



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA-GENERAL

**ASSESSMENT OF SERVICE QUALITY WITH SPECIAL
REFERENCE TO SELAM BUS LINE SHARE COMPANY**

BY

KIDANE HADUSH

JUNE, 2017
ADDIS ABABA, ETHIOPI

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ABSTRACT

The purpose of this study is to assess the service quality with special reference to Selam Bus Line Share Company and the specific objectives are: - determining the expectation and perception of customers and examining of the gap between expectation and perception of service quality. The research design of the paper is descriptive where the collected data have been thoroughly analyzed and described and on top of that, the researcher's incitements and observations are added so as to make the research more meaningful. The sources of data were primary and secondary and thus, for the primary data questionnaires were used while the secondary data were collected from books, published journal articles, websites and unpublished company documents. As the questionnaire has two parts, 333 copies were distributed to assess service quality expectation and perception of each respondent. 317 of the 333 distributed questionnaires have been collected back. Regarding the data analysis, SERVQUAL model with its five dimensions and 26 attributes was adopted and the collected data have been analyzed using the statistical package for the social science (SPSS) version 20. The major findings of the paper indicated that the five dimensions of SERVQUAL (tangibility, reliability, assurance, empathy and responsiveness) with their attributes have come up with negative gap scores of service quality which resulted in customer dissatisfaction. Generally, in this research, it has been seen that by realizing the gap between the perceived and actual service quality, customer satisfaction can be extremely improved.

Key Words: *Service quality, Customer satisfaction, Bus transport.*

CHAPTER ONE

INTRODUCTION

This chapter discusses the background of the study, the background of the organization, statement of the problem, objectives of the study and the organization of the study.

1.1 Background of the Study

According to Zeithaml and Bitner (2000), service refers to all economic activities whose output is not a physical product or construction and that is generally consumed at the time it is produced and provides added value in forms (such as convenience, amusement, comfort or health). Grönroos (1990) defined service as an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources or goods and/or system of the service provider, which are provided as solutions to customer problems.

A study carried out by Johns (1998), points out that the word ‘service’ has many meanings which lead to some confusion in the way the concept is defined in management literature, service could mean an industry, a performance, an output or offering or a process. He further argues that services are mostly described as ‘intangible’ and their output viewed as an activity rather than a tangible object which is not clear because some service outputs have some substantial tangible components like physical facilities, equipments and personnel.

Today, the service sector is recognized as a crucial field for economic well-being. Consumption of services is deemed essential today. For example, consumption of services such as education, healthcare, transport and communication, entertainment and sports are considered vital (Apte, 2004).

In Ethiopian context, according to Central Intelligence agency-U.S.A 2016, ‘Ethiopian economy overview’ on GDP- composition, by sector of origin; the service sector’s contribution to the national economy is 46.8% followed by agriculture: 36.2% and industry 17% and employment creation is growing from time to time. However, as assessed by Birhanu and Daniel, 2014 from Addis Ababa University Institute of Technology, the willingness, commitment and concept to render quality service to

customers among the service providers and in the service industry at large is found to be below average.

Transportation is one of the service sectors that provide an important element for social, economic and environmental sustainability. Zeithmal and Bitner (2004) have grouped transportation under the category of services. Transportation provides a means of moving persons from one place to another, for instance to get to work place, shopping, family visits, social and entertainment places, etc. Thus, it would be possible to say that people use transport to satisfy a particular need such as the need to go to work or school and back to home (Bamford & Robinson, 1978; Wood & Jhonson, 1989).

In Ethiopia, the transportation sector in general and the public transport in particular are growing parallel to the development of road infrastructure. The long-distance public transport sector is modernizing itself by introducing of modern tourist standard buses coupled with provision of snack, soft drink or purified bottled water and entertainment packages to customers on journey. Selam Bus Line Share Company is the pioneer both in introducing modern tourist standard buses and modernizes the sector as a whole.

Therefore, the research will attempt to assess whether Selam Bus Line Sh. Co, is delivering quality transport service that meets the expectations of its customers.

1.2 Background of the Company

Selam Bus Line Sh. Co. (SBLSC) was established in 1996 E.C by Tigray Development Association (TDA) to address the nation-wide need for public transportation. The company launched reliable bus transport services with a fleet of 25 IVECO maxi-buses with capacities of 51 seats each and luggage compartments at an initial capital of ETB13.7million (thirteen million and seven hundred thousand birr). SBLSC was legally constituted in 1998with Registration No. 0014/87. The company also operates luxurious tourist buses with a capacity of 51 seats each, which are equipped with air conditioner, fridge, monitor, and safety belt and passengers are entertained by DVD/VCD music/film, cake and soft drink or plastic packed water/juice while travelling.

At present the company owns over 60 modern buses of 49 and 51-seats each and is rendering service on daily basis from Addis to major urban centres: Diredawa, Harrar, Jiggiga, Jimma, Bahirdar, Gondar, Dessie, Mekelle, Shire, Assosa, Hawasa, Woldiya, Nekemte, and DebreMarkos (mostly on daily basis) to list some. The Head Quarter, Bus

Terminal and Garage of SBL was established in Addis Ababa with a major branch office in Mekelle and sales offices in most regional capitals/major urban centres.

The company envisions to be a leading multifaceted company that provides safest, convenient, efficient and high quality public transportation service in the Horn of Africa. Its mission is stated as “to connect our customers with the people, places, and services that enhance the quality and enjoyment of their lives by providing equipment, technology, professional knowledge and experience required to manage and operate safe, comfortable, and cost efficient ground transportation system.” To accomplish the mission, the company aims to adhere to the five cornerstones upon which SBL was founded; *safety, quality, dependability, satisfaction and fairness*. Dedication to customer satisfaction, commitment to service excellence, good governance and honesty are included under the value statement of SBL.

According to the manifestation on the company’s five years (2015/16-19/20) strategic plan document, putting customers first is the priority of the company. The company continues to focus closely on the recruitment and training of employees as well as improved passenger information to meet the needs of the customers. The company is working hard to increase the quality, reliability and frequency of bus services to satisfy market target, the middle income group and offer car users a realistic transport alternative, safety and help cut congestion. But priority measures are crucial to achieving this objective. The management team works in close partnership with federal and local authorities to improve the service. The services of the company play an important role in delivering social inclusion, helping people in rural and urban areas access work, education, health, shopping and leisure.

The document further tells that, SBL is committed to maintain the ease and convenience as well as the comfort of its passengers by regularly making arrangements of efficient and standard reception and hotel services on their behalf and furthermore the aim is to raise its capital so as to give efficient and modern bus service by importing very modern buses possessing the state of the art technology including internal café and toilet services, all to the satisfaction of its clients.

As can be inferred from the above statements and as per the company’s mission, vision and values stated above, Selam Bus has taken strong commitment to put customer first providing them with quality transport service to the satisfaction of its clients. And

this perfectly aligns with the theories on literatures about service quality and customer satisfaction.

Therefore, the company's claimed statements needs to be checked whether the company delivers its promises or not. And this is the very reason that motivated the researcher to conduct this study solely to measure the service quality and customer satisfaction gap using the SERVQUAL model.

1.3 Statement of the Problem

The transport sector is essential in reducing poverty and building prosperity, and the Ethiopian government has also put in its growth and transformation plans (GTP I and II) knowing the nation cannot transform without the contribution of the transportation sector.

Modernization and improvement in transportation can make countries much more efficient and productive, and Ethiopia is not an exception to this. Therefore, the role of transport in smoothly running economic, social and political activities could not be easily valued (Mekonnen, 2010). As the middle income classes growing, its base companies like SBLSC have effectively approached these segments with unique package. That is, modern buses snack and entertainment. However, the transportation sector is managed poorly and for many years it has been left ignored by the pertinent government body. And this still has an impact in improving the transportation sector and provision of quality service to the passengers.

SBLSC is pioneer in modernizing the public transport sector in the country. However, it does not deliver quality service to its customers as this is manifested with a growing number of complaints from customers. As indicated in the unpublished customer satisfaction survey document (2016 G.C) of Selam Bus Line Share company's marketing department, on average 98 complaints per day are reported and this constitutes 5% of the 1,993 average daily passengers which the company transports from and to Addis Ababa.

To mention some of the frequently reported complaints before, during and after the journey include hostile behaviour of staffs, failure to equip customers with appropriate information, unable to provide interesting entertainment package, high tariff rate, over speed driving behaviour, failure to stick to the schedule i.e. lack of punctuality during departure and arrival, mechanical failure of bus while travelling (Road Call), lack of

appropriate waiting terminal, lack of own rest-room at an interval distance along the journey, loss of customers' luggage, etc.

These complaints are so severe which may result in losing its current and potential customers. Even the study conducted during the preparation of the five years' (2015/16-2019/20) company strategic plan document (p, 32), found that the net promoter score is – 15.8, which warns that there will be high tendency of customers to switch to competitors if the company fails to address the complaints mentioned above.

Though a little attempt have been made by the consulting firm and the marketing department to study customer satisfaction level of the company, yet the study was not as such complete, comprehensive and in depth to the extent of the prevailing problems mentioned above. Therefore, a new research using appropriate and relevant model needs to be conducted.

Hence, this research assesses the overall level of satisfaction of customers taking service quality measurements which reliability, assurance, tangibility, empathy and responsiveness of a service.

1.4 Research Questions

The main issue of this paper is assessment of service quality and customer satisfaction using the SERVQUAL model in the public transport context. The paper is interested in the dimensions of service quality from the customers' perspective through assessing their expectations and perceptions of service quality. Therefore, the paper will like to answer the following questions in the study:

- What quality do customers expect from the provision of service in SBLSC?
- How do customers perceive service quality in SBLSC?
- Which dimension and attribute of the SERVQUAL model result in significant service quality gap?
- To what extent are customers satisfied with service quality offered by SBLSC?

1.5 Objectives of the Study

This study is guided by the following general and specific objectives:

1.5.1 General Objectives

The general objective of this study is to assess and measure the satisfaction level of customers towards the quality of service delivered by SBLSC.

1.5.2 Specific Objectives

The following are specific objectives of the paper:

- To determine the expectation of customers.
- To determine the perceived performance.
- To examine the gap between expectation and perception of service quality.

