረጃ ለማግኘት የሚረዳኝ ሲሆን ከእርስዎ የሚገኘው መረጃም ለዚህ ለጥናቱ አላማ ብቻ የሚወልድ ይሆናል።

የእርሰው ትክክለኛ እና አስታማማኝ መረጃ ለጥናቱ መሳካት እጅግ ጠቃሚ ሲሆን በጥናቱ ላይ ተሳታፊ መሆን ጉዳት እንደሌለው እንዲሁም በፈቃደኝነት ላይ የተመረከዘ ምሆኑን ለመግለጽ አወዳለሁ።

ማንኛውም ጥያቄ ካለዎት በዚህ አድራሻ ማግኘት ይችላሉ .

☎ 09-45 23 88 25

ስለ ትብብር በቅድሚያ አመሰግናለሁ

መመሪያ

- ስምዎን መጥቀስ አያስፈልግም
- ትክክል ነው የሚሉትን መልስ በተዘጋጀው ሳጥን ውስጥ (V) ምልክት ያስቀምጡ

ክፍል 1

1.ጾታ

ወንድ

ሴት

2.እድሜ

30

31-45

46-60

>60

3. የጋብቻ ሁኔታ

ያገባ

ያላገባ

ሌሎች

4. የትምህርት ደረጃ

መጻፍትና ማንበብ አልቻልኩም

የመጀመሪያ ደረጃ

ሁለተኛ ደረጃ

ቴክኒክ እና ሙያ

ዲግሪ እና ከዛ በላይ

5. ስራ

ተማሪ

ጡረታ

የግል ቢዝነስ

ተቀጣሪ

ሌሎች _____

ክፍል ሁለት፡ የላቀ መሬት ልማት ማኔጅመንት ቢሮ አገልግሎት አሰጣጥ በተመለከተ ቢሮው ሊያሟላቸው ይገባል የሚሉትን እና እርስዎ በቆይታዎ ወቅት የተገነዘቡትን ሁኔታ ይዳሰሳል .በተጠቀሰው የጥራት ገጽታ መገለጫ አረፍተ ነገሮች ትይዩ ባሉት የቁጥር መመዘኛ ሳጥን ዉስጥ (✓) በማስቀመጥ የስምምነትዎን ደረጃ እባክዎ ይግለጹ ::

የስምምነትዎ ደረጃዎች

1. በጣም አልሰማም

2. አልሰማም

3. ወሳኔ አልሰጥም

4. እስማማለሁ

5.በጣም እስማማለሁ

ሀ/ ሚከተሉት አረፍተገገሮች የላቀ የመሬት ልማት ማኔጅመንት ቢሮ አገልግሎት ጥራት ገጸታዎች ሚያመለክቱ ናቸው እረስዎ የትኛውም መሬት ልማት ማኔጅመንት ቢሮ ሊያሙላቸው ይገባል ለሚሉት የአገልግሎት ጥራትገጸታዎች በአረፍተገገሮች ትይዩ ባሉት ስምምነትደረጃ ሳጥኖች በዚሁ (✓)ምልክት ይጠቁሙ።

የአገልግሎትጥራትገጸታዎች	የስምምነትዎደረጃ				
	5	4	3	2	1
ተጨባጭሁኔ					
1.የላቀ የመሬት ልማት ማኔጅመንትቢሮ ምቹበ ሆነ ቦታ ይገኛሉ					
2.የላቀ የመሬት ልማት ማኔጅመንት ቢሮሰራተኞች ስም በጠረጴዛ ባጅ የሚገለጹ ናቸው					
3.የላቀ የመሬትልማትማኔጅመንት ቢሮ መረጃ ተቀባዮች አገልግሎት ለመቀበል በሰአቱ በቦታቸው ይገኛሉ					
4.የላቀ የመሬት ልማትማኔጅመንት ቢሮ ሰራተኞች መልካም ገጽታ አላቸው.ለምሳሌ በሰራቸው ደስተኞች ናቸው፤ፍቃደኞች ናቸው					
5.የላቀ የመሬት ልማት ማኔጅመንት ቢሮ ዘመናዊ መሳሪያ አለው					
ተአማኒነት	5	4	3	2	1
6.የላቀ የመሬት ልማት ማኔጅመንት ቢሮ በተገባው መሰረት አገልግልሎቱን ያቀርባል					
7.የላቀ የመሬት ልማት ማኔጅመንት ቢሮ ትክክለኛ እና አስተማማኝ መረጃ ይሰጣል					
8.የላቀ የመሬት ልማት ማኔጅመንት ቢሮ አገልግሎቱን ለመጀመሪያ ጊዜ በቀጥታይፈጽማል					
9.የላቀ የመሬት ልማት ማኔጅመንት ቢሮ መረጃን በአግባቡይመዘግባል					
ምላሽሰጪነት	5	4	3	2	1
10.የላቀ የመሬት ልማት ማኔጅመንት ቢሮ ቀልጣፋ የሆነ አገልግሎት ይሰጣል					
11.የላቀ የመሬት ልማት ማኔጅመንት ቢሮ ሰራተኞች የሚሰጥዎትን አገልግሎት በግልጽ ይናገራሉ					
12.የላቀ የመሬት ልማት ማኔጅመንት ቢሮ ሰራተኞች ሁልጊዜም እርስዎን ለመርዳት ፈቃደኛ ናቸው					

