



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA IN GENERAL MANAGMENT**

**ASSESSMENT ON SERVICE QUALITY IN BUS
TRANSPORTATION SERVICE;
A PARTICULAR CASE STUDY OF SELAM BUS LINE S.C.**

**BY:
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**JANUARY, 2017
ADDIS ABABA, ETHIOPIA**

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BY
GENET MOLLA

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Assistant professor Mohammed M. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in other higher learning institution for the purpose of earning any degree.

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January, 2017

CERTIFICATE

This is to certify that Genet Molla has worked her thesis on the topic Assessment on Service Quality in Bus Transportation Service in the Case of Selam Bus Line S.C under my supervision. To my belief, this work undertaken by Genet Molla and it is original and qualifies for submission in partial fulfillment of the requirements for the award of Master's Degree in MBA.

Advisor Name_____

Signature_____

St. Mary's University, Addis Ababa

January, 2017

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ABSTRACT

This study is to investigate service quality using SERVIQUAL Model with regard to long distance public bus Transport Company, specifically at Selam Bus on the five operational routes. The SERVIQUAL Method which comprises the five dimensions namely; Tangibility, Reliability, Responsiveness, Assurance and Empathy is used to assess the service quality using the 22 given statements. The targeted routes were Mekelle, Gonder, Jigijiga, Arbaminich and Assosa assuming that they can best represented the four axis (North, South, East and West) operational routes. In order to realize this, about 260 copies of structured questioners were distributed and filled by passengers during their traveling time. From those distributed questionnaire 246 of them were correctly filled and returned back for analysis, and the rest 14 of them were rejected to ensure the reliability of the data. In order to investigate the service quality in the company, first the mean value of their expectation was measured and then followed by the mean value of their perception. The overall result indicated that all of the attributes in the five dimensions have negative mean value which clearly convey the message that the company is delivering the quality of service under the expectation of its customer and need to do a lot of effort to improve the quality and reverse the current situation.

Key word: Service Quality, SERVIQUAL Model, Perception, Expectation and Gap model.

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Acronyms

SBL: Selam Bus Line Share Company.

S.C: Share Company.

SERVIQUAL: Service Quality

EFRA: Ethiopia Federal Road Transport Authority

ERA: Ethiopia Road Authority

SPSS: Statistical package for social science.

CHAPTER ONE:

INTRODUCTION

1.1 Background of the Study

Today service quality has become more vital than ever before because service providers have realized that they have to provide customer-perceived value, if they want to stay in business. As global competition increases, customers have more varieties to choose from and of course service quality will become their priority when their (customer's) money especially as they try to maximize the value in return as well as satisfaction for every unit of money spent (Henry, 2014).

Transportation is one of service sector that provides an important element for social, economic and environmental sustainability. It is an absolute necessary means to an end and allows people to carry out the diverse range of activities that makes up daily life. It is a means to access business activities, education, employment & recreational opportunities (Robert, 2015).

Similarly, Public transport is of all transport facilities, it is a situation in which passengers do not use their personal means of transportation to travel. It is popular means of travelling across the country because of its relative cheapness compared to other means of transport like airlines. This includes mini buses, taxis, public buses and trains. It is also a means of linking different town and cities by network of road service and help in connecting villages located areas along these routes (Kolawolejo & Suleman, 2014)

According to ERA 2005 and EFTA(2011) cited in Fekadu Kassa in 2015, most people use road Passenger's transport for their mobility rather than other mode of transport like air and train. This passenger movement is mostly dominated by long distance buses especially in the area which cover large kilometers.

In a situation where such mode of transportation system is critical for most of travelling population, providing quality service and ensuring customer's satisfaction is a must to do thing.

In Ethiopia, there are more than 20 Companies, associations and unions providing public bus services to the society especially from the capital city of Addis Ababa to other regional towns and vice -versa by labeling level 1, level 2 and level 3 and using other type of buses.

Some year past, a few bus transport service provider companies are emerged in the transport sector with the objective of better quality bus transport service than the ordinary once with special operational license level and type. Namely; Selam Bus, Sky Bus, Limalimo Bus, Golden Bus, Ethio-bus and Abay Bus. (Ethiopian Federal Transport annual report, 2008).

Currently, in the six public bus transportation service company, competition reached its climax and they try to make high market share between them because almost all have similar feature and share common market but the only difference will be quality. As a result, those companies fail to render quality service, let alone enjoying proper benefit from the market, their survival is even questionable.

A research was conducted by Ethiopian Federal Transport Authority (2008) to know level of customer satisfaction on cross-country buses based on their assigned levels by taking 9 parameter. The scope of research was confined only on the buses which was administered in public bus station. (EFRA, 2008). There are also some individual researchers like Mekonnen (2010), and other focusing on inter-city buses like Anbessa city transport about service quality and customer satisfaction.

However, there is no formal research conducted on Modern Public Bus Transport Companies in Ethiopia, specifically on issues related to service quality. Because of this, it will not be an easy task to pin point easily the gaps believed to be existing in these companies. As a result, the writer is focusing on the selected title and interested to raise

related matters believing that the issue of service quality provision is one of the observed research gaps or problems on the above types of bus companies. Having this in mind, addressing the issue of Service quality in long distance modern public bus transport companies is, the main purpose of this study.

1.2 Statement of the Problem

In all service giving organization, quality is the major issue that concerns customer. Because of this, the organizations which have direct contact with customer have to be focus the issue of quality service delivery by understanding what actually goes in customer mind. Public transport is also one of the service sector which is highly depend of its customer in regard with service delivery and have to focus on their customer wants by keeping the provision of quality service.

In Ethiopia, the existing reality shows that in many of the transport provider companies, specifically, public bus services are observed with major problems seeking the good attention of the sector. Some of the problems are; The companies lack to providing enough and necessary information to their customers because of less communication facility like telephone operator, information desk and website, availability of ticket is limited only with ticket offices which may the ticket offices are not situated in their ideal place, less accessibility of buses especially at peak seasons like holidays & campus opening time, absence of modern technology to make the service is reliable like using GPS in the bus, banks to effect payments, round trip arrangements, punctuality and reliability of buses that the departure time is not according to the promised, the station which is customer waiting to get the buses doesn't have proper shelter and seat due to this passengers exposed to rain and heat, and the work ethics which is observed in the station worker is poor and ill mannerism.

Due to these and other similar inconveniences observed in the transportation companies, there might be less quality service provision. The writer noticed that the above observed reality is also a similar characteristic of SBL that need to be investigated and requires especial attention of its management and respective authorities.

So, the researcher has assessed quality of service provided by the six mentioned public bus transportation companies in Ethiopia, specifically, in Selam Bus Line Share Company and examined the gap between customer's expectation and perception from the passenger's perspectives using the five SERVQUAL Dimensions.

The main reason that interested the researcher to undergo this study in Selam Bus transport S.C. was that; SBL is one of the pioneer modern transport providing company in the long distance having better experience in the market as result of the many buses and operational routs it has across the country. Secondly, the writer is familiar with the company for the last 5 years as an employee.

1.3 Research Question

The basic objective of this research is try to answer the following question:

1. Does Selam bus provide the service that passenger expect?
2. How do passengers perceive the quality of service provided by Bus?
3. What kind of GAP existing between the two variables; "perception" and "expectation"
4. How do passengers rate the five SERVQUAL dimension?

1.4 Objectives of the Study

The paper has general and specific objectives:

1.4.1 General Objective:-

The general objective of this study was examine the service quality provision in modern public bus transportation companies, taking Selam bus as special reference using the SERVQUAL model.

1.4.2 Specific Objective:-

The paper has the following specific objectives:

1. To measure customers' expectation with the five dimensions of service quality using SERVQUAL instrument.
2. To measure customers' perception with the five dimensions of service quality using SERVQUAL instrument.
3. To determine the gap in customers perceptions and expectations in each of the five dimensions of service quality for Selam Bus line S.C.
4. To examine relative weight of SERVQUAL dimension by bus passengers'

1.5 Significance of the Study

The study has the following significance;

It help the student, researcher to have profound understanding of service in general and provision of quality service in transport sector in particular,

The research findings serve as an input for Top Management in Selam Bus S.C. for proper decision making about the services that providing to their customer based on the research findings.

The Study used as a reference for other researchers interested in the area for further investigation.