1.6 Definition of Terms

Service Quality- means the difference between the customer's expectation of service and their perceived service which consists of five dimensions: responsiveness, reliability, tangibility, empathy and assurance. Or it is the ability of an organization to meet or exceed customer expectations (Zeithmal & Bitner, 2003).

SERVQUAL: An instrument for measuring service quality in terms of the discrepancy between customer's expectation regarding service offered and the perception of service received (Glimore, 2003).

Reliability- The ability to perform the promised service dependably and accurately (Mudie & Pirrie, 2006).

Responsiveness – The willingness to help customers and to provide prompt service (Mudie & Pirrie, 2006).

Assurance – The employees' knowledge and courtesy, and the ability to the service to inspire trust and confidence (Mudie & Pirrie, 2006).

Empathy – The caring, individualized attention of the service provider to its customers.

Tangibility – The appearance of physical facilities, equipment, personnel and communication materials (Mudie & Pirrie, 2006).

Customer satisfaction: A person's feelings of pleasure or disappointment that result from comparing a product's perceived performance to expectations (Kotler & Keller, 2012).

1.7 Significance of the Study

The following are some of the significances of the paper:

- The paper may help Selam Bus Line S.C. to look inward itself objectively at its service quality deficiencies from the research findings and take corrective measures accordingly so as to maintain the current and entice potential customers.
- The paper may give an alert message to the marketing department of the company to immediately rectify and fix the shortcomings that are revealed with a significant gap in the findings.
- The findings of the paper may help employees to look themselves on how customers are evaluating their service rendering operations in light with the five service quality dimensions.
- Other researchers who are interested in the area may use this study as a reference for further detail investigation.
- The management of the company may adopt the findings and corresponding recommendations of the paper as an input for better decision making on service quality issues.

1.8 Scope /Delimitation of the Study

The paper has mainly assessed the service quality and customers' satisfaction level at Selam Bus Line S. C. as these two variables are critical issues for the very survival and profitability of the company, using the SERVQUAL model that can help to harness the wider scope and nature of service. And the service quality is assessed with the commonly and widely used model in many service quality studies i.e. SERVQUAL and with its corresponding dimensions such as tangibility, reliability, responsiveness, empathy and assurance.

The geographical scope of this study are the four selected route lines based on distance, load factor, market share, geographical and customer heterogeneity which are Mekelle, Jigjiga, Gonder & Assossa and for the fact that the researcher is interested in assessing the current service quality provision versus customer satisfaction level of the company. Qualitative and quantitative (mixed) data are gathered during the month of April, 2017 . The reason for selecting these four routes is because of the geographical and

cultural diversity of customers and why long distance is because customers can have wider chance to go through the full fledged service along these long driving routes and can generate significant feedback than that of the short distance routes.

According to Neyck, Morales, Ladhari and Pons (2002), SERVQUAL remains the most complete attempt to conceptualize and measure service quality. That is why this research adopted this model to assess the quality of service and customer satisfaction of the case company.

Regarding the service coverage, Selsm Bus Line Share Company provides transport service to 18 major towns of the country. These are Gonder, Bahir Dar, Debre Markos, Mekelle, Shire, Desie, Mychew, Alamata, Harer, Dredawa, Woldya, Jigjiga, Mizan, Hawasa, Arbaminch, Jimma, Nekemt, and Assossa. It also provides special contract service to governmental, nongovernmental, business organizations and individuals. According to unpublished document obtained from the case company-marketing department, SBLSC transports an average of 1,993 passengers on daily basis.

1.9 Organization of the Paper

The study has been organized in five chapters. The first chapter deals with introduction: background of the study, statement of the problem, research questions, objectives, definition of terms, significance, and scope of the study. The second chapter contains review of related literature. Chapter three dealt with methodology of the study. Chapter four focused on analysis and interpretation of the data collected through questionnaire. Finally summary, conclusion and recommendation of the study is given in chapter five.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

This chapter gives an overview of literature and related models to the research problem. Chapter also introduces the key concepts on service quality, customer service, customer satisfaction, relationship between service quality and customer satisfaction. Service quality dimensions, concept formation of customer satisfaction and empirical analysis of the past studies. Also it shows the research gap, conceptual framework and theoretical framework.

2.1 Conceptual Definitions

From the title of this research work look at ‘assessment of service quality with special reference to Selam Bus Line Share Company’, all the concepts like service, quality and customer satisfaction will be defined.

2.1.1 Service Concept

A study carried out by Johns, (1998,P.954) points out that a word “service” has many meanings which lead to some confusion in the way the concept is defined in management litrature, service could mean an industry, a performacne, an output, or offering, or a process.

The American Marketing Association defines services as - “Activities, benefits and satisfactions which are offered for sale or are provided in connection with the sale of goods.” And Philp kotler and Lane Keller, (2006) define a service is ‘any activity of benefit that one party can offer to another that is essentially intangible & doesn't result in the ownership of anything. Its production may or may not be tied to a physical product.’ Thus **services** are those activities which satisfy wants. Besides, Zeithmal and Bitner define services as “deeds, processes and performances”. Here, deeds are the actions of the service provider, processes are the steps in the provision of service, and performance is the customers’ understanding of how the service has been delivered.

According to Zeithaml and Bitner (2000), service is all economic activities whose output is not a physical product or construction; service is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, comfort or health).

2.1.2 Characteristics of Service

According to Zeithaml and Bitner (2000) , the following are assumed to be characteristics of services :

1. *Intangibility*: the service cannot be touched or viewed, so it is difficult for clients to tell in advance what they will be getting;

2. *Inseparability of production and consumption*: the service is being produced at the same time that the client is receiving it (during an Electronic search, or a legal consultation);

3. *Perishable*: unused capacity cannot be stored for future use. For example, spare seats on one airplane cannot be transferred to the next flight, and query-free times at the reference desk cannot be saved up until there is a busy period.

4. *Heterogeneity (or variability)*: services involve people, and people are all different. There is a strong possibility that the same enquiry would be answered slightly differently by different people (or even by the same person at different times). It is important to minimize the differences in performance (through training, standard-setting and quality assurance).

2.1.3 Quality Concept

According to Apte 2004, let alone in the case of service even in the case of product, 'quality is difficult to define because it is highly dependent upon customer perception,'

The American society for quality Control has defined quality as 'the totality of features and characteristics of a product or a service that bear on its ability to satisfy stated or implied needs,' "Quality: the totality of features and characteristics of a product that bear on its ability to satisfy stated or implied needs"- International Standards Organization (ISO). "Quality is the totality of features and characteristics in a product or service that bear upon its ability to satisfy needs" (Haider, 2001).

The above definitions of quality shed light in understanding quality concept and point out that quality has many views. As my study concerns, quality will be seen both in terms of product quality and service quality but the main focus will remain with the

service quality because this paper is dealing with the quality of public transport service which the case of SBLSC.

2.2 Service Quality

Every customer has an ideal expectation of the service they want to receive when they go to a restaurant or store. And according to instructor Savannah Samoszuk, Service quality measures how well a service is delivered, compared to customer expectations. Businesses that meet or exceed expectations are considered to have high service quality.

Parasuraman (1988) cited in international journal of management and marketing research, (2010), service quality can be defined as an overall judgment similar to attitude towards the service and generally accepted as an antecedent of overall customer satisfaction (Zeithaml and Bitner, 1996 cited in international journal of management and marketing research by Munhurrun, Bhiwajee and Naidoo). Parasuraman (1988) cited in international journal of management and marketing, 2010 have defined service quality as the ability of the organization to meet or exceed customer expectations. It is the difference between customer expectations of service and perceived service (Zeithaml et al., 1990). Perceived service quality results from comparisons by customers of expectations with their perceptions of service delivered by the suppliers (Zeithaml et al., 1990). If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman et al., 1985; Lewis and Mitchell, 1990).

The gurus in services marketing (Parasuraman, Zeithaml, and Bitner) argued that measuring service quality as the difference between perceived and expected service was a valid way and could make management to identify gaps to what they offer as services. The aim of providing quality services is to satisfy customers. Measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with it.

2.3 Customer Satisfaction

Customer satisfaction is a state where a product/service performance matches with one's expectation. According to Munusamy, (2006), cited by Dr. Al-Azzam (2015), when performance matches or exceeds customer expectations for service, they are satisfied. If not, they are not satisfied. Customer satisfaction is the stepping stone leading to long-term

profitability of the business(Apte,2004), To protect market share / profit, organizations need to overcome competitors through offering high quality products or services to ensure customer satisfaction (Tsoukatos & Rand 2006, cited by Dr.Al-Azzam in European Journal of Business Management, 2015).Inorder to create customer loyalty and a long term relationship, it is important that the customer is satisfied with the service which he receives.(Apte,2004)

In addition; satisfaction strengthens quality perception and leads repeat purchases. More specifically, in the public transport industry, a main element of customer satisfaction is the nature of the relationship among customers and suppliers of services.

According to a research on customer satisfaction conducted by Beard, (2014), the top six reasons why customer satisfaction is so important include the following: It is a leading indicator of consumer repurchase intentions and loyalty, it is a point of differentiation, it reduces customer churn, it increases customer lifetime value, it reduces negative word of mouth, and it is cheaper to retain customers than acquire new ones.

2.4 Theories of Customer Satisfaction:

A. Assimilation theory

Lewin, (1952), originally formulated the theory of cognitive dissonance, which was later developed and refined by Festinger, (1957), where its theory of dissonance forms the basis for the theory of assimilation. The theory of dissonance states that the consumer makes a sort of cognitive comparison between the expectations regarding the product and the product's perceived performance. If there is a discrepancy between expectations and the product's perceived performance, the dissonance will not fail to appear. This point of view on post-usage evaluation was introduced in the literature discussing satisfaction under the form of the theory of assimilation. (Anderson, 1973) in his work on consumer dissatisfaction; the effect of disconfirmed expectancy on perceived product performance.

According to Anderson (1973), consumers seek to avoid dissatisfaction by “adjusting perceptions about a given product to bring it more in line with expectations”, the control on the actual product performance can lead to a positive relationship between expectations and satisfaction. According to Peyton et al. (2003), “if the consumer adjusts either expectations or perceptions about product performance then dissatisfaction would not be an outcome of the post-usage evaluation process”. A number of scholars such as (Olson and Dover, 1979) and Anderson (1973) have found that controlling for actual

product performance can lead to a positive relationship between expectation and satisfaction.