13. የላቀ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች ለጥያቄዎ አፋጣኝ ምላሽ ይሰጣሉ					
ማረጋገጫ	5	4	3	2	1
14. የላቀ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች አገልግሎቱን ለመስጠት ክህሎት አላቸው					
15. የላቀ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች ለሚሰጡት አገልግሎት በቂ የሆነ መረጃ አላቸው					
16. የላቀ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች ደህንነት እንዲሰማዎ ያደርጋሉ					
17. የላቀ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች እምነት የሚጣልባቸው ናቸው					
18. የላቀ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች በመንግስት መመሪያ እና ደንብ አገልግሎት ይሰጣሉ					
መረዳት	5	4	3	2	1
19. የላቀ የመሬት ልማት ማኔጅምንት ሰራተኞች ከደንበኞች ጋር ተደማጭነት ያለው ግነኛነት አላቸው					
20. የላቀ የመሬት ልማት ማኔጅምንት ሰራተኞች ለፍላጎትዎ ትኩረት ያሳያሉ					
21. የላቀ የመሬት ልማት ማኔጅምንት ሰራተኞች ልዩል ዩፍላጎትዎን ይረዳሉ					
22. የላቀ የመሬት ልማት ማኔጅምንት ሰራተኞች መድልዎ በሌለው ሁኔታ ለጉዳዩ ትኩረት ይሰጣሉ					
23. የላቀ የመሬት ልማት ማኔጅምንት ቢሮ ለደንበኞች ምቹ የሆነ የስራ ሰአት አለው					

ለ/የሚከተሉት አረፍተኛዎች የላቀ የመሬት ልማት ማኔጅምንት ቢሮ አገልግሎት የሚያሳዩ ናቸው እረስዎ በንፋስ ስልክ ላፍቶ ክፍለ ከተማ የመሬት ልማት ማኔጅምንት ቢሮ በነበርዎት ቆይታ የተገነዘቡትን በተጠቀሱት የስምምነት ደረጃ ሳጥኖች በዚህ (✓) ምልክት ይጠቁሙ።

የአገልግሎት ጥራት ገጽታዎች	የስምምነት ደረጃ				
ተጨባጭ ሁኔታዎች	5	4	3	2	1

1.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ምቹ በሆነ ቦታ ይገኛል					
2.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች ስም በጠረጴዛ ባጅ የሚገለጹ ናቸው					
3.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ መረጃ ተቀባዮች አገልግሎት ለመቀበል በሰአቱ በቦታቸው ይገኛሉ					
4.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች መልካም ገጽታ አላቸው ለምሳሌ በሰራቸው ደስተኞች ናቸው፣ፍቃደኞችናቸው					
5.የመሬት ልማት ማኔጅምንት ቢሮ ዘመናዊ መሳሪያ አለው					
ተአማኒነት	5	4	3	2	1
6.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ምቹ በተገባው መሰረት አገልግልሎቱን ይሰጣል					
7.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ትክክለኛ እና አስተማማኝ መረጃ ይሰጣል					
8.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ አገልግሎቱን ለመጀመሪያ ጊዜ በቀጥታ ይፈጽማል					
9.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ መረጃን በአግባቡ ይመዘግባል					
ምላሽሰጪነት	5	4	3	2	1
10.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ቀልጣፋ የሆነ አገልግሎት ይሰጣል					
11.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች የሚሰጥዎትን አገልግሎት በግልጽ ይናገራሉ					
12.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች ሁልጊዜም እርስዎን ለመርዳት ፈቃደኛ ናቸው					
13.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች ለጥያቄዎ አፋጣኝ ምላሽ ይሰጣሉ					
ማረጋገጫ	5	4	3	2	1
14.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች አገልግሎቱን ለመስጠት ክህሎት አላቸው					
15.የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች ለሚሰጡት አገልግሎት በቂ መረጃ አላቸው					

16. የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች ደህንነት እንዲሰማዎ ያደርጋሉ					
17. የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች እምነት የሚጣልባቸው ናቸው					
18. የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ሰራተኞች በመንግስት መመሪያ እና ደንብ አገልግሎት ይሰጣሉ					
መረዳት	5	4	3	2	1
19. የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ሰራተኞች ከደንበኞች ጋር ተደማጭነት ያለው ግንኙነት አለው					
20. የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ሰራተኞች ለፍላጎትዎ ትኩረት ያሳያሉ					
21. የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ሰራተኞች ልዩ ልዩ ፍላጎትዎን ይረዳሉ					
22. የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ሰራተኞች መድልዎ በሌለው ሁኔታ ጉዳዩን ይረዳሉ					
23. የን/ሰ/ላ/ክ/ከ የመሬት ልማት ማኔጅምንት ቢሮ ለደንበኞቹ ምቹ የሆነ የሰራ ሰአት አለው					

አጠቃላይ የአገልግሎት እርካታ መጠን

እባክዎ (✓) ይህንን ምልክት በተገለፀው የእርካታ ደረጃ ሳጥን ውስጥ ያመለክቱ

በጣም አልረካሁም (1)	አልረካሁም (2)	ውሳኔ አልሰጠም (3)	ረክቻለሁ (4)	በጣም ረክቻለሁ (5)

24. በቆይታዎ ያጋጠመዎት ችግር አለ? ካለ እንዴት ሊፈቱት ቻሉ? _____

25. የን/ስ/ላ መሬት ልማት ማኔጅመንት ቢሮ አገልግሎቱ ጥራት እንዲኖረው ምን መደረግ አለበት ይላሉ? _____

26. አገልግሎት አሰጣጡ ላይ አስተያየት፣ ወይም ሃሳብ ካለዎት እባክዎ ይግለጹ፤ _____

እባክዎ የሚከተሉትን የአገልግሎት ጥራት ገጽታዎች በእርስዎ አመለካከት በን/ስ/ላ መሬት ልማት ማኔጅመንት ቢሮ የአገልግሎት ያላቸውን የጠቀሜታ መጠን ከ100 ምዘና ያሳዩ። አጠቃላይ ድምር ከ100 አለመብለጡን ያገጋግጡ። በጣም ይጠቅማል ለምትሉት የአገልግሎት ጥራት ገጽታዎች ከፍተኛ ነጥብ ይስጡ።

ተ. ቁ	የአገልግሎት ጥራት ገጽታዎች	ነጥብ
1	ተጨባጭ ሁኔታዎች፣ የን/ስ/ላ መሬት ልማት ማኔጅመንት ቢሮ አጠቃላይ ገጽታ፣ የሙሉነት ፣ የአቅርቦት እና የመሣሪያ ዘመናዊነት፣	
2	ተአማኒነት፣ የን/ስ/ላ መሬት ማኔጅመንት ቢሮ ሠራተኞች ቃል የገቡትን አገልግሎት በትክክለኛነት እና በአስተማማኝነት የመፈጸም ብቃት፣	
3	ምላሽ ሰጪነት፣ የን/ስ/ላ መሬት ማኔጅመንት ቢሮ ሠራተኞች ፈጣን አገልግሎት ለመስጠት እና ደንበኞችን ለመርዳት ያላቸው ፈቃደኝነት፣	
4	ማረጋገጫ፣ በክፍሉ ውስጥ ያሉት ሠራተኞች ዕውቀት፣ ብቃት እንዲሁም የደንበኞች ደህንነት እና መተማመን እንዲሰማቸው የማድረግ፣	

5	<p>መረዳት፣ የን/ስ/ላ መሬት ልማት ማኔጅመንት ቢሮ ሠራተኞች ለደንበኞች ጥሩ መስተንግዶ የማድረግ ፣ የግላዊ አትኩሮት የማቅረብ እና የደንበኞችን ፍላጎት የመረዳት ችሎታ፣</p>	
	አጠቃላይ ነጥብ	100

Appendix: B Interview with manager

1. How do you describe the planned number of certificate grant to the actual certificate? Grant service done by NSL the land management office? Is there any deviation in the actual service? Delivery; if there, is why?
2. Do you think that the office has the ability to provide appropriate service quality that customers are satisfied with? If yes, explain?
3. Have you undertake customer satisfaction survey as a strategy to measure the quality of their service. What are the techniques applied to measure service quality?
4. What information do you collect from customers?
5. Do you have a “Customer Complaint Handling System” in place to improve the service delivery? If yes, what mechanisms used to handle the complaint?
6. What are the measures that your office is taking to improve customer satisfaction?
7. Employees’ attitude /behavior play a central role with regard to customer’s satisfaction and quality service delivery. What strategies are to improve the attitude of the employees in relation to customer service?
8. Do you think the laws, rules and procedures have taken account of the needs of Citizens? Or do you think they are posing problem for the service delivery process?
9. Do you think your department is equipped with all the necessary automated/computerized materials for the service delivery process?