1.6 Delimitation/Scope of the Study

As described below from table 1.1 Selam bus is better representative for the study regard with number of operational routs, years of experience in the market and total number of buses that the company have relative to the other. Because of this the study is concentrated on Selam Bus transport S.C. of the five routs of regional towns. Namely; Mekelle, Arbaminch, Gonder, Jigjiga starting and Assosa from and to Addis Ababa. This is because, each of the five destinations are the longest routs of the four axis (North, south, East and West) and also the largest traveling populations are belongs to these routes, So, it shouldn't be considered as just a rout but as a total representative for the

company's customers destination along these lines and all over the country that can possibly give us the whole picture of what we are intending for. The study examined the service quality from the perspective of passengers' only.

Table1.1: The reality existing among the six Companies.

Company's Name	Selam Bus	Sky Bus	Ethio Bus	Abay Bus	Limalimo Bus	Golden Bus
Number of Buses	62	21	5	16	7	10
Number of Operational Routes	18	8	5	1	1	5
Years of Experience	20	6	1	1	1	6

Source: Own Survey (2016)

1.7 Organization of the Study

This paper has five chapters. The first chapter provide introductory part consisting of introduction/background of the study, statement of the problem, research question, objectives of the study, significance of the study and scope/delimitation of the study.

The second chapter deals with review of related literatures. In this chapter some key concepts are defined and various theoretical and empirical concepts that relates to measurement and dimension of service quality were discussed.

Brief description of methodology, research design, population of the study, sampling design data collection procedure, data collection tools, and data analysis procedure was presented in the third chapter.

The fourth chapter gave data presentation & discussion. The last chapter draws major findings, valid conclusions and the possible recommendations based on the findings.

CHAPTER TWO: REVIEW OF RELATED LITERATURES

2.1 Service Quality Concept

Service quality is a concept that has aroused considerable interest and debate in the research literature because of difficulties in both defining and measuring it with no overall consensus emerging on either (Wisniewski, 2001).

Though different scholars give different definitions for service quality, but the common definitions mostly used by many scholars is the difference between customer expectations of the service and perceived service. Service quality is the ability of the organization to meet or exceed customer expectation (Parasuraman et al., 1988). Similarly, explain about the service quality that if expectations are greater than performance then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Lewis and Mitchell, 1990).

In the other way, Service quality especially in transportation, has been investigated and defined as it is the ability to improve public transport performance that closely tied on the ability to measure it. (Mahmoud et al., 2011; Bhat et al., 2006). The measures and dimensions reflect multiple perspectives such as passengers, the service providers (i.e operators) and the community (Taylor, et.al. 2009). The passengers perspective is the most researched of all because they evaluate services in many ways that may not be systematically associated with the amount of use of the service, because the measures of efficiency and effectiveness, as aggregate indicators of total output, implicitly assume homogeneity of service (Ali, 2010).

Today, service quality is more vital than before and organization realized it as strategic weapon to keep and attract more customer because customer have more varieties to choose and high service quality is their priority for which they spent their money. The same is true in passenger transport Company (Oliver, 1980; Anable, 2005; Budiono, 2009).

Receiving a high level of service is important to consumers but understanding how to evaluate the service quality received is more difficult (Clow & Kurtz, 2003). Two consumers receiving what appears to be exact same service from a company may evaluate the quality of the service differently. One consumer may feel the service was good while the other may feel the service was performed poorly (Yonatan, 2010).

He reminds about three service quality underlying principles that should be kept in mind:

1. Service quality is more difficult for the consumer to evaluate that quality of a good.
2. Service quality is based on consumers' perception of the outcome of the service and their evaluation of the process by which the service was performed.
3. Service quality perceptions result from a comparison of what the consumer expected prior to the service and the perceive level of service received.

2.1.1 Customer Expectations

In the beginning of a service experience delivery process, customers are looking forward to service encounters with eager anticipation. In other words, what customers expect to acquire from service.

Providers can define diverse customer expectations. Moreover, customer expectations are regarded as desires or wants of customers, i.e. what they feel a service provider should offer more than what would offer.

Understanding customer expectations of a service played an important role for delivering satisfactory services (Parasuraman et al., 1991a, b). Previous researches had presented that how customers assess the performance of a service provider was based on the single level of expectation standard, which meant customer felt a service provider should offer.

However, past researchers kept evolving and extending the conceptual model of expectations, putting a lot of effort to pinpoint the critical element within customer expectations. These researchers offered multilevel of customer expectations (Parasuraman et al., 1991a, b; Zeithaml et al., 1993; Walker and Baker, 2000). According to their propositions, multiple standards would be more likely to completely understand customer expectations of service.

2.1.2 Perceived Service Quality

The customer's perception of service quality depends upon the size and direction of the gap between the service that the customer expects to receive and what he or she perceives to have been received. Thus, perceived service quality is defined as the gap between customers' expectation of service and their perception of the service experience (Parasuraman et al., 1985).

2.2 Model of Service Quality Gaps

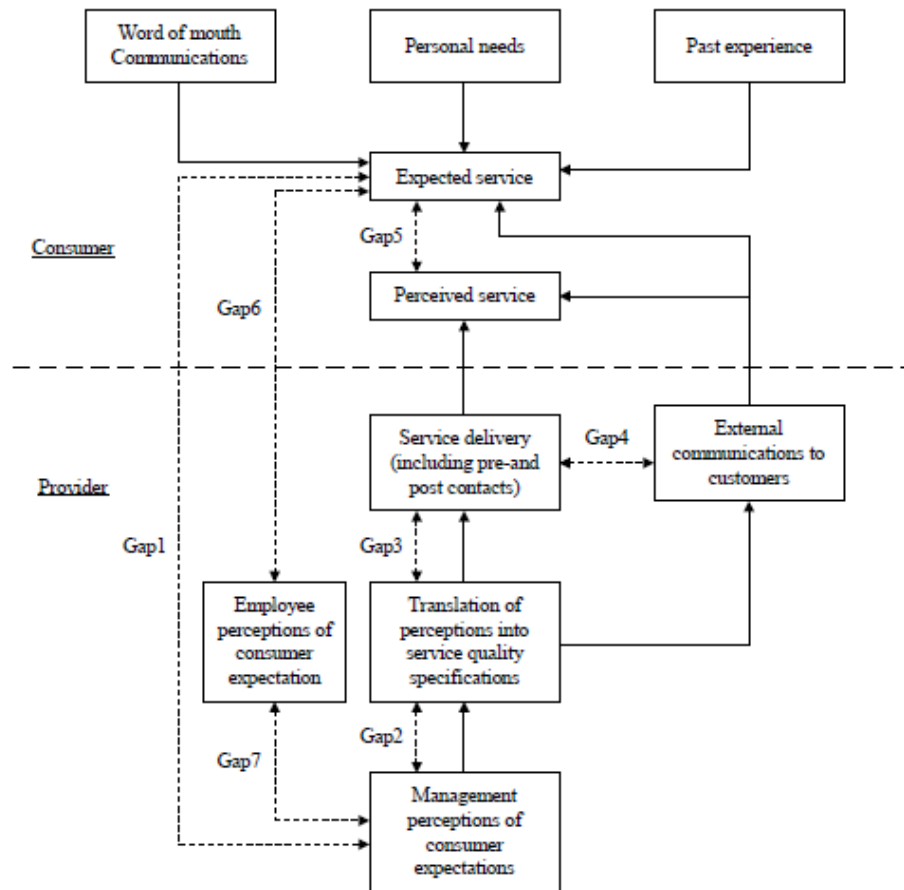
There are seven major gaps in the service quality concept, which are shown in Figure 1. The model is an extension of (Parasuraman et al., 1985). According to the following explanation (ASI Quality Systems, 1992; Curry, 1999; Luk and Layton, 2002), the three important gaps, which are more associated with the external customers are Gap1, Gap5 and Gap6; because they have a direct relationship with customers.

- Gap 1: Customers' expectations versus management perceptions: as a result of the lack of a marketing research orientation, inadequate upward communication and too many layers of management.
- Gap 2: Management perceptions versus service specifications: as a result of inadequate commitment to service quality, a perception of unfeasibility, inadequate task standardization and an absence of goal setting.
- Gap 3: Service specifications versus service delivery: as a result of role ambiguity and conflict, poor employee-job fit and poor technology-job fit, inappropriate supervisory control systems, lack of perceived control and lack of teamwork.
- Gap 4: Service delivery versus external communication: as a result of inadequate horizontal Communications and propensity to over-promise.

- Gap 5: The discrepancy between customer expectations and their perceptions of the service Delivered: as a result of the influences exerted from the customer side and the shortfalls (gaps) on the part of the service provider. In this case, customer expectations are influenced by the extent of personal needs, word of mouth recommendation and past service experiences.
- Gap 6: The discrepancy between customer expectations and employees' perceptions: as a result of the differences in the understanding of customer expectations by front-line service providers.
- Gap 7: The discrepancy between employee's perceptions and management perceptions: as a result of the differences in the understanding of customer expectations between managers and service providers.