Thus, the theory assumes that the consumers are motivated enough to adjust both their expectations and their product performance perceptions. If the consumers adjust their expectations or product performance perceptions, dissatisfaction would not be a result of the post-usage process.

B. The Theory of Contrast

This theory, first introduced by Hovland, Harvey and Sherif (1957), presents an alternative approach to the evaluation post-usage process that was presented in assimilation theory, in that post-usage evaluations lead to results in opposite predictions for the effects of expectations on satisfaction (Cardozo, 1965). Dawes et al (1972) defines contrast theory as "the tendency to magnify the discrepancy between one's own attitudes and the attitudes represented by opinion statements". This approach states that whenever the customers experience disconfirmation, they try to minimize the discrepancy between their previous expectations and actual product/service performances, by shifting their evaluations away from expectations.

While the theory of assimilation asserts that the consumers will try to minimize the expectation-performance discrepancy, the theory of contrast insists on a surprise effect that can lead to exaggerating the discrepancy. Thus, the theory asserts that any discrepancy of experience from expectations will be exaggerated in the direction of discrepancy.

C. The Theory of Assimilation-Contrast

The assimilation-contrast theory was suggested as another way of explaining the relationships between variables within the disconfirmation model (Hovland, Harvey and Sherif, 1957). This paradigm posits that satisfaction is a function of the magnitude of the discrepancy between expected and perceived performance. A large discrepancy between perceived performance and expectations results in contrast effects and the consumer's tendency would be one of increasing the perceived difference. Assimilation or contrast can appear in connection with the disparity perceived between expectations and the actual product performance. The strength of the expectations may also affect whether assimilation or contrast effects are observed. Accordingly, Cadotte, Woodruff and Jenkins reported negative correlation between expectation and disconfirmation.

Thus, this theory tries to depict the fact that both the assimilation and the contrast theory paradigms have applicability in the study of consumer's satisfaction i.e. when product performance is difficult to judge, expectations may dominate and assimilation effects will be observed.

D. The Theory of Negativity

This theory is also based on the disconfirmation process. This theory developed by Carlsmith and Aronson (1963) suggests that any discrepancy of performance from expectations will disrupt the individual, producing 'negative energy'. Anderson (1973) on other hand depicts Negative theory as when the expectations are strongly sustained, the consumers will negatively respond any information or disconfirmation. According to (Peyton et.al. 2003) dissatisfaction will occur if the perceived performance is less than expectations, or if the perceived performance goes beyond the expectations.

Therefore, dissatisfaction will occur if perceived performance is less than expectations or if perceived performance surpasses expectations and affective feelings toward a product or service will be inversely related to the magnitude of the discrepancy.

E. The Theory of Disconfirmation

Expectation confirmation theory (alternatively expectation disconfirmation theory) is a cognitive theory which seeks to explain post-purchase or post-adoption satisfaction as a function of expectations, perceived performance, and disconfirmation of beliefs. Thus, expectations refer to the attributes or characteristics that a person anticipates or predicts will be associated with an entity such as a product, or services, perceived performance refers to a person's perceptions of the actual performance of a product or services. Disconfirmation of beliefs refers to the judgments or evaluations that a person makes with respect to a product or services where as post-purchase or post-adoption satisfaction refers to the extent to which a person is pleased or contented with a product or services after having gained direct experience with the product or services.

Disconfirmed expectancy is a psychological term for what is commonly known as a failed prophecy. According to the American social psychologist Leon Festinger's theory of cognitive dissonance, disconfirmed expectancies create a state of psychological discomfort because the outcome contradicts expectancy. According to Ekinçi et al (2004) cites Oliver's updated definition on the disconfirmation theory, which states "Satisfaction is the guest's fulfilment response. It is a judgment that a product or service feature, or the

product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfilment, including levels of under- or over-fulfilment.

Disconfirmation theory, thus, argues that 'satisfaction is related to the size and direction of the disconfirmation experience that occurs as a result of comparing service performance against expectations'. Mattila, & O'Neill, (2003) .Basically, satisfaction is the result of direct experiences with products or services, and it occurs by comparing perceptions against a standard (e.g. expectations).

F. The Theory of Cognitive Dissonance

A cognition (also called a cognitive element) may be broadly defined as any belief, opinion, attitude, perception, or piece of knowledge about anything - about other persons, objects, issues, oneself, and so on (Aronson, 2004). A cognitive system as "a complex, interacting set of beliefs, attitudes, and values that affect and are affected by behaviour," Littlejohn and Foss (2005). Cognitive dissonance is the mental discomfort (psychological stress) experienced by a person who simultaneously holds two or more contradictory. It is an uncomfortable feeling caused by holding two contradictory ideas simultaneously. The theory of cognitive dissonance stated by Festinger [1957] proposes that people have a motivational drive to reduce dissonance by changing their attitudes, beliefs, and behaviours, or by justifying or rationalizing them. Thus, cognitive dissonance revealed that high exploratory power in explaining the state of discomfort buyers are often in after they made a purchase.

According to Festinger's theory Cognitive dissonance is that if a person holds two cognitions that are inconsistent with one another, he will experience the pressure of an aversive motivational state called cognitive dissonance, a pressure which he will seek to remove, among other ways, by altering one of the two dissonant cognitions.

G. The Theory of Adaptation-Level

The adaptation level phenomenon is the human tendency to adapt to stimuli while expecting future stimuli to be the same. It determined for a class of stimuli by members of the class already sampled or attended to, by stimuli having a background or contextual influence, and by recollections of past judgments of similar stimuli, the adaptation level being the logarithm of the mean of the relevant stimuli, weighted according to their effectiveness in terms of nearness, recency, salience, and so on. Adaptation-level theory is another theory, which is consistent with expectation and disconfirmation effects on satisfaction. This theory was originated by Helson in 1964 and applied to customer

satisfaction by Oliver. Helson (1964) simply put his theory and states that an individual's basis of judgment of a stimulus is based on their prior experiences as well as their recollections of how they perceived similar stimuli in the past. Thus, according to the theory, subjective judgments are necessarily relative to the prevailing norm or adaptation level.

H. The Theory of Opponent-process

This was originally a theory of motivation reformulated by Solomon and Corbit (1974), which has been adapted from the basic physiological phenomena. The opponent-process theory states that when one emotion is experienced, the other is suppressed. The onset of the opponent process totally dependent on the effect of the primary process, in which an emotional state is initiated by a known stimulus.(Oliver 1981). If the initial stimulus is eliminated to reduce completely or partially the primary process effect, the opponent process will continue to operate at a decaying rate determined by inertia factors.

I. The Theory of Equity

Equity refers to Individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities. Equity theory is based in the idea that individuals are motivated by fairness, and if they identify inequities in the input or output ratios of themselves and their referent group, they will seek to adjust their input to reach their perceived equity. This theory is built upon the argument that a "man's rewards in exchange with others should be proportional to his investments". it referred to 'relative deprivation' (equity) as the reaction to an imbalance or disparity between what an individual perceives to be the actuality and what he believes should be the case, especially where his own situation is concerned. In other words, the equity concept suggests that the ratio of outcomes to inputs should be constant across participants in an exchange. As applied to customer satisfaction research, satisfaction is thought to exist when the customer believes that his outcomes to input ratio is equal to that of the exchange person.

J. The Theory Hypothesis Testing

Accordingly to Deighton, (1983), the theory suggested a two-step model for satisfaction generation. First, Deighton hypothesizes; pre-purchase information (advertising) plays a substantial role in building up expectations. Customers use their experience with product/service to test their expectations. Second, Deighton believes, customers will tend to attempt to confirm rather than disconfirm their expectations. According to Vavra, T.G. (1997) argues that this theory suggests customers are biased to

positively confirm their product/service experiences, which is an admittedly optimistic view of customers, but it makes the management of evidence an extremely important marketing tool.

K. The Theory of Cue Utilization

The Cue utilization theory is the effect of stress or increased levels of physiological arousal on attention processing of information. This theory is based around a range of arousal that spans from low to high. It argues that products or services consist of several arrays of cues that serves as surrogate indicators of product or service quality. There are both intrinsic and extrinsic cues to help guests determine quality, where the intrinsic cues provide information on the physical attributes of the product or service, whereas extrinsic cues are product related to provide information such as brand and price”.

L. The Theory of Stimulus-organism-response

The concept behind this theory is that “one of the basic frameworks that help to understand how behaviour is impacted by the physical environment is the stimulus organism-response theory, which in a hospitality environment states that the physical environment acts as a stimulus, guests are organisms that respond to stimulus, and the behavior directed towards the environment by guests is a direct response to the stimulus”.

Among the theories mentioned above, the ‘theory of disconfirmation’ is taken as a base of this research, because, the author has found it the most appropriate theory which argues that ‘satisfaction is related to the size and direction of the disconfirmation experience that occurs as a result of comparing service performance against expectations’ which is relevant and fit to the objective of this study.

2.5 Service Quality and Customer Satisfaction

As Wang and Shieh cited in the Journal of Information & Optimization Sciences (2006), Ruyter et al. (1997) modified the SERVQUAL scale and empirically tested the health care service of chiropractic care, attempting to determine the relationship between service quality and customer satisfaction. The results suggest that service quality should be treated as an antecedent of customer satisfaction. Brady et al. (2001) employed LISREL analysis to study customers of fast-food restaurants in America and Latin America. The results indicated that there was a certain relationship between service quality and customer satisfaction based on different cultural background. In addition,

service quality had significantly impacts on customer satisfaction. Sureshchandar et al. (2002) found that service quality and customer satisfaction were highly related.

Conclusion:- From the critical literature review, it is evident that different scholars have used a number of different definitions for satisfaction. Also, there is an agreement that satisfaction involves a set of inter-related variables rather than a single variable. Also, despite a number of theoretical approaches that have been developed to explain the relationship between positive disconfirmation and dissatisfaction negative disconfirmation, the review of literature revealed that all theories are all variants of the consistency theories and have all been focused on the nature of the users' post-usage evaluation process, while they have all viewed satisfaction as a responsive reaction to a product experience by the users. Griffin (2006), proposed a set of criteria for assessing objective theories: (1) explanation of the data, (2) prediction of future events, (3) relative simplicity, (4) testability, and (5) practical utility.