The gap model is one of the best received and most heuristically valuable contributions to the services literature". The model identifies seven key discrepancies or gaps relating to managerial perceptions of service quality, and tasks associated with service delivery to customers. The first six gaps (Gap 1, Gap 2, Gap 3, Gap 4, Gap 6 and Gap 7) are identified as functions of the way in which service is delivered, whereas Gap 5 pertains to the customer and as such is considered to be the true measure of service quality. The Gap on which the SERVQUAL methodology has influence is Gap 5(Brown and Bond, 1995).

In the gap theory, service quality is $Q = P - E$ (Quality equals Perceptions – Expectations). SERVQUAL is based on the "GAP model" of service quality which facilitates quantification of the gap between customers' expectations of a service and their perceptions of the actual service delivered. (Zeithaml et al., 1990; Zeithaml & Bitner, 1996).



Source: A Shahin, (2010)

2.2.1 The SERVQUAL Model

The SERVQUAL model was developed by Parasurman, Zeithaml and customer expectation and experience in ten dimensions (Parasurman, et al., 1985; Berry in 1985). This original model was used to measure the gap between customer expectation and perception of the service quality, questionnaire was developed and major service dimensions were assessed in different areas. Each dimension consists of a number of components or items that are used to measure the total value.

In their initial work, 97 items were listed under ten dimensions and extensive research work was conducted to determine suitability of these items/dimensions. After extensive empirical tests and scale purifications, items that were determined to overlap were

omitted and a total of 7 dimensions with 34 items were developed. After further empirical tests, the 34 items were further refined and reduced to 22 items. These 22 items were tested for internal consistency and dimensionality and have been found to be acceptable (Parasurman, et al., 1988).

2.2.2 Definitions of the SERVQUAL Dimensions

Tangibility: availability of physical facilities, equipment, and communication facilities and the other that can or should be in the process of services (Parasurman, et al., 1988).

Reliability: is the ability to provide services promised to the right (accurately) and the ability to be trusted (dependably), mainly to provide services in a timely manner (on time) same manner in accordance with the schedule that has been promised, and without making a mistake each time (Parasurman, et al., 1988).

Responsiveness: that is the will or desire to help customers and provides services that consumers needed. Leaving the consumer to wait, especially without a clear base, will cause a negative impression that should not happen. Unless this error was responded quickly, it can be a good expression and a pleasant experience (Parasurman, et al., 1988).

Assurance: including knowledge, skills, hospitality, courteous, and trustworthy nature of the contact personnel to the nature of consumer skepticism, and feel free from danger and risk (Parasurman, et al., 1988).

Empathy: include attitude contact and company personnel to understand consumer needs and difficulties, good communication, personal attention, ease of communication or conduct in the relationship (Parasurman, et al., 1988).

The SERVQUAL instrument consists of 22 statements used for assessing consumer perceptions and expectations regarding the quality of a service. Perceived service quality results from comparisons by consumers of expectations with their perceptions of service delivered by the service providers (Zeithaml et al., 1990). It can be argued that the factor

underpinning the delivering of good perceived service quality is actually meeting the expectations of the customers. Thus, excellent service quality is exceeding the customers' expectations.

He identified three factors that influence customers' expectations:-

- ✓ Word-of-mouth communications;
- ✓ Personal needs;
- ✓ Past experience;

A gap is created when the perceptions of the delivered service is not as per the expectations of the customer that created due to the above factor and this gap is addressed by identifying and implementing strategies that affect perceptions, or expectations, or both (Parasuraman et al., 1985; Zeithaml et al., 1990).

The SERVQUAL model could be extended to measure gaps in quality and could therefore be used as a diagnostic tool to enable management to identify service quality shortfalls (Parasuraman et al., 1988).

The gap score is calculated by the perception statements being deducted from the expectation statements. If any gap scores turn out to be positive then this implies that expectations are actually being exceeded. This allows service managers to review whether they need to re-deploy resources to areas of underperformance (Wisniewski, 2001).

2.3 Empirical Literature

2.3.1 Service Quality in the Public Service

Public sector services are responsible and accountable to citizens and communities as well as to its customers. Several researchers have dealt with service quality in public services (Wisniewski and Donnelly, 1996; Rowley, 1998; Wisniewski, 2001; Brysland and Curry, 2001).

The literature clearly supported the use of SERVQUAL in the public sector (Brysland and Curry, 2001). Service provision is more complex in the public sector because it is not

simply a matter of meeting expressed needs, but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done (Gowan et al.,2001).

Anderson (1995) also measured the quality of service provided by a public university health clinic. Using 15 statements representing the five-dimensions of SERVQUAL (Parasuraman et al., 1988), she assessed the quality of service provided by the clinic at the University of Houston Health Center. Patients were found to be generally dissatisfied with the five dimensions of SERVQUAL. The highest dissatisfaction was felt with assurance. On the other hand, tangibles and empathy exhibited the lowest level of dissatisfaction.

Using the SERVQUAL approach, Wisniewski (2001) carried out a study to assess customer satisfaction within the public sector across a range of Scottish Councils services. In the library service, the analysis of gap scores revealed that tangibles and reliability had negative gaps which indicate that customer expectations were not met. On the other hand, responsiveness and assurance were positive implying that customer expectations were actually exceeded by the service provided.

Furthermore, Donnelly et al. (2006) carried out a study to explore the application of SERVQUAL approach to assess the quality of service of Strathclyde Police in Scotland. The survey captures customers' expectations of an excellent police service and compares these with their perceptions of the service delivered by Strathclyde Police. The paper also reports on a parallel SERVQUAL survey of police officers in Strathclyde to examine how well the force understands its customers' expectations and how well its internal processes support the delivery of quality services in the police department. It was found that Strathclyde Police appears to have a good understanding of the service quality expectations of their customers as represented by the responses of elected councilors in the area covered by the force. There is room for improvement in service quality performance both from the viewpoint of the customer and through police force attention to the definition of, and compliance with, service quality standards.

2.3.2 Service Quality in Public Transport Company

In public transport, passengers evaluate the quality of service before travelling and after the service (Ojo et al., 2014) in the study in Ghana administer 162 Questioner to find out quality of service delivery with regard to perception and expectation of the passengers in cap coast city public transport buses found that almost half of attribute of scale portray poor perception about the service.

Kumar (2012) conducted a study in India Madurai City of Tamil Nadu venue, to measure factor affecting the service delivery of state Road transport Using SERVQUAL instrument by administering 500 questioner to test significant difference on the variable of perception and expectation of passenger. The result showed that there is No Gap of the service delivery and expectation of the passenger. That means state Road Transport delivery gives the service that satisfy its consumer.

Govender and Pan (2011) have studied in South Africa to enhance service quality in intercity transport. They have used SERVQUAL model comprising 25 items. The study was conducted using purposive, convenience, and quota sampling among 400 intercity transport bus passengers, including international travelers. The results indicate gaps in four out of the five dimensions of service quality.

Prince (2011) examined the commuters' perception on service quality offered by the public transport services of twin cities of Hyderabad and Secunderabad, India. The SERVQUAL scale is administered to measure the commuter's perception on service quality. A survey was conducted among the commuters who were regularly availing public transport services for travelling. The study concluded that the service quality delivery meets the perception of commuters. In general, people of twin cities of Hyderabad and Secunderabad are benefited with the service quality delivery by public transport services.

In the case of Ethiopia: Mekonnen (2010) has studied in Anbessa city bus about service quality and customer satisfaction by distributing 227 questioners for passengers. He used quality indicators of bus transport service as parameter— he found out that both the selected service attributes in the Anbessa city bus are not met at their expected levels.

RTA conducted research on (2008) about cross country public buses in order to know level of customer satisfaction by distributing 190 questioner for the passenger who were travelling to Diredawa, Gonder, Harrar, Jigijiga Debremarkos, and Bahirdar by taking 9 parameter to measure level of customer satisfaction. The result found from the survey 69% passenger satisfied the service delivered according to the parameter.

CHAPTER THREE:

RESEARCH METHODOLOGIES

3.1 Research Approach

The study was conducted using mixed research approach. According to Creswell (2011), the mixed research uses separate quantitative & qualitative inherent with in one method with strength of the other method. One study can have qualitative approach, quantitative approach or mixed approach. The rational for combining both qualitative & quantitative approach was to better understand a research problem by combining both numeric value from quantitative research & detail idea about the issue from qualitative research in order to neutralize limitation of applying any of a single approach.

3.2 Research Design

Research design is a blue print for selecting the sources and types of data relevant to research questions. It is basically providing from such questions like: what techniques to be used to gather data and what kind of sampling to be applied (Zikgmund et al., 2003).

Since the primary purpose of this study was to assess service quality whether the service delivery, in modern public transport bus companies are quality or not from perspective of passenger, a descriptive method of research was used.

Descriptive method of research design help to clearly describe relevant aspects of phenomenon of interest about particular individual, group or situation. (Sekaran, 2003).

3.3 Target Study and Population Size

The population of the study was passengers who were travelling in and out of Addis to the five Selam bus routes. According to the company report currently there are 18 routs departing from Addis Ababa to regional towns with average daily passengers of 1500 among these about 750 of them are travelled to Mekelle, Gonder, Arbaminich, Assosa, Jigijiga routes. These selected five routes can best represent the attitude of traveling

population since the kind of population who were using the buses are from the four corner of the country. This representation can even be applicable to the other long distance buses. As a result, the destinations were selected based on the kind of passengers belongs to the routes with compared to the total traveling population in the company. So, the writer believes that, the information that will be provided from these group of population can best represents the total attitude of the passengers’.

3.4 Sampling Method and Sample Size

Sampling is related with selection of a subset of individual from within a population to estimate characteristic of whole population. In the study Convenience sampling was employed. Convenience Sampling is referred to the researching subject of the population that are easily accessible to the researcher. The case of such sampling members of the target population that meet certain criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Etikan et al..2016). The study focused on adult passengers who were traveling through the five routs from and to Addis Ababa who have prospect for accurate information from different area while making sure that the sample is representative enough to give answer to the research questions.

Yamane (1967), provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes with a 95% confidence level and $P = 5\%$ are assumed from the population.

The following formula is used in order to get sample size.

$$n = \frac{N}{1 + Ne^2}$$

Where, n = sample size

N = the size of population

e = the error of 5% points

So that, from the total population travelling through the five routes: we got the following sample size which can be represent the total population, as well as the study.

$$n = \frac{750}{1 + N (.05)^2}$$

n = 260 = sample size

Table 3.4: selected rout and customer.

S/ N	Axis	Total Operational Route	Selected route	Population for each route	Sample number of customer	Sampling technique
1	North	Mekelle, Shire, Woldeya, Alamata, Michew, Desse, Gonder, Bahirdar	Mekelle, Gonder	1 buses 1 buses	104	Convenient
2	South	Hawassa, Wolayita, Arbaminch	Arba Minich	1 buses	52	Convenient
3	East	Harrer Diredawa, Jigjiga	Jigjiga	1 buses	52	Convenient
4	West	Jimma, Mizan, Nekemt, Assossa	Assossa	1 buses	52	Convenient
To tal		18	5	5 buses	260	

Source: Own Survey (2016)

3.5 Sources of Data

The study largely depends on primary data which was collected from Survey questionnaires and direct interview with SBL top managements and secondary data taken from reports, books, journals, magazines and internet.

3.6 Method of data collection

To undertake data collection through structured questionnaires, the necessary instrument adopted based on the following information.

Part 1: Contained demographic characteristics of the respondent, the questions have multiple choice selections for convenience.

Part 2: Contained five dimensions constituting the SERVQUAL scale based on 22 paragraphs to assess expectation of the passengers. The respondent were required to rate the services they have chosen or attach with it into a five pre-defined level scale.

Part 3: Contained the same concept used in part 2 to assess perception of passengers. The aim is to collect the opinions of the respondents in response to SERVQUAL instrument getting in Selam Bus Line S. C. The answer of the questionnaire is solely based on the respondents` experience and personal opinion.

Part 2 and 3, respondents were classified according to the Likert Quintet scale identified by five predefined scaled, were respondent chooses from (1) strongly disagree (2) disagree (3) Moderate (4) Agree and (5) strongly agree.

3.6.1 Data Collection Procedures

In the data collection procedure the researcher prepared questionnaires in the context that passenger expect to have services to be exiting in the modern Public Bus transport company, and how actually perceive in SBL.

Furthermore, the original SERVQUAL questions translated from English to Amharic). This is necessary since many of transport passengers do not understand English well.

On the other hand an interview intercepted from top level management of Selam Bus about how the manager perceived the service. Questionnaires' were distributed to passengers who traveled on the selected routes. From the total selected route, Gonder, Jijiga, and Mekelle the questioner is administered by the researcher. By doing the questionnaires' to passenger who were willing and legible to fill the questionnaire and gave briefing description in general about objective of questionnaires' and how they fill each item. In the remaining two rout, Assosa and Arbaminich the questioner is administered by another person who is working in the company by giving detail orientation & clarification. Passengers answered the questionnaires' after 5 hour of the bus travelling time.

3.7 Data Analysis Procedure

The 22 attribute of service quality, measured in their mean value as per their perception and expectation of passengers. The Gap analysis of each statement is done by deducting the mean score perception for each attributes from the mean score of expectation i.e. (P-E). The necessary analysis and interpretation was done based on the mean value of perception, the mean value of expectation gap score attributes and average Mean of the SERVQUAL Dimension. Accordingly SERVQUAL Dimension was ranked based on the expected mean score. The data gathered from respondents were fed into the Statistical Package for the Social Sciences (SPSS V.16).

CHAPTER FOUR:

RESULT AND DISCUSSION

The primary focus of this study is assessing the Passenger' perception toward Service quality at Selam Bus Line Share Company using SERVIQUAL model.

Two hundred sixty (260) questionnaires' were distributed to the selected operational routes which are in the four directional axis of the country namely; Mekelle, Gonder, Assossa, Jigjiga and Arbaminch with 52 questionnaires in each rout. From the total, 246 questionnaires were filled correctly and returned to the researcher and there are 14 questioner which are not correctly filled and responded. I.e. 95% of the questionnaires used for the analysis.

The first part of the questionnaire consists of demographic information of the respondents are presented at tables.

The second and third part of the questionnaires was used to measure expectation and perception of passenger by using a 5-point Likert scale (1- strongly agree, 2- Disagree, 3- Neutral, 4-Agree, and 5-strongly agree).From the scale the value 5 indicated that high level of their expectation/perception, whereas the value 1 indicated low level of their expectation of the passengers.

The scales were analyzed in terms of the perception Mean value and expectation mean value. If the perception mean value is greater than expectation mean value we can conclude that the service is satisfactory/ideal. Whereas perception mean value is less than expectation mean value, level of quality of service can be regarded as unsatisfactory or even unacceptable.

This information is also used to calculate the Gap Score for each of the statements where the Gap Score = Perception mean – Expectation mean. After all importance ranking of the five dimensions for passenger is drawn from the average mean value of the dimension. This is determined by obtaining the average score of a rating scale with a maximum of 5 point for each SERVQUAL dimension.

Table 4:1 Demographic Composition of Respondents

Education status						
	Elementary	Secondary	Diploma	1 st Degree	2 nd degree and above	Total
Frequency	12	55	58	95	26	246
%	4.9	22.4	23.6	38.6	10.6	100
Travelled experience						
	One times	Two times	Three times	> three times		Total
Frequency	31	34	28	153		246
%	12.6	13.8	11.4	62.3		100
Reason for choosing SBL						
	Speed	Comfort	Reliability	Safety	Price	Total
Frequency	195	148	123	110	100	
%	79.3	60.2	50	44.7	40.7	246

Source: own survey, 2016

Table 4.1 revealed three important demographic information which is described as follow:

1st Educational back ground of respondents:

About 4.9% have grade of elementary school, 22.4% respondents are completed 12th grade, 23.6% are college diploma holder, the majorities; 38.5% respondents are first degree holders and 10.6% have 2nd degree and above. This indicates that most of passengers are educated and have a good understanding of quality transport service.

2nd Passengers' travel experience by SBL:-

It can be noted that 12.6% of the respondents have used the buses for one times, 13.8% have traveled two times only, 11.4% have used the buses three times and 62.20% are more than 3 years' experience in traveling by Selam bus. Thus from the above data is can

be seen that the respondents have a good experience and have better knowledge about selam bus service.

3rd why customers chooses Selam bus among the other:-

As can be observed from this 79.3% passenger wants Selam bus because of its speed, 60.2% passenger liked Selam bus by it comfort, 50% customer respondents' like Selam bus because of its reliability. On the other hand 44.7% & 40.7% respondents only agree with its safety and price respectively. This indicates majority of the respondents doesn't agree with the bus comfort, reliability and safety.