2.6 The SERVQUAL model

SERVQUAL is a multi-dimensional research instrument, designed to capture consumer expectations and perceptions of a service along the five dimensions that are believed to represent service quality. SERVQUAL is built on the expectancy-disconfirmation paradigm, which in simple terms means that service quality is understood as the extent to which consumers' pre-consumption expectations of quality are confirmed or disconfirmed by their actual perceptions of the service experience. (www.wikipedia.org).

The SERVQUAL instrument has been widely applied in a variety of service industries, including tourism and hospitality. The instrument was used to measure hotel employee quality as well. SERVQUAL was the 'first and, doubtless, most popular measurement tool for service quality (Kulasin and Santos,2005). Ali Ramezani and Dr, Rohaizat,2012, stated this model is the most used by marketing researchers and scinetists. That is why this study has prefered this model to the rest ones.

In first SERVQUAL model that came had 22 pairs of Likert-type items, where one part measured perceived level of service provided by a particular organization and the other part measured expected level of service quality by respondent. (Kuo-YF, 2003,cited by Daniel and Berinyuy,2010). Further investigation led to the finding that, among these

10 dimensions, some were correlated. After refinement, these ten dimensions above were later reduced to five dimensions as below:

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.

2.6.1 The Five SERVQUAL Dimensions:

Tangibility

Tangibility involves the firms' representatives, physical facilities, materials, and equipment as well as communication materials. Furthermore, Physical environmental conditions appeared as a clear evidence of the care and attention paid for the details offered by the service provider (Fitzsimmons & Fitzsimmons, 2001), cited in European Journal of Business and Management, (2015). Davis (2003), summarize tangibles like the physical confirmation of the service. More specifically, Parasuraman and Zeithmal (1985), cited in European Journal of Business and Management, (2015), define the tangibility appearance of physical facilities, equipment, personnel, and written materials. Finally, according to this research paper and in the context of the service Selam Bus provides, tangibles are the facilities and equipment including personnel (staff) and the bus offered by the service provider i.e. Selam Bus. The attributes or features of tangibility in this regard comprises seven elements: 1.Staffs' attire is neat and smart, 2.The company has a professional appearance, 3.The company has adequate shed for passengers, 4.The company has spacious seats for passengers on board, 5.The ticket office is attractive and neat, 6.Buses are well maintained and neat, 7. Buses have ample legroom and foot space. Hypothesis in this regard can be stated as: Service tangibility is positively related to customer satisfaction in S.B.L.S.C.

Reliability

Reliability depends on handling customer service issues, performs the services right the first time; offers services on time, and maintain a record of error-free. Moreover, they define reliability as the most significant factor in conventional service (Parasuraman et al., 1988), cited in European Journal of Business and Management, (2015). Reliability also consists of the right order fulfilment, accurate records, accurate quote, right in the bill, Results are more accurate than commissions, keep the promise of service. He also mentions that reliability is the most significant factor in banking services (Yang et al., 2004), cited in European Journal of Business and Management, (2015). Reliability is defined as the “ability to perform the promised service dependably and accurately” (Parasuraman et al., 1988), cited in European Journal of Business and Management, (2015). In this research, reliability is the ability of S.B.L.S.C. to provide public transport service as per the promised. In the context of this study, the 5 items of the reliability are: 1. Bus always arrives on time 2. Bus never breaks down on the road 3. Passengers can book tickets easily 4. Staff satisfy passengers’ request right the first time 5. There is a schedule timetable for buses. Hypothesis in this regard can be stated as: Service reliability is positively related to customer satisfaction in S.B.L.S.C

Responsiveness

Responsiveness is defined as "the willingness to help customers and provide prompt service" (Parasuraman et al., 1988). Furthermore, Johnston (1997), cited in European Journal of Business and Management, (2015), defines responsiveness such as speed and timeliness of service delivery. This consists of processing speed and service capabilities to respond promptly to customer service requests. More specifically, responsiveness is defined as the willingness or readiness of employees to provide services. It contains the timeliness of service (Parasuraman et al., 1985), cited in European Journal of Business and Management, (2015), It also contains understanding the needs and requirements of the customer, easy operation time, individual attention provided by the staff, attention to the problem and customers' safety in their dealings (Kumar et al., 2009), cited in European Journal of Business and Management, (2015). To be specific, in this research, responsiveness is all about the readiness of S.B.L.S.C. to provide punctual services as perceived by its customers. In the context of this study, responsiveness is to be measured using 5 items of the 26-item SERVQUAL and these are: 1. Staff provide

individualized attention to help customers 2.the company always informs people of availability of services and changes in prices in advance 3.The company provides timely and efficient services 4.Communication with staff is clear and helpful 5.Staffs are always willing to help passengers. Hypothesis in this regard can be stated as: Service responsiveness is positively related to customer satisfaction in S.B.L.S.C

Assurance

Assurance is defined as the knowledge and good manners or courtesy of employees (Van Iwaarden et al., 2003). Further, it is also defined as the ability of employees with the help of the knowledge possessed to inspire trust and confidence will strongly strike the level of customer satisfaction (Parasuraman et al., 1988). In banking services provided to the customer, assurance means providing financial assistance in a polite and friendly manner, ease in accessibility of account details, comfort or convenience inside the bank, a well experienced and professional management team and will have favorable outcomes on customer satisfaction (Sadek et al., 2010), cited in the research by Asst. Professor Selvakumar, on “ Impact of Service Quality on Customer Satisfaction in Public Sector and Private Sector Banks,” (2015). In this research paper, to contextualize it with the service characteristics of S.B.L.S C and see its influence on customer satisfaction, Assurance as dimension is considered with the following 5 items: 1.Passengers feel safe in their transactions with staff 2.Passengers luggage are safe 3.Staff are always polite 4.Staff have in-depth occupational knowledge of their jobs 5.Behaviour of staff instill confidence in the passengers. Hypothesis in this regard can be stated as: Service assurance is positively related to customer satisfaction in S.B.L.S.C

Empathy

Parasuraman et al. (1985) defined empathy as a caring and individual attention that the firm provides to its clients. It contains giving individual attention to employees who understand the needs of their customers and customer facilities during business hours. Furthermore, Ananth et al. (2011) demonstrates empathy in their research of private sector banks, provide individual attention and easy operation time; give personal attention, and understand the specific needs of customers. Fitzsimmons and Fitzsimmons (2001) suggest that empathy contains approachability, sensitivity, and efforts to understand customer needs. Also, Johnston (1997) defined empathy as the ability to make customers feel

welcome, especially by staff contacts. Additionally, the SERVQUAL model indicates that satisfaction is related to the size and direction of disconfirmation of a person's experience when he/she faces his/her initial expectations (Churchill & Surprenant, 1982; Parasuraman, Zeithaml & Berry, 1985; Smith & Houston, 1982), cited in European Journal of Business and Management, (2015). In the case of this study and in the context of public transport service so as to comply the dimension with the real service features Selam Bus provides to its customers, Empathy dimension is devised with its 4 items of the 26- context item SERVQUAL. Thus, 1.The Company has passengers' interest at heart 2.The company has convenient operating hours 3.It has easy accessibility of information about services 4. It is easy to find and access the ticket office/station. Hypothesis in this regard can be stated as: Service empathy is positively related to customer satisfaction in S.B.L.S.C

2.6 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), cited in a research at grocery stores by Chingng, N. & Lukong, P. (2010). The difference between expectations and perceptions is called the gap which is the determinant of customers' perception of service quality as shown on the figure below:

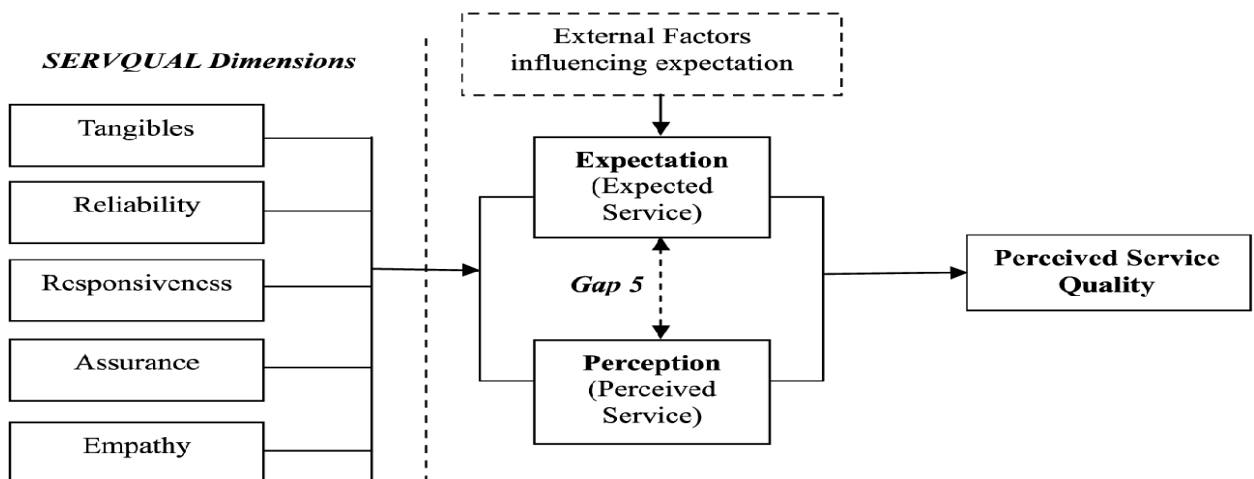


Figure 1 Measuring service quality using SERVQUAL model (Kumar et al, 2009)

Source: Adapted from Master Thesis by Chingng, N. & Lukong, P. (2010).

2.7 Conceptual Framework

The conceptual framework (Figure 2) depicts the diagrammatic illustration of the process guiding this study. As discussed above, the SERVQUAL model is suitable for measuring service quality and customer satisfaction in public transport service providing companies using the stated service quality dimensions. This study will use the same dimensions to measure both service quality and customer satisfaction because the author assumes both are related (Parasuraman et al., 1988) and customer satisfaction is an antecedent of service quality (Negi, 2009). The SERVQUAL approach integrates the two constructs and suggests that perceived service quality is an antecedent to satisfaction (Negi, 2009), cited in a research at grocery stores by Chingng, N. & Lukong, P. (2010). Therefore, in this research, SERVQUAL model will be applied to measure the perceived service quality and customer satisfaction in the case company. The model is a summary for the 26-items through which the author wants to find out the overall service quality perceived by customers and which dimensions customers are satisfied with.