4.1 Analysis of Service Quality

In this Section the data analysis focused on the mean gap score on the expectation and perception scales for each of the 22 service attribute to evaluate the overall service quality related to the five generic instrument.

Negative Gap indicates that customers have perceived service delivery has not met their expectation, while a positive gap indicates that service delivery exceeded their expectation.

Table 4.2: Tangibility

Dimension	Statement	Expectation Mean score	Perception Mean score	Gap Analysis (PM- EM)
Tangibility	Buses are attractive	4.49	3.97	-0.52
	Buses are equipped with modern technology	4.67	3.97	-0.70
	Employees are neat, smart and have professional appearance	4.66	4.08	-0.58
	Materials are up to date and have good visual appearance.	4.52	3.34	-1.18

Source: own survey (2016)

Tangibles is over all physical facilities, equipment and appearance of the personnel. In the tangibility dimension statements of (Table 4.2), each statement score negative gap, which means that customer of SBL are not satisfied with the quality of service delivery by the company in relation to the four attribute of tangibility dimension. However, the statement which stated about attractiveness of the bus has a relatively low gap (-0.52) compared to the other statements. Where as the visual appearance and updated materials, score shows a little bit high gap, which is (-1.18). This showed that SBL has poor means of communication media (electronic and printed) to address the necessary information to its customers.

Table 4.3: Reliability

Dimension	Statement	Expectation Mean score	Perception Mean score	Gap Score (PM- EM)
Reliability	keep promises to do something in a certain time	4.59	3.95	-0.64
	Employee sincere interest in solving the problem.	4.65	3.96	-0.69
	Employee satisfy customers' requests right the first time.	4.52	3.88	-0.65
	SBL provide timely and efficient service	4.37	3.86	-0.51
	Error free records and taking accurate information.	4.61	3.86	-0.75

Source: own survey, 2016

Reliability is the ability to perform the promised service dependably and accurately. In the above table, which is table 4.3, all the statements in Reliability Dimension have negative gap score, this indicate that service quality related to attributes of reliability is unsatisfactory. From the five attributes, the lower gap score is (-0.51) which is

respondents of this category in some extent didn't deny that they have got efficient and timely service than the others. On the other hand, high gap score was recorded on the attribute regarding of error free recording which is (-0.75). This indicated that there is poor means of communication in regard to recording of necessary information from the customers especially at ticket office.

Table 4.4: Responsiveness

Dimension	Statement	Expectation Mean score	Perception Mean score	Gap Score (PM- EM)
Responsiveness	Customers are informed by employees before the service has performed.	4.67	4.25	-0.41
	providing prompt service	4.48	4.49	0.01
	Willing to help customer.	4.56	4.02	-0.54
	Provide complete answer when they receive customer's request.	4.56	4.17	-0.38

Source: own survey (2016)

Responsiveness is Willingness to help customer and provide prompt service. In table 4.4, Regarding Responsiveness dimension statements, customers are satisfied and have positive opinion on the attribute of prompt service of the employees which is a gap score of (0.01) but the remaining three statements have a negative gap score which means there is unsatisfactory service provision regarding these attributes. In the attribute which said: willing to help customer create some doubt for respondents at a result scored (-0.54). This indicated that SBL have poor level of responsiveness to its customer.

Table 4.5: Assurance

Dimension	Statement	Expectation Mean score	Perception Mean score	Gap Score (PM- EM)
Assurance	The behavior of employees inspire confidence	4.54	4.02	-0.52
	Customer feel safe in their transaction with the company	4.60	4.19	-0.41
	Employees are polite to their customers	4.59	3.96	-0.64
	Employees have in depth occupational knowledge needed to job	4.61	3.97	-0.63

Source: own survey (2016)

Assurance is knowledge and courtesy of employees and their ability to inspire trust and confidence. Table 4.5, explored that the customer expectation in the attributes is much greater than what is actually perceived in the company. Which means that customer doesn't satisfy with the service delivery of the company. The statement which is "the behavior of employees that customer feel safe in their transaction" relatively scored low gap (-0.41). Similarly speaking, SBL customers have much complain about behavior of the employees that they are not polite which has a gap score of (-0.64). This showed that in spite of the fact that employees are given regular trainings regarding customer handling and issue management but from this particular point of view it is difficult to say that they have developed the necessary knowledge and skills required to the issue under discussion.

Table 4.6 Empathy

Dimensions	Statement	Expectation Mean score	Perception Mean score	Gap Score (PM- EM)
Empathy	Customer get information about service and facility easily.	4.53	3.97	-0.56
	SBL must have convenient operational hours.	4.31	3.91	-0.41
	Employees are provide individual attention to each customers.	4.52	3.91	-0.61
	SBL focused on customer comfort and convenience.	4.59	4.03	-0.56
	SBL understand specific needs of customers.	4.51	3.93	-0.58

Source: own survey (2016)

Empathy is giving individual attention to the customers. In the dimension of Empathy statement in Table 4.6, all the attributes have scored negative gap. Which means the required service is not delivered as per the expectations of customers. Relatively speaking, the convenient operational hours of the company in some extent has a better gap score of (-0.41), on the other hand, the attributes of Employees are providing individual attention to each customers exhibits a high gap score of (-0.61). This indicated that the company is running short of providing the specific dimensional requirements to its customer.

4.1.1 Over All Service Quality Gap

The overall SERVQUAL score is the result of average perception score minus the average Expectation score derived from the SERVQUAL instruments.

Table 4.1.1: SERVIQUAL Gap Score

Dimension	Expectation Mean score	Perception Mean score	GAP Mean
Tangibility	4.59	3.84	-0.75
Reliability	4.55	3.90	-0.65
Responsiveness	4.57	4.23	-0.33
Assurance	4.58	4.03	-0.55
Empathy	4.49	3.95	-0.54

Source: own survey (2016)

Table 4.1.1 depicted that summarized SERVQUAL gap score for the five dimensions where, the wide service quality gap is shown in the dimension of tangibility score of (-0.75) whereas Responsiveness has the lower mean gap score of (-0.33). All the above analysis for the five dimensions indicates that the customers' perceptions fall short Of their expectations. In other word, the levels of service quality that the customers are receiving is lower than their minimum expectations, i.e. there is a certain degree of customer's dissatisfaction observed in the overall service delivery of the company regarding the five dimensions.

4.1.2 Relative weight of SERVQUAL

Table 4.1.2 Relative weight for customer's expectation & Perception of the five Dimensions

Dimension	Expectation Mean score	Expectation Rank	Perception Mean score	Perception Rank
Tangibility	4.59	1	3.84	5
Reliability	4.55	4	3.90	4
Responsiveness	4.57	3	4.23	1
Assurance	4.58	2	4.03	2
Empathy	4.49	5	3.95	3

Source: own survey, 2016

According to Table 4.1.2 levels of customer's expectation ranking can clearly reveals that the tangibility aspect of the five dimensions is the most profounding service delivery requirement for customer's to ensure their best preference is met. Following with assurance, responsiveness and reliability are similarly needs a good attention of the company in addressing their expectations not less than the first dimension. Even if, Empathy ranked last, it is competitively scored in relation to the other four dimensions. Similarly, many of the respondents are perceiving responsiveness and assurance high respectively while empathy and reliability ranked third and fourth. On the other hand, tangibility perceived last which is on the contrary to the perception of the majority. And of course, one can easily conclude that for each respondent every service dimensions have equal importance and value in perceiving whether the required service delivery is existing in the company at all levels.

4.2 Interview Analysis

This research is also comprising data interview as a means to collect the necessary data in order to cross check and balance the data found using questionnaire. As a result, for interview, top management staffs were preferred for better understanding of the perception of the company. Accordingly, for the first question almost all of the interviewees reply quality of service in the context of SBL means providing the service delivery as much as possible its customer expectation.

For the second question, they all believe that the company has strong controlling mechanisms that the frontline staffs are providing the necessary service delivery to its customers using the special assigned staffs for this particular job called “Controllers” under Inspection and Audit department.

For the third question, they answered the company has also produced other means of getting its customer’s information through suggestion box in the buses and ticket offices, fixed and mobile phone.

For the fourth question that if there is any complain from the customer, there is format prepared for such purpose which enable it to take proper action.

The entire interview revealed that the company perception is providing the expected quality of service to its customers.

Based on the result of the interview, the expectation of the customer’s and the perception of the company are positively matching. Hence, the perception and the reality of the expected service provision are opposite.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This study is discussing quality of service delivery in modern cross country bus transport companies in Ethiopia with specific focus of Selam bus Transport Company. This paper is defined, analyzed and interpreted from the views of the passengers' expectation and perception. To this end, demographic characteristics of respondents' show that majority of the respondents at least have two times travel experience, which is 215 (87%) and they are believed to have better understanding of the overall service provision by the company and are also relatively well educated, that means they are believed to understand the essence of the questionnaire and respond correctly and 179(72.8%) of them have diploma and above which makes the finding more reliable and accurate information.