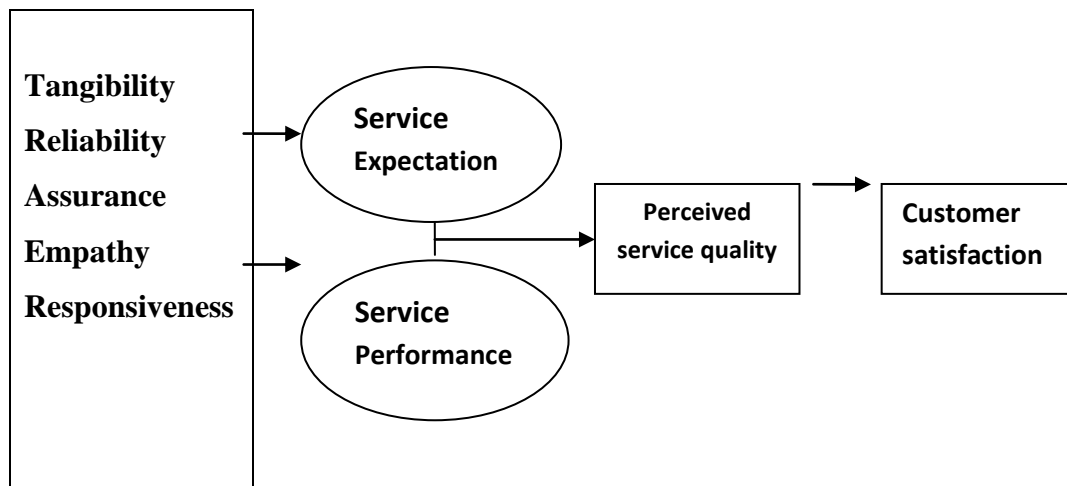


Figure 2 Conceptual Framework

Source: Adapted from a research by Chingng, N. & Lukong, P. (2010)

Based on the revision made by Parasuraman, (2004) on the SERVQUAL model, this study will adopt the 22-statements by adding 4 and adapting it to 26 attributes so as to make the questions more contextual to Selam Bus's service characteristics while the five original dimensions of the model will be taken unchanged .

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The main objective of this study is to assess service quality with special reference to Selam Bus Line S.C. To achieve this goal, an appropriate methodology has been followed. As a result, the research methodology aspects the researcher planned and applied are discussed below. This includes the research approach, research design, population and sampling techniques, types of data and instruments of data collection, procedures of data collection, methods of data analysis and the ethical consideration.

3.1 Research Design

A research design provides a framework for the collection and analysis of data. A choice of research design reflects decisions about the priority being given to the following; expressing causal connections between variables, generalizing to larger groups of individuals than those actually forming part of the investigation, understanding behaviour and meaning of that behaviour in its specific social context and having a temporal (i.e. over time) appreciation of social phenomena and their interconnections (Bryman & Bell, 2007, p.40).

The research design employed by this paper is descriptive in nature where the collected data has been thoroughly analyzed, described and explained. In addition, the researcher's incitements and observations are added so as to make the research more meaningful.

3.2 Research Approach

Research approaches that involve the relationship between theory and data are deductive and inductive approaches (Bryman & Bell, 2007, p.11). The author has carried out a deductive study which represents the commonest view of the nature of the relationship between theory and research. Here the researcher has deduced the hypothesis (problem) on the basis of what is known about a particular domain and of theoretical consideration that is subjected to empirical scrutiny (Bryman & Bell, 2007, p.11).

In this study, the SERVQUAL model is used as main concept to assess customer satisfaction and service quality in the case company. From this model, the researcher has able to collect data on the expectations and perceptions of consumers that gave results to

the research questions on how consumers perceive service quality and what dimensions consumers are satisfied with. Therefore, quantitative research approach is used in this research.

3.3 Population and Sampling Techniques

According to (Explorable.com, Nov15, 2009), research population is generally a large collection of individuals or objects that is the main focus of a scientific query. However, due to the large sizes of populations, researchers often cannot test every individual in the population because it is too expensive and time-consuming. This is the reason why the author of this paper relied on sampling technique. In this regard, according to the case company's marketing department annual report of 2015/16; the annual total number of passengers travelled was 633,606.

3.3.1 Sampling Design

The study has employed non-probability sampling technique in determining the target routes while probability sampling has been also used during the administration of the questionnaire within the buses that travelled to the already determined routes.

3.3.2 Sample Size Determination

According to the company's marketing department 2015/16 annual report, Selam Bus Line Sh. Co. had transported 633,606 passengers within 318 operational days of the mentioned year. Accordingly, the company transports an average of 1,993 passengers on daily basis. And this average number of daily passengers accounts the population and has been taken as a base to arrive at the sample size and the sample size has also been further equally divided to the predetermined four routes to have an equal representation of the population.

To determine the sample size, the researcher has adopted Yamane Taro (1967) formula

$$n=N/(1+N(e^2))$$

Where:

n = Sample size; N = Population size; and e = Level of precision or acceptable sampling error (0.05)

$$\text{Thus, } n=1993/(1+1993(0.05^2))$$

$$n=333$$

Then, the sample size is 333.

3.3.3 Sampling Technique

The study used purposive sampling to determine the four longest routes among the available 18 operational routes of the company and the reasons for selecting these four routes are because of the geographical and cultural diversity of customers and why long distance is because customers can have wider chance to go through the full fledge service along these long driving routes and can generate significant feedback than that of the short distance routes .whereas, simple random sampling technique is employed to fetch data from the predetermined sample routes which are the most north, south, East and West of the country, i.e. Mekelle, Gonder, Jigjiga and Assossa to distribute and fill the questionnaires by customers who have travelled during the administration of the questionnaire. The reason why the researcher opted this sampling technique is because of its ease of use while administering and it consumes less time. The researcher himself travelled to the target routes with the respondents on board and distributed and administered the questionnaires by explaining objective of the research and guiding respondents how to fill the questionnaires thus, providing assistance to respondents who had encountered with any ambiguity and confusion while filling the questionnaires.

3.4 Sources and Types of Data

The paper has used both primary and secondary sources of data. The primary sources of data are passengers who use the services of Selam Bus Line Share Company. Primary data types are collected through questionnaire and observation where as secondary data have been collected from published journal articles, books, websites and unpublished organizational documents and other relevant materials.

3.5 The Data Collection Instrument

Questionnaires are the data collection instruments used by this study. The questionnaire have had four sections, those (1) the introductory part which introduces the title of the research, objective of the research, instructions to be followed and gratitude for the voluntariness of respondents' cooperation. (2) the second section contains the first part of the questionnaire i.e. Expectation which holds 26 statements that emanated from the 5 (Five) SERVQUAL dimensions (Tangibility, Reliability, Assurance, Responsiveness and Empathy). (3) the third section is Perception of customers and it also holds the same 26 statements of the five dimensions of the SERVQUAL model. (4) the fourth section has been the demographic profiles of respondents'. Regarding the contents of each section, it can be refereed at the appendix part of the paper.

The format of the questionnaire is taken from developing country studies on service quality and customer satisfaction of public transportation on cape coast-Accra route, Ghana by Ojo, suleman, and Mireku, (2014), and contextualized and adopted to Selam Bus Line Share Company.

In the questions, this study has use 7-point Likert-scale where the respondents are asked to select the most appropriate number that corresponds to the statement which they agreed with. The scales in this survey questions are 1 to 7 with "1" denoting "strongly disagree" and "7" denoting "strongly agree". The original scale of Likert-type scale was developed by RensisLikert who reported very satisfactory reliability data for the scales.

3.6 Data Collection Procedures

The procedure adhered while collecting the primary data was (1) first questionnaire were developed using the SERVQUAL model of five dimensions and their corresponding attributes. (2) Then the developed questionnaire was given to the marketing professionals of Selam Bus to incorporate their input in contextualizing the content of the questions with the nature of the service components of the company. (3) Once feedback has been obtained from the marketing professionals then next step was developing the Amharic version of the questionnaire to the exact translation of the English version for better understanding by all respondents. (4) Later, the Amharic version of the questionnaire was given to seven respondents for the pre-test purpose and adjustments have been made accordingly. Eventually the questionnaire has been distributed and administered by the researcher. Questionnaire about customers' expectation has been

distributed at departure and filled first and the perception part of the questionnaire has been distributed and filled at almost the arrival to the destination. In this case, every customer has been captured to fill both expectation and perception questionnaires. The collected questionnaire has been organized and analyzed to assess customers' expectations and perceptions gap of the services rendered.

The discrepancy between expectations and perceptions (perception – expectation) formed the gap scores that have been used to assess service quality and customer satisfaction. Negative gap scores showed that service quality is perceived poor and hence no customer satisfaction while positive gap scores show that higher service quality and hence customer satisfaction.

3.7 Method of Data Analysis

This study has carried out a quantitative research and has involved some quantitative analysis with the use of statistical tools (analytical and explanatory). Out of many statistical tools, this research has adopted Statistical Package for the Social Science (SPSS) version 20 for analysis purpose and the reason for opting quantitative analysis method is due to its simplicity for presentation in the form of graphs, charts, tables, e.t.c. and so as to make the research more precise and concise.

Table 1 Reliability Test

No	Variables	Expectation		Perception	
		Cronbach's Alphas	No. of Item	Cronbach's Alphas	No. of Item
1.	All Variables	.915	26	.974	26
2.	Reliability	.608	5	.853	5
3.	Assurance	.908	5	.933	5
4.	Tangibility	.695	7	.903	7
5.	Empathy	.568	4	.903	4
6.	Responsiveness	.906	5	.937	5

3.8 Reliability Coefficient Discussion

Consistency of the applied SERVQUAL items was assessed by computing the total reliability scale. Even though, cronbach's Alphas of Reliability, Tangibility and Empathy along the expectation column of the table above are found less than 7 and seem less reliable, these sub-parts themselves have appeared with a sufficient reliability along the

perception column which is parallel to the expectation one in the same table. The total reliability scale for this study is found to be 0.94, slightly the same to that of Parasuraman et al., (1988) study which was 0.92. For the fact that the highest reliability that can be obtained is 1.0 and this is an indication that the item of the five dimensions of SERVQUAL model are acceptable for this analysis.