5.1 Summary of Major Findings

Some of the following major findings are taken focusing on the dimensions which have a high negative score values to signify the gaps in a better way.

- Even though, majority of the respondents, which is 55% for each variables namely; Safety, and Price, do not agree with the perception of the company, but the great number of them, that is 79% are preferring to use SBL because of its speed .
- In the tangibility dimension of the service quality at SBL, majority of the respondent have expected that material associated with the information media is up to date and have

good visual appearance but the result shows that they perceived it negative and scored high gap of -1.18.

- On the reliability dimension, the attribute showing the service provided at the ticket offices and tele operators have a high gap score value of -0.75. According to the finding, a significant gap is existing between the expectation and perception of the customers.
- In the Responsiveness Dimension of service quality, willingness of employee to help customer, score high gap of -0.54. Which indicate that customers may divert their loyalty and trust to another competitive company.
- Regarding Assurance dimension of the expected behavior and manner of SBL employees, much complain is observed from the customers' side which is a gap score of -0.64. This shows that employees have not developed the required knowledge and discipline to their profession.
- From the Empathy dimension of the attributes "Employees are provide individual attention to each customers" high score gap of (-0.61) is shown. This indicate that the company's employee still lack in providing necessary attention to its customers as required as it should be.
- In the overall service dimensions, negative mean score is recorded which clearly indicated that there is a considerable gap in perception and expectation of the customers. On the other hand, SBL is providing its service less than the expected quality standard.
- Among all the five dimensions, Tangibility has the highest negative score of (-0.75) which is the basic part of service quality dimension expected by the customers' are not perceived properly.

5.2 Conclusions

Based on the analysis and major findings of the data the following conclusions are drawn:

- Because the front line employees are unable to avoid the error free recording attribute, most of the company's customer are not getting the expected service and vulnerable for extra costs and disturbance of their schedule.
- Due to the fact that the tangibility dimension of SBL is comparatively poor in the eyes of its customers, many of its customers are believed to shift their preference in to the newly emerging transport company.

- Even if keeping of customer's safety is one of the intended mission of the company, it is not able to avoid and becoming an issue for the customers because it lacks to fulfil the basic requirements like technical failure of the buses in

travelling. As a result, the company may face losing of its customer's trust in the long term.

- Majority of the respondents are not enjoying the current price of the company and this will kick the company out of the competitive market striving to win.
- The company is majorly running short of empathy dimension that needs special attention to address its customer's demand and they may be forced to rethink their preference otherwise.
- Despite the nature of service providing company, the behavior of its employees is much far opposite of the required politeness to be shown during the service and this will ruin the good will of the company to some extent.

5.3 Recommendations

In the competitive world of transport service giving industry, able to win the stiff competition observed in the market is not an easy task. One of the strategies to better win and get a high market share is ensuring quality of service provision as expected as it should be.

Accordingly, the writer chooses to deal with the issue of quality service provision in SBL. Hence, based on the findings in this paper, the following recommendations are proposed to help improve service quality at SBL.

- Majority of the customers are prefer to travel using the company buses but because of some attributes related to safety and price are perceived to be less than 50%. If the necessary adjustment is made to the required levels, the writer believes that it will be able to address some issues of its customers.
- While all the five dimensions are equally perceived negative by the respondents but issues related to tangibility dimension is worse. This may be because in many of its customer's perception, tangibility is a critical issue demanding special attention, to this end, SBL highly lacks to provide to the required standard. So, the company is expected to do a lot of works to reverse the current situation by making available the physical

facilities and regularly updated printed and electronic media materials (LCD, magazine, brochures etc.) in the bus.

- The other attributes perceived negative are; lack of employees' politeness and lack of individual attention to customers when needed. Regarding issues related to employees work ethics mostly connected to mannerism and expected behaviors, company's line managers and responsible personnel's are highly expected to facilitate the necessary trainings and workshops in filling the observed gaps and pay a due attention for its effectiveness as equal as that of conducting the training.
- Generally speaking, the writer wishes to recommend SBL should give special attention to the findings and strive to reverse the existing realities to the best of its customers' needs and satisfaction since it is a profit making company willing to win the competitive market out there.

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APPENDIX

Appendix I

St. Mary University
School of Graduate Studies
Department of MBA in General Management
Research Questioner

This questioner is prepared for the fulfillment of MBA in General Business Administration entitled on Assessment on Service Quality in Modern Public Bus Transportation Company in Ethiopia, From Passengers' Perspective; a Particular Case Study of Selam Bus Line S.C The Questioner is aimed to collect your opinion and view about the given variables.

The information you provided will only be used for the research. The responses that are given will be kept confidential. Within this instant, the researcher kindly requests your genuine responses please indicate your responses according to the question blow

Thank you in advance for your kind cooperation:

Demographic

1. Your Educational Status

Elementary School High School Diploma 1st degree

2nd Degree and more

2. How many times do you travel by Selam bus?

One Times Two Times Three times More than three

3. Why you choose Selam bus among the other transportation Company?

Speed Comfort Reliability Safety price

SERVIQUAL Questioners

Ps circle the No for each statements of Perception as well as Expectation which is scaled from strongly disagree to strongly Agree.

	Expectation(E)		SD SA	Perception(P)		SD SA
TANGIBILITY	Special Bus operators Must have Modern and attractive Buses.	TE1	1 2 3 4 5	Selam Bus has Modern and attractive buses.	TP1	1 2 3 4 5
	Modern Bus Operator must be equipped with Modern technology.	TE2	1 2 3 4 5	Selam Bus installation is equipped with modern technology.	TP2	1 2 3 4 5
	Employees and Managers at Modern Public transport operators must present themselves with neat smart and professional appearance	TE3	1 2 3 4 5	The employees and managers at selam bus present themselves with neat, smart and professional appearance.	TP3	1 2 3 4 5
	The material associate with the service provided in modern public transport operators, such as journals, printed materials audio and video must have a good visual appearance and be up-to-date	TE4	1 2 3 4 5	Selam Bus has good visual appearance and up-to-date	TP4	1 2 3 4 5
RELIABILITY	When Modern public transport operators promise to do something in a certain time, they must do so.	RE1	1 2 3 4 5	When Selam Bus Line S.c promises to do something in a certain time, it does so.	RP1	1 2 3 4 5
	When customer has a problem, modern public transport operators should demonstrate sincere interest in solving it	RE2	1 2 3 4 5	When you have a problem, SBL employees demonstrates sincere interest in solving it	RP2	1 2 3 4 5
	Modern public transport operators will deliver the service request right the first time	RE3	1 2 3 4 5	Employees and managers at SBL satisfy customers' requests right the first time.	RP3	1 2 3 4 5

	Employees and managers at modern public transport operators promise their clients the services within deadlines they are able to meet.	REL4	1 2 3 4 5	Employees and managers at SBL promise you the services within deadlines they are able to meet	RP4	1 2 3 4 5
	Modern public transport buses companies must maintain clear and accurate information record.	RE5	1 2 3 4 5	SBL keep records accurately like time table and information on the ticket are clear and records with out error	RP5	1 2 3 4 5
RESPONSIVENESS	Modern public bus companies must always inform their customer when service will be performed	REs1	1 2 3 4 5	SBL employees and manager inform you before the service will be performed.	RP1	1 2 3 4 5
	The employee and managers of modern public transport operators should give prompt service	RES2	1 2 3 4 5	The employees and managers at SBL give efficient and timely service	RP2	1 2 3 4 5
	The employees and managers of modern public transport operators will always show good will in helping their customers	RES3	1 2 3 4 5	The employees and managers at SBL always show good will in helping customers	RP3	1 2 3 4 5
	The employees & managers of modern public transport bus companies should be provide complete answers when they attend to customers' request.	RES4	1 2 3 4 5	The employees and managers of SBL are always willing to provide complete answers when they attend to customers' request.	RP4	1 2 3 4 5
ASSURANCE	The behavior of employees and managers at modern public transport operator must inspire confidence in the customers	AS1	1 2 3 4 5	The behavior of employees & managers at SBL inspire confidence	AP1	1 2 3 4 5
	Customers of modern public transport feel safe in their transaction with the company	AS2	1 2 3 4 5	You feel safe in your transaction with SBL	AP2	1 2 3 4 5
	The managers and employees of modern public transport operator	AS3	1 2 3 4 5	The managers and employees at SBL are polite	AP3	1 2 3 4 5

	must be polite to their customer					
	The managers and employees of modern public transport operators must have in-depth occupational knowledge needed of jobs	AS4	1 2 3 4 5	The employees and managers at SBL have in-depth occupational knowledge of their job.	AP4	1 2 3 4 5
EMPATHY	Modern public bus companies must provide the way that individual can get the information about the facilities and services of the companies easily	EM1	1 2 3 4 5	SBL Provide the way that each individual can get the information about the facilities and service of bus	PM1	1 2 3 4 5
	Modern public transport operators must have convenient business hours for all customers	EM2	1 2 3 4 5	SBL has convenient business hours for all its customers	PM2	1 2 3 4 5
	Modern public transport operators employees and managers should provide individual attention to each customer	EM3	1 2 3 4 5	SBL employees and managers provide individual attention to each customer	PM3	1 2 3 4 5
	Modern public transport operators must be focused on the service for their customers comfort and convenience.	EM4	1 2 3 4 5	SBL is focused on the best service for its customers comfort and convenience.	PM4	1 2 3 4 5
	Modern public transport operators must understand the specific needs of their customer and give accordingly.	EM5	1 2 3 4 5	Employees and Managers of SBL understand the specific need of its customers and give the right service.	PM5	1 2 3 4 5

Appendix II

Interview Questioner for Top Management

1. What is service quality in the context of Selam bus?
2. How do you check and control the front line service giving staffs regarding with service delivery.
3. What is the mechanism of getting information whether the service is good or not?
4. Is there a system of customer complain receiver mechanism?

ቅድስተ ማርያም ዩኒቨርሲቲ

ድህረምረቃ ትምህርት

መጠይቅ

የዚህ መጠይቅ አላማ ለሁለተኛ ድግሪ የቢዝነስ አድምኒስትሬሽን የመመረቂያ ፅሁፍ ለማዘጋጀት በረዥም ርቀት በዘመናዊ ትራንስፖርት ሰጪ ድርጅቶች ያለውን የአገልግሎት አሰጣጥ ጥራት ላይ የሚያጠነጥነውን የዳሰሳ ጥናት ለማከናወን የሚረዳ ሲሆን መጠይቁም በሰላም ባስ ተጓዥ ደንበኞች የሚሞላ ነው። እርስዎ የሚሰጡን መረጃ ይህንን ጥናት ለማከናወን የሚረዳንን የመጀመሪያ ደረጃ መረጃ መሰብሰቢያ ሲሆን፤ ይህ መረጃ የሚያገለግለው ለዚህ ጥናት ብቻ መሆኑን እገልጻለሁ።

ስለሆነም ከዚህ በታች ለቀረቡት ጥያቄዎች ትክክል ነው የሚሉትን መልስ ይሰጡ ዘንድ በትህትና እጠይቃለሁ።

ስለትብብርዎ በቅድሚያ እናመሰግናለን።

ስምዎን መጥቀስ አያስፈልግዎትም

ክፍል አንድ

በተቀመጠ ውሳጥን ውስጥ (✓) ምልክት ያስቀምጡ።

1. የትምህርት ደረጃዎ?

መጀመሪያ ደረጃ ሁለተኛ ደረጃ ትምህርት ዲፕሎማ
የመጀመሪያ ድግሪ ሁለተኛ ድግሪ እና ከዛ በላይ

2. በሰላም ባስ ለምን ያህል ጊዜ ተጓጉዘዋል?

አንድ ጊዜ ሁለት ጊዜ ሶስት ጊዜ
ከሶስት ጊዜ በላይ

3. ሰላም ባስን የመረጡበት ምክንያት? (ከአንድ በላይ መልስ መምረጥ ይቻላል)

ፍጥነቱ ምቹቱ አስተማማኝነቱ ደህንነቱ ዋጋው

ክፍል ሁለት

የአገልግሎት ጥራት መጠይቅ

እርስዎ የዘመናዊ አውቶቡስ ትራንስፖርት ተጠቃሚ እንደ መሆንዎ መጠን አንድ ዘመናዊ የትራንስፖርት አውቶቡስ ድርጅት ሊሰጥ/ሊኖረው ይገባል ብለው የሚያስቡትን አገልግሎት እርስዎ

ከሚያስቡት መለያዎች ከዚህ በታች የተገለጹ አረፍተኛ ላይ ከአንድ እስከ አምስት ያሉትን በማክበብ እባክዎ እንዲያመለክቱ እጠይቃለሁ።

1=በጭራሽ አልስማማም 2=አልስማማም 3=ሃሳብ የለኝም 4=እስማማለሁ 5=በጣም እስማማለሁ

ተ. ቁ		በጭራሽ አልስማማም	አልስማማም	ሃሳብ የለኝም	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	ዘመናዊ ትራንስፖርት ሰጪ ድርጅቶች ማራኪ አውቶቡሶች ቢኖራቸው ተመራጭ ያደርጓቸዋል።	1	2	3	4	5
2	ዘመናዊ ትራንስፖርት ሰጪ ድርጅቶች በአዳዲስ ቴክኖሎጂ የተደራጁ መሆን አለባቸው።	1	2	3	4	5
3	ዘመናዊ ትራንስፖርት ሰጪ ድርጅቶች የሚሰሩ ሰራተኞች ንፁህ፣ በተቀላጠፈና ሙያቸውን ሊያሳይ በሚችል መልኩ መቀረብ ይጠበቅባቸዋል።	1	2	3	4	5
4	በዘመናዊ ትራንስፖርት ሰጪ ድርጅቶች ባለ ውስጥ የሚቀርቡ የመረጃ ማስተላለፊያ መሳሪያዎች ለምሳሌ መፅሔቶች ፊልሞች፣ ህትመቶች እና ወዘተ ለእይታ ማራኪና ወቅታዊ መሆን ይኖርባቸዋል።	1	2	3	4	5
5	ዘመናዊ የትራንስፖርት ድርጅቶች ለደንበኞቻቸው አገልግሎት ለመስጠት ቃል በገቡት መሰረት መፈፀም አለባቸው።	1	2	3	4	5
6	የዘመናዊ የትራንስፖርት ድርጅት ሰራተኞች ደንበኞች ችግር በሚገጥማቸው ጊዜ ችግራቸውን ለመፍታት በቅንነት በታታሪነት መፍታት ይጠበቅባቸዋል።	1	2	3	4	5
7	ዘመናዊ የትራንስፖርት ሰጪ ድርጅቶች ደንበኞች አገልግሎት ለማግኘት በጠየቁበት ሰዓት አፋጣኝ የሆነ አገልግሎት መስጠት ይጠበቅባቸዋል።	1	2	3	4	5
8	ዘመናዊ የትራንስፖርት ሰጪ ድርጅት ሰራተኞች አገልግሎቱን ለመስጠት በተወሰነ ጊዜ ውስጥ ቃል በገቡት መሰረት መፈፀም አለባቸው።	1	2	3	4	5
9	ዘመናዊ የትራንስፖርት ሰጪ ድርጅቶች ግልፅና ትክክለኛ መረጃ መያዝ ይጠበቅባቸዋል።	1	2	3	4	5
10	ዘመናዊ የትራንስፖርት ሰጪ ድርጅቶች አገልግሎት የሚሰጡበትን ሰዓት ለደንበኞች ማሳወቅ ይጠበቅባቸዋል።	1	2	3	4	5
11	ዘመናዊ የትራንስፖርት ሰጪ ድርጅት ሰራተኞች ሁልጊዜ ለደንበኛ ጥያቄ ፈጣን ምላሽ መስጠት ይጠበቅባቸዋል።	1	2	3	4	5
12	የዘመናዊ የትራንስፖርት ሰጪ ድርጅት ሰራተኞች ደንበኞችን ለማገልገል ደስተኛና ፍፁም ፈቃደኞች መሆን ይጠበቅባቸዋል።	1	2	3	4	5
13	የዘመናዊ የትራንስፖርት ሰጪ ድርጅት ሰራተኞችና ኃላፊዎች ከደንበኞችን የሚቀርቡላቸውን ጥያቄዎች ለመመለስ ሁሌም ዝግጁ መሆን አለባቸው።	1	2	3	4	5
14	የዘመናዊ የትራንስፖርት ሰጪ ድርጅት ሰራተኞች ለደንበኞች በሚሰጡት አገልግሎት ላይ ደንበኛው የመተማመን ስሜት እንዲኖረው ማድረግ ይጠበቅባቸዋል።	1	2	3	4	5
15	የዘመናዊ የትራንስፖርት ተጠቃሚ ደንበኞች አገልግሎት ከሚሰጣቸው ከባንያ ጋር የሚያደርጉት ማንኛውም የአገልግሎት ስምምነት	1	2	3	4	5