3.9 Ethical Considerations

To collect the primary data through questionnaire, first I have introduced myself, objective of the study and the institute where I am studying to the respondents and kindly requested them to fill the questionnaire on a voluntary basis and as per the given instructions. Besides, I expressed my promise to treat any information I got from any individual confidentially without disclosing the respondents' identity, and I have been as open-minded as possible and express opinions as they are given. I have not modified anything and I have been very appreciative and acknowledge of all literature that have contributed in any way to my research.

CHAPTER FOUR

ANALYSIS OF QUALITATIVE AND QUANTITATIVE DATA

The purpose of this research is to assess the service quality with special reference to SBLSC. Relevant literature was reviewed and methodology discussed in chapters two and three respectively. This part of the research paper deals with analysis and interpretation of the collected data through questionnaires.

The questionnaires have two parts and 333 copies of questionnaires to assess expectation and perception were distributed to the on-board customers of Selam Bus Line Share Company. Out of the 333 questionnaires, 317 have been collected back. Questionnaires were divided in to two categories that mean one respondent responses on both questionnaires before they receive Selam Bus's service and after they receive the service so that they got a good chance to reconcile and reflect what they have expected and perceived.

This is because the researcher wants to know the service quality by comparing the levels of passengers' expectation against what they really experienced. Finally the data, which was gathered through closed ended questions, was analyzed using the statistical tools which include percentages and frequency, mean, standard deviation and variance. During the analysis, 312 questionnaires of expectation and 317 questionnaires of perception are found eligible and this is because there were questionnaires that are rejected for the reason that the questions were not fully answered and there were questions that has filled more than once in each question.

The demographic characteristics of the respondents are outlined in order to simplify the understanding of the data.

4.1 Demographic Characteristics of the Respondents

The demographic characteristics of the respondents are presented, interpreted, and discussed below.

Table 2 Personal Profile of Respondents

Age	Frequency	Percent	Gender		
18-35	222	71.2	Characteristics	Frequency	Percent
36-45	63	20.2	Male	174	55.8
> 45	26	8.3	Female	128	41.0
Missing	1	0.3	Missing	10	3.2
Total	312	100.0	Total	312	100.0

Educational Level			Travelling Frequency in one Year		
Characteristics	Frequency	Percent	Frequency	No. of travellers	Percent
Write and Read	15	4.8	1-2	89	28.5
Elementary	17	5.4	3-4	108	34.6
High school	41	13.1	≥ 5	114	36.5
Diploma	47	15.1	Total	311	99.7
First Degree	166	53.2	Missing	1	.3
≥ Masters	23	7.4	Total	312	100.0
Missing	3	1.0			
Total	312	100.0			

Regarding the age of respondents, 222 (71.2 %) are found to be in the age range of 18-35 and 63 (20.2 %) fall within the range of 36-45 while the rest 26 (8.3 %) are in the age of above 45. This age proportion indicates that, majority of the respondents are youngsters signifying that Selam Bus is approaching to capture the interest of the young generation.

Concerning the gender of the respondents, 174 (55.8 %) are male while the rest 128 (41 %) are reported female. Gender wise, the result tells that both genders constitute

almost the same ratio and it gives the sense that the company's service is free of gender discrimination.

Regarding educational background, majority of the respondents are first degree level forming 166 (53.2 %) followed by diploma 47 (15.1 %) and high school 41 (13.1 %) whereas, masters and above constitutes 23 (7.4 %) while rest levels formed 32 (10.2 %). This indicates that almost all respondents are from remarkable academic backgrounds with some elites of masters and above. This was a good opportunity to the researcher to easily communicate and create mutual understanding and collect knowledge-based and trustworthy data.

With respect to how many times did they travel in one year, 89 (28.5 %) of them have used Selam Bus from 1-2 times, 108 (34.6 %) travelled 3-4 times and 114 (36.5 %) have used Selam Bus for 5 more times. The mean value is 2.0804 with standard deviation of 0.80521 and variance 0.648. Slightly higher respondents came with higher travel frequency which indicates customers have demonstrated the tendency of repurchase of the company's service which may lead to loyalty.

4.2 Quantitative Analysis of Customer Expectation and Perception

Table 3 Reliability: Analysis of Expectation and Perception Gap Scores (P-E)

No	Expectation			Perception			Gap Score
1	Selam Bus always arrives on time			Selam Bus always arrives on time			
	N	Valid	315	N	Valid	311	
		Missing	2		Missing	1	
	Mean		5.3683	Mean		5.2154	-0.1529
	Std.Deviation		1.67530	Std. Deviation		1.35428	
	Variance		2.807	Variance		1.834	
2	Bus never breakdown on the road			Bus never breakdown on the road			
	N	Valid	309	N	Valid	308	
		Missing	8		Missing	4	
	Mean		4.9644	Mean		5.198	0.2337

						1	
	Std. Deviation		1.8024 2	Std. Deviation		1.4 31 29	
	Variance		3.249	Variance		2.0 49	
3	Passengers can book tickets easily			Passengers can book tickets easily			
	N	Valid	316	N	Valid	310	
		Missing	1		Missing	2	
	Mean		5.7215	Mean		5.2806	-0.4409
	Std. Deviation		1.71778	Std. Deviation		1.4819 1	
	Variance		2.951	Variance		2.196	
4	Staff satisfy passengers' request right the first time			Staff satisfy passengers' request right the first time			
	N	Valid	315	N	Valid	309	
		Missing	2		Missing	3	
	Mean		5.9556	Mean		4.9029	-1.0527
	Std. Deviation		3.69428	Std. Deviation		1.3923 3	
	Variance		13.648	Variance		1.939	
5	There is a schedule timetable for buses			There is a schedule timetable for buses			
	N	Valid	299	N	Valid	300	
		Missing	18		Missing	12	
	Mean		5.7993	Mean		5.3033	-0.4959
	Std. Deviation		1.49491	Std. Deviation		1.4040 0	
	Variance		2.235	Variance		1.971	

4.2.1 Descriptive Statistics: Expectation of Reliability

As can be referred from the table pushed to the appendix part, we can see that 97 (30.6 %) have strongly agreed and 86 (27.1 %) have agreed and 51 (16.1 %) slightly agreed that they expect the Bus always to arrive on time. On the other hand 17 (5.4 %) strongly disagree, 9(2.8%) disagree and 14 (4.4 %) slightly disagree on the issue that whether the Bus arrives on time or not while the rest 41 (16.1%) were neutral. The mean value which is 5.3 approaches to 5 indicating that majority of the respondents expect the Bus to always arrive on time. Hence one can conclude from this that, there is consistency among the respondents that they expect Selam bus always arrive on the time and this is one of the main factors to attract them from competitor bus service providers. In addition to this the SD and Variance is 1.675 and 2.807 respectively. This implies that the majority of response has near value from the response of the average respondents

From the total of 317 respondents with 8 missing responses; 61 (19.2%) respondents answered negatively, and in reverse 211 (66.5 %) of them had responded positively that means they never expect selam Bus to breaks down on the road. While the rest 37 (11.7%) of the respondents were neutral and they don't even want to think about the break down issues at all. The mean value which is 4.96 cloths to 5 indicating that, the respondents slightly expect that the bus will break on the road, one can conclude from this that the respondents are consistent on this issue it is expected if the but break in the way to destination. In addition to this the SD is 1.8 and variance of 3.2 this implies that the response of the respondents are not conflicting or they are not more move away from the response of the normal respondent

From the data gathered from the question asked if Passengers can book tickets easily or not we can see that 145 (45.7 %) have strongly agreed and 80 (25.2 %) have agreed and 32 (10.1 %) slightly agreed that they don't expect hassle to book ticket. In other way 18 (5.7 %) strongly disagree, 9 (2.8%) disagree and 11 (3.5 %) slightly disagree on the issue and they believe that there will be some hassle and it's not easy for them to book ticket at anytime and anywhere they want while the rest 21 (6.6 %). were neutral on this issue. The mean value which is 5.7 approaches to 6 indicating that majority of the respondents agree that it's not that much hard to book ticket. Hence one can conclude from this that, there is inconsistency among the respondents. In addition to this the SD 1.7 and Variance is 2.9 implies that the majority of response has near value from the response of the average respondents that means more than half of them decline on the same side

Even if there are 2 missing response; 15 (4.7%) respondents from the total 315 answered negatively, and in reverse 213 (67.2 %) of them had responded positively that means that respondents expect Selam bus Staff will satisfy their request right the first time. In addition to this 8 (2.5 %) slightly disagree and 46 (14.5 %) slightly agree on the issue. While the rest 32 (10.1) of the respondents were neutral. The mean value which is 5.95 cloths to 6 indicating that, the majority respondents expect Selam Bus Staff to satisfy their request with an instant response right the first time. Hence, one can conclude that the respondents are consistent on this issue and they have some positive background and knowledge about the service they will get from selam bus staff before they serve the service and this high expectation will affect their satisfaction level if the staffs don't treat them like they imagine to be treated. Besides to this, the SD is 3.69 and variance of 13.6 this implies that the responses of the respondents are conflicting or they are more moving away from the response of the minority respondents.

From the data gathered, if there is a schedule timetable for buses, we can see that 127 (40.1 %) have strongly agreed and 83 (26.2 %) have agreed and 41 (12.9 %) slightly agreed that the Bus have schedule, timetable to start journey and arrive on destination while 9 (2.8 %) strongly disagree, 7 (2.2 %) disagree and 9 (2.8) slightly disagree on the issue that they don't expect the perfection of their schedule and program of the service they will attend while the rest 23 (7.3 %) were neutral . The mean value which is 5.7 approaches to 6 indicating that mainstream of the respondents expect there is a schedule timetable for buses to start the journey and arrive on destination. Hence one can conclude that, there is consistency among the respondents that they expect Selam bus always start and arrive on schedule basis. The researcher here has face some problem on 18 (5.7 %) respondents who miss this question. In addition to this, the SD and Variance are 1.49 and 2.2 respectively and implies that the majority of responses have near value from the responses of the average respondents.

4.2.2 Descriptive Analysis: Perception of Reliability

From the frequency analysis in the appendix table, we can see that 40 (12.8 %) have strongly agreed and 116 (37.2 %) have agreed and 80 (25.6 %) have slightly agreed Bus always arrives on time cause they already observed. On the contrary, 9 (2.9 %) strongly disagree, 8 (2.6 %) disagree and 11 (3.5 %) slightly disagree and are dissatisfied on the bus arrival time while the rest 47(15.1%) were neutral. The mean value which is 5.2

approaches to 5 indicating that majority of the respondents says that the Bus always arrives on time. In addition to this the SD and Variance are 1.35 and 2.83 respectively. This implies that the majority of response has near value from the response of the average respondents and they observe that Selam Bus arrive on time. Therefore gap score of P-E is negatively disconfirmed by -0.1529 which causes customer dissatisfaction.

From the total of 312 respondents with 4 missing responses; 218 (69.9%) respondents answered negatively, and 31 (9.9 %) had responded positively that means most of Selam Bus passengers experience Bus breaks-downs on the road. While the rest 59 (18.9 %) of the respondents were neutral. The mean value which is 5.1 closes to 5 indicating that, the respondents perceive the bus break on the road, one can conclude from this that the respondents are consistent on this issue that Bus breaks down on the way to destination. In addition to this the SD is 1.4 with the variance of 2.04 and this implies that the responses are not conflicting but slightly move away from the responses of the normal respondents who already perceive break down of bus on their journey. Therefore gap score of P-E is positively disconfirmed by 0.2337 which results in customer satisfaction.

Regarding to the question stated as 'Passengers can book tickets easily', the researcher found that 64 (20.5 %) have strongly agreed, 91 (29.2 %) agreed and 88 (28.2 %) slightly agreed whereas 13 (4.2 %) are strongly disagree, 8 (2.6%) disagree and 10 (3.2 %) slightly disagree while the rest 36 (11.5 %) were neutral on this issue. The mean value which is 5.2 approaches to 5 indicating that majority of the respondents agree that it's not that much hard to book ticket. Hence one can conclude from this that, still there is inconsistency among the respondents' responses. In this case, the SD is 1.4 and Variance is 2.1. This implies that the majority of responses have near value to the responses of the average respondents that means more than half of them still decline on the same side. Hence, gap score of P-E is negatively disconfirmed by -0.4409 which causes customer dissatisfaction.

Though there are 3 missing responses, from the total 309 respondents, 7 (2.2 %) responded strongly disagree, 5 (1.6 %) disagree and 37 (11.9 %) slightly disagree whereas 43 (13.8 %) have responded for strongly agree, 62 (19.9 %) agree and 94 (30.1 %) slightly agree on the issue. While the rest 61 (19.60 %) of the respondents were neutral. The mean value which is 4.9 closes to 5 indicating that majority of the respondents slightly agree with Selam Bus Staff prompt response to customers' request right the first time, In this case, the SD is 1.3 and variance is 1.9 and this implies that the responses of the

respondents are deviate or they have much move away from the response of the average respondent. Therefore gap score of P-E is negatively disconfirmed by -1.0527 which causes customer dissatisfaction.

In regard with the schedule and timetable, 43 (13.8 %) have strongly agreed, 125 (40.1 %) agreed and 69 (22.1 %) slightly agreed whereas 12 (3.8 %) strongly disagree, 7 (2.2 %) disagree, 7 (2.2 %) slightly disagree while the rest 37 (11.9 %) were neutral. The mean value which is 5 and SD and Variance are 1.4 and 1.9 respectively implies that the majority of responses have more near value to the response of the average respondents. Therefore gap score of P-E is negatively disconfirmed by -0.4959 which causes customer dissatisfaction.

Table 4 Assurance: Analysis of Expectation and Perception Gap Scores (P-E)

	Expectation			Perception			Gap Score
1	Passengers feel safe in their transactions with staff			Passengers feel safe in their transactions with staff			
	N	Valid	314	N	Valid	310	
		Missing	3		Missing	2	
	Mean		5.8981	Mean		5.2419	-0.6562
	Std. Deviation		1.34561	Std. Deviation		1.36158	
	Variance		1.811	Variance		1.854	
2	Passengers luggage are safe			Passengers luggage are safe			
	N	Valid	314	N	Valid	309	
		Missing	3		Missing	3	
	Mean		6.1783	Mean		5.5890	-0.5893
	Std. Deviation		1.23321	Std. Deviation		1.3541	
	Variance		1.521	Variance		1.834	
3	Staff are always polite			Staff are always polite			
	N	Valid	312	N	Valid	312	
		Missing	5		Missing	0	
	Mean		5.5994	Mean		4.9808	-0.6186

	Std. Deviation		1.50125	Std. Deviation		1.61970	
	Variance		2.254	Variance		2.623	
4	Staff have in-depth occupational knowledge of their jobs			Staff have in-depth occupational knowledge of their jobs			
	N	Valid	306	N	Valid	303	
		Missing	11		Missing	9	
	Mean		5.5850	Mean		4.6205	-0.9645
	Std. Deviation		1.45342	Std. Deviation		1.75045	
	Variance		2.112	Variance		3.064	
5	Behavior of staff instils confidence in the passengers			Behavior of staff instils confidence in the passengers			
	N	Valid	310	N	Valid	307	
		Missing	7		Missing	5	
	Mean		5.6935	Mean		4.7329	-0.9606
	Std. Deviation		1.38868	Std. Deviation		1.68043	
	Variance		1.928	Variance		2.824	

4.2.3 Descriptive Analysis: Expectation of Assurance

From the total of 317 respondents with 3 missing responses, 20 (6.3 %) respondents answered negatively, whereas 274 (86.4 %) had responded positively that means they expect good and safe relationship with staff members in their journey While the rest 20 (6.3 %) of the respondents were neutral and they didn't expect harsh or smooth relation with staff members all they expect is standard transaction with them. The mean value which is 5.89 closes to 6 indicates that, the majority of respondents expect safe transaction with Selam Bus staff members in their journey. In this case, mean value is 5.8 which closes to 6 and SD and variance are 1.3 and 1.8 respectively. This implies that the responses of the respondents are conflicting or they are more moved away from the responses of the majority respondents.

From the same table, we can see that 9 (2.8 %) have strongly disagreed and 1 (0.3 %) have disagreed and 2 (0.6 %) slightly disagreed that they don't expect their luggage are

safe whereas 161 (50.8 %) strongly agree, 99 (31.2%) agree and 34 (10.7 %) slightly agree on the issue that Passengers luggage are safe while the rest 8 (2.5 %) were neutral. The mean value which is 6.1 indicating that majority of the respondents expect Passengers luggage are safe from theft, damage and/or breakage and drop out on the way to their destination. In addition to this the SD and Variance are 1.23 and 1.5 respectively. This implies that majority of the responses have move away from the responses of the average respondents.

Even if there are 5 missing from the total of 317 responses, 15 (4.7 %) respondents answered negatively whereas, 194 (61.2 %) had responded positively. This indicates that majority of the respondents expect Selam Bus Staff to be always polite even if they face some aggressive customers. Thus, 14 (4.4 %) slightly disagree and 54 (17 %) slightly agree on the issue. While the rest 35 (11%) of the respondents were neutral. The mean value is 5.59 indicating that, the majority respondents settle to the same side and they imagine Selam Bus staff members are polite in the course of customer handling. In totalling this finding, the SD is 1.45 and variance is 2.1. This implies that, the respondents are conflicting or they are more move away from the response of the minority respondents.

From the same table, we can see that 7 (2.2 %) have strongly disagreed, 6 (1.9 %) have disagreed and 13 (4.1 %) slightly disagreed that they don't expect Staff to have in-depth work-related knowledge. Whereas, 99 (31.2 %) strongly agree, 94 (29.7%) agree and 46 (14.5 %) slightly agree on the issue that they expect Selam Bus Staff to have in-depth work-related knowledge of their jobs while the rest 41 (12.9 %) were neutral. The mean value is 5.5 indicating that majority of the respondents expect an in-depth work-related knowledge from Selam Bus staff for the fact that the company stayed in this business for more than 20 years hence staff are supposed to have a competitive experience to handle and fulfil customers demand . In this case SD and Variance are 1.4 and 2.1 respectively showing that the majority of responses have different views from the average defendants.

Excluding the 7 missing from total of 317 responses, 8 (2.5%) respondents answered for strongly disagree, 4 (1.3%) disagree and 10 (3.2%) slightly disagree. Whereas, 101 (31.9%) strongly agreed, 107 (33.8%) agreed and 50 (15.8%) slightly agreed while the rest 30 (9.5%) remained neutral. The implication here is that, respondent expect the behaviour of staff to instil confidence in passengers otherwise customers can

shift to competitor public bus service providers. The mean value is 5.6 indicating that, most of the respondents inclined to the same side imagining Selam Bus staff instils confidence in the passengers. Here, SD and variance are 1.3 and 1.9 respectively telling that responses are contradictory and majority of them moved away from the responses of the few respondents.

4.2.4 Descriptive Analysis: Perception of Assurance

From the total of 312 respondents with 2 missing response, 6 (1.9%) responded for strongly disagree, 3 (1%) disagreed and 31 (9.9%) slightly disagreed whereas, 65 (20.8%) are strongly agreed, 62 (19.9 %) agreed and 121 (38.8%) slightly agreed while the rest 22 (7.1%) are remained neutral. Implication is that majority of the respondents have perceive safe transaction with staff members in their journey. The mean value 5.2 which closes to 5 indicates that, the majority of respondents have positively perceived the transaction they have with Selam Bus staff during the service process with still some passengers who did not perceive that way. The SD and variance in this case are 1.3 and 1.8 respectively. This implies that the minor but significant responses are moved apart from the responses of the majority respondents. Therefore gap score of P-E is negatively disconfirmed by -0.6562 which causes customer dissatisfaction.