	ከማጭበርበር እና ኃላፊነት ከጉደለው አግባብ ነፃ ሊሆን ይገባል።					
16	የዘመናዊ የትራንስፖርት ሰጪ ድርጅት ሰራተኞችና ኃላፊዎች ሁሉም ለደንበኞች ትሁት መሆን ይጠበቅባቸዋል።	1	2	3	4	5
17	የዘመናዊ የትራንስፖርት ሰጪ ሰራተኞችና ኃላፊዎች አገልግሎቱን ለመስጠት የሚያስችል በቂ የሆነ ሙያዊ እውቀት ሊኖራቸው ይገባል።	1	2	3	4	5
18	ዘመናዊ የትራንስፖርት ሰጪ ድርጅቶች ደንበኞቻቸው ስለሚሰጡት አገልግሎት እንዲያውቁና ይህንንም አገልግሎት እንዲያገኙ በቂ የሆነ መረጃ የማቅረብ ግዴታ አለባቸው።	1	2	3	4	5
19	የዘመናዊ የትራንስፖርት ሰጪ ድርጅቶች አገልግሎታቸውን ለመስጠት ለደንበኛው በሚያመቸው ሰዓት አገልግሎት መስጠት ይጠበቅባቸዋል።	1	2	3	4	5
20	የዘመናዊ የባስድርጅት ሰራተኞች እና ኃላፊዎች ለደንበኞቻቸው ልዩት ኩረት መስጠት አለባቸው።	1	2	3	4	5
21	የዘመናዊ የባስ ድርጅት ሰራተኞች እና ኃላፊዎች በሚሰጡት አገልግሎት ለደንበኞቻቸው አመቺና እንዲሁም ምቹ ያለው እንዲሆን መትጋት ይጠበቅባቸዋል።	1	2	3	4	5
22	የዘመናዊ የባስ ድርጅቶች የደንበኞቻቸውን ፍላጎት ቀድመው በማወቅ እንዲሁም በመዘጋጀት ደንበኞች የሚፈልጉትን አገልግሎት መስጠት ይጠበቅባቸዋል።	1	2	3	4	5

ክፍል ሶስት የአገልግሎት ጥራት መጠይቅ

እርስዎ የሰላም ባስ ደንበኛነዎት። ከዚህ በታች የተቀመጡ አረፍተነገሮች ሰላም ባስ ለደንበኞቹ ከሚሰጠው አገልግሎት ማለትም መረጃ ከማግኘት አንስቶ ደንበኛው እስከሚወርበት ድረስ ያለውን መስተንግዶ ከዚህ በታች በተጠቀሱት አረፍተነገሮች በምን ያህል ደረጃ አገልግሎቱን እንዳገኙ ከ1-5 የቀረቡትን ቁጥሮች በማክበብ እባክዎ እንዲያመለክቱ እጠይቃለሁ።

1=በጭራሽ አልስማማም 2=አልስማማም 3=ሃሳብየለኝም 4= እስማማለሁ 5=በጣም እስማማለሁ

ተ.ቁ		በጭራሽ	አልስማ	ሃሳብ	እስማ	በጣም
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		አልስማማም	ማም	የለኝም	ማለሁ	እስማማለሁ
		1	2	3	4	5
1	ሰላም ባስ ዘመናዊና ማራኪ አውቶቡሶች አሉት።	1	2	3	4	5
2	ሰላም ባስ ዘመናዊና በአዳዲስ ቴክኖሎጂ የተደራጀ ባስ አለው።	1	2	3	4	5
3	የሰላም ባስ ሰራተኞች ንፁህ፣ በተቀላጠፈና ሙያቸውን ሊያሳይ በሚችል መልኩ መስተንግዶ ይሰጣሉ።	1	2	3	4	5
4	በሰላም ባስ ውስጥ የሚቀርቡ የመረጃ ማስተላለፊያ መሳሪያዎች ለምሳሌ መፅሔቶች ፊልሞች፣ ህትመቶች እና ወዘተ ለእይታ ማራኪና ወቅታዊ ናቸው።	1	2	3	4	5
5	የሰላም ባስ ሰራተኞችና ኃላፊዎች አገልግሎት ለመስጠት ቃልበገቡት መሰረት ደንበኛውን ያስተናግዳሉ።	1	2	3	4	5
6	ሰላም ባስ ሰራተኞችና ኃላፊዎች ፤ደንበኞች ችግር በሚገጥማቸው ጊዜ ችግራቸውን ለመፍታት በቅንነትና በታታሪነት ለመፍታት ጥረት ያደርጋሉ።	1	2	3	4	5
7	የሰላም ባስ ሰራተኞችና ኃላፊዎች ደንበኞቹ አገልግሎት ለማግኘት በጠየቁበት ሰዓት አፋጣኝ የሆነ አገልግሎት ይሰጣሉ።	1	2	3	4	5
8	የሰላም ባስ ሰራተኞችና ኃላፊዎች ለደንበኞቻቸው አገልግሎቱን ለመስጠት በተወሰነ ጊዜ ውስጥ ቃል በገቡት መሰረት ይፈፅማሉ።	1	2	3	4	5
9	ሰላም ባስ ግልፅና ትክክለኛ መረጃ አያያዝ ይጠቀማሉ/ይይዛሉ/።	1	2	3	4	5
10	የሰላም ባስ ሰራተኞችና ኃላፊዎች አገልግሎት የሚሰጡበትን ሰአት/ጊዜ ለደንበኞች ያሳውቃሉ።	1	2	3	4	5
11	የሰላም ባስ ሰራተኞችና ኃላፊዎች ሁልጊዜ ለደንበኞች ጥያቄ ፈጣን ምላሽ ይሰጣሉ።	1	2	3	4	5
12	የሰላም ባስ ሰራተኞችና ኃላፊዎች ደንበኞቻቸውን ለማገልገል ደስተኛና ፍፁም ፈቃደኞች ናቸው።	1	2	3	4	5
13	የሰላም ባስ ሰራተኞችና ኃላፊዎች ከደንበኞችን የሚቀርቡላቸውን ጥያቄዎች ለመመለስ ሁሌም ዝግጁ ናቸው።	1	2	3	4	5
14	የሰላም ባስ ሰራተኞች ለደንበኞች በሚሰጡት አገልግሎት እርስዎ ላይ የመተማመን ስሜት እንዲፈጠር አድርገዋል።	1	2	3	4	5
15	እርስዎ ከከብንያው አገልግሎት ለማግኘት በሚያደርጉት ማንኛውም የአገልግሎት ስምምነት ከማጭበርበር እና ኃላፊነት ከጉደለው አግባብ ነፃ ነው።	1	2	3	4	5
16	የሰላም ባስ ሰራተኞችና ኃላፊዎች ሁሌም ለደንበኞቻቸው	1	2	3	4	5

	ትሁት ናቸው።					
17	የሰላም ባስ ሰራተኞችና ኃላፊዎች አገልግሎቱን ለመስጠት የሚያስችል በቂ የሆነ ሙያዊ እውቀት አላቸው።	1	2	3	4	5
18	የሰላም ባስ ሰራተኞችና ኃላፊዎች ለደንበኞቻቸው ስለሚሰጡት አገልግሎት እንዲያውቁና ይህንንም አገልግሎት እንዲያገኙ በቂ የሆነ መረጃ ያቀርባሉ።	1	2	3	4	5
19	ሰላም ባስ አገልግሎቱን ተደራሽ ለማድረግ ደንበኞቹ በሚመቻቸው መልኩ አገልግሎቱን እንዲያገኙ ያደርጋል።	1	2	3	4	5
20	የሰላም ባስ ሰራተኞች እና ኃላፊዎች ለደንበኞቻቸው ልዩ ትኩረት ይሰጣሉ።	1	2	3	4	5
21	የሰላም ባስ ሰራተኞች እና ኃላፊዎች የሚሰጡት አገልግሎት ለደንበኞቻቸው አመቺ እንዲሁም ምቹት ያለው እንዲሆን ይተጋሉ።	1	2	3	4	5
22	የሰላም ባስ ሰራተኞችና ኃላፊዎች የደንበኞቻቸውን ፍላጎት ቀድመው በማወቅ እንዲሁም በመዘጋጀት ደንበኞች የሚፈልጉትን አገልግሎት ይሰጣሉ።	1	2	3	4	5