The data shows that 7 (2.2 %) have strongly disagreed, 4 (1.3 %) have disagreed and 4 (1.3 %) slightly disagreed notifying that they didn't perceive their luggage safe during the service. Whereas, 93 (29.8%) strongly agreed, 90 (28.8 %) agreed and 65 (20.8 %) are slightly agreed on the issue that Passengers luggage are safe while the rest 46 (14.7 %) were neutral. The mean value is 5.5 indicating that majority of the respondents found their luggage safe from theft, damage, breakage, spoilage and drop out on the way to their destination. SD and Variance are 1.3 and 1.8 respectively. This implies that majority of the respondents have perceived and sensed the company's safe handling of customers luggage with some but significant respondent who didn't perceive it that way. Therefore gap score of P-E is negatively disconfirmed by -0.5893 which causes customer dissatisfaction.

Regarding with the staff politeness, as the details can be referred from the table on the appendix, 57 (18.3 %) respondents from the total 312 answered negatively, whereas, 194 (62.2 %) had responded positively implying that respondents have noticed polite Staff. While the rest 61 (19.6 %) of the respondents are neutral. The mean value is 4.9 indicating that, the average respondents found Selam Bus staff members polite. In totalling

this finding, the SD is 1.6 and variance is 2.6 implying that, from the responses of the minority respondents, the researcher sense that some passengers who were expect polite staff become dissatisfied and their expectation declined after they perceive the service. Therefore gap score of P-E is negatively disconfirmed by -0.6186 which causes customer dissatisfaction.

The researcher understand from the respondents’ feedback that passengers of Selam Bus have noticed that Staff have in-depth work-related knowledge and the frequency show 20 (6.4 %) have strongly disagreed, 24 (7.7%) have disagreed and 36 (11.5 %) slightly disagreed. Whereas, 38 (12.2 %) strongly agreed, 85 (27.2 %) agreed and 48 (15.4 %) slightly agreed while the rest 52 (16.7 %) were neutral. The mean value is 4.6 indicating that of the respondents who expect shift to the group who argue staff don’t have good knowledge. In addition to this the SD and Variance are 1.7 and 2.8 respectively to show that the majority of responses lay almost on the average range. Therefore gap score of P-E is negatively disconfirmed by -0.9645 which causes customer dissatisfaction.

As the analysis table on the appendix indicates, from the total 312 respondents, 5 are missing while 307 are valid and 76 (24.8 %) of them have responded within the range from slightly to strongly disagree. Whereas 172 (56 %) are inclined within the range from slightly to strongly agree while the rest 59 (19.2 %) have remained neutral. The mean value is 4.6 indicating that, the widespread respondents stay neutral and they are nonaligned on Selam Bus staff instils confidence in the passengers. To see the general over view of the responses and to support the finding, SD is 1.6 and variance is 2.8 that tells the answers of the respondents are close to average respondents. Still some but significant passengers are noticed that they didn’t find and perceive the service as satisfactory as to what they expected before they start the journey. Therefore gap score of P-E is negatively disconfirmed by -0.9606 which causes customer dissatisfaction.

Table 5 Tangibility: Analysis of Expectation and Perception Gap Scores (P-E)

	Expectation			Perception			Gap Score
1	Staffs’ attire is neat and smart			Staffs’ attire is neat and smart			
	N	Valid	313	N	Valid	311	
		Missing	4		Missing	1	
	Mean		5.6294	Mean		5.1061	-0.5233
	Std. Deviation		1.43559	Std. Deviation		1.39527	

	Variance		2.061	Variance		1.947	
2	The company has a professional appearance			The company has a professional appearance			
	N	Valid	307	N	Valid	308	
		Missing	10		Missing	4	
	Mean		5.7622	Mean		4.8669	-0.8953
	Std. Deviation		1.30565	Std. Deviation		1.57706	
	Variance		1.705	Variance		2.487	
3	The company has adequate shed for passengers			The company has adequate shed for passengers			
	N	Valid	310	N	Valid	303	
		Missing	7		Missing	9	
	Mean		4.6323	Mean		3.8680	-0.7643
	Std. Deviation		2.13620	Std. Deviation		1.91605	
	Variance		4.563	Variance		3.671	
4	The company has spacious seats for passengers on board			The company has spacious seats for passengers on board			
	N	Valid	312	N	Valid	311	
		Missing	5		Missing	1	
	Mean		5.9712	Mean		5.3087	-0.6625
	Std. Deviation		1.41506	Std. Deviation		1.45731	
	Variance		2.002	Variance		2.124	
5	The ticket office is attractive and neat			The ticket office is attractive and neat			
	N	Valid	312	N	Valid	308	
		Missing	5		Missing	4	
	Mean		5.5897	Mean		5.0909	-0.4988
	Std. Deviation		1.58519	Std. Deviation		1.32804	

	Variance		2.513	Variance		1.764	
6	Buses are well maintained and neat			Buses are well maintained and neat			
	N	Valid	312	N	Valid	310	
		Missing	5		Missing	2	
	Mean		5.7788	Mean		5.2516	-0.5272
	Std. Deviation		1.36061	Std. Deviation		1.3962	
	Variance		1.851	Variance		1.949	
7	Buses have ample legroom and foot space			Buses have ample legroom and foot space			
	N	Valid	313	N	Valid	308	
		Missing	4		Missing	4	
	Mean		5.8147	Mean		5.1136	-0.7011
	Std. Deviation		4.17074	Std. Deviation		1.5089	
	Variance		17.395	Variance		2.277	

4.2.5 Descriptive Analysis: Expectation of Tangibility

From the table, we can see that 8 (2.5 %) have strongly disagreed, 8 (2.5 %) have disagreed and 11 (3.5 %) slightly disagreed marking that they don't expect the Staffs' attire to be neat and smart. Whereas, 96 (30.3 %) are strongly agreed, 111 (35%) agreed and 51 (16.1 %) slightly agreed on the issue that they expect neat and smart attire of the Staffs' signifying that a good look and appearance of staff matters in this context while the rest 28 (8.8 %) were neutral and this indicates that these respondents don't even give an attention to expect, observe and care about the staff's attire and all they need is to safely arrive to their departures. The mean value 5.6 indicates that majority of the respondents expect the Staffs' attire to be neat and smart. In addition to this the 1.4 SD and 2.06 Variance reveals that there is huge gap on the expectation of passengers.

As the company professional appearance is concerned, 5 (1.6 %) are strongly disagreed, 6 (1.9 %) disagreed and 6 (1.9 %) slightly disagreed. Whereas, 97 (30.6 %) are strongly agreed, 122 (38.5 %) agreed and 39 (12.3 %) slightly agreed while the rest 32 (10.1 %) were neutral on this issue. The mean value is 5.7 close to 6 indicating that, the widespread respondents settle in the same side and they imagine selam bus has a professional

appearance. To see the general over view of the responses and to support the finding, SD is 1.3 and variance 1.7 realizing that the reply of the respondents are widely opposing.

Regarding the adequate shed for passengers, 43 (13.6 %) have strongly disagreed, 33 (10.4 %) disagreed and 18 (5.7%) slightly disagreed which tells that passengers don't expect that the company has adequate shed for passengers. Whereas, 71 (22.4 %) strongly agree, 81 (25.6%) agree and 34 (10.7%) slightly agree on the issue positively while the rest 8 (2.5 %) were neutral. The mean value is 4.6 indicating that respondents lay near to neutral. Here, SD is 2.1 and Variance 4.5 which implies that respondents have reflected their average attitude towards the availability of adequate shed.

Looking at the responses for the question asked if respondents expect the company to have spacious seats for passengers on board, 142 (44.8 %) have strongly agreed, 104 (32.8 %) have agreed and 28 (8.8 %) slightly agreed that they expect the company has spacious seats for passengers on board and on the contrary, 8 (2.5 %) are strongly disagreed, 9 (2.8 %) disagreed and 5 (1.6 %) slightly disagreed on the issue marking that they don't expect spacious seats for passengers on board anticipating that there will be some hassles and uncomfortable seats. while the rest 16 (5 %) are remained neutral on this issue. The mean value which is 5.9 almost 6 and indicates that majority of respondents agreed on the expectation of spacious seats. Hence, one can conclude that, there is consistency among the respondents with SD 1.4 and Variance 2.0. This entails that majority of the responses decline on the same side and respondents expect that they will have a good and comfortable seat on board.

Regarding the respondent expectation towards the attractiveness and neatness of Selam Bus's ticket office, 9 (2.8 %) are strongly disagreed, 13 (4.1 %) disagreed and 13 (4.1 %) slightly disagreed. Whereas, 114 (36 %) are strongly agreed, 89 (28.1 %) agreed and 42 (13.2 %) slightly agreed while the rest 32 (10.1 %) of the respondents remained neutral. The mean value is 5.5 and indicates that, majority of the respondents are settled on the same side anticipating that Selam Bus ticket office to be attractive and neat. In support of the finding, SD is 1.5 with a variance of 2.5 indicating that the majority the respondents expect higher than the minor but significant one's.

From the finding, we can see that 7 (2.2 %) have strongly disagreed, 7 (2.2 %) have disagreed and 4 (1.3 %) slightly disagreed that they don't expect Buses are well maintained and neat. To the contrary, 112 (35.3 %) are strongly agreed, 101 (31.9 %) agree and 56 (17.7 %) slightly agreed on the same issue that they expect the company

Buses to be well maintained and neat. While the rest 25 (7.9 %) were neutral. The mean value is 5.7 indicating that majority of the respondents expect that the company Buses are well maintained and neat. SD and Variance are 1.3 and 1.8 respectively supporting that the majority of respondents' expectation is higher than the average.

Regarding the attribute about legroom and foot space, 12 (3.8 %) have strongly disagreed, 13 (4.1 %) have disagreed and 7 (2.2%) slightly disagreed marking that they don't expect Buses have ample legroom and foot space. However, majority of respondents with 102 (32.2 %) strongly agreed, 106 (33.4 %) agreed and 49 (15.5 %) have slightly agreed on the issue that they expect the Buses have ample legroom and foot space. Whereas, the rest 23 (7.3 %) remained quite neutral on this issue. The mean, SD and Variance are 5.8, 4.1 and 17 respectively indicating that majority of the respondents highly expect sufficient legroom and foot space. This implies that almost all passengers care much about this issue signifying that Selam Bus needs to give due attention to this factor.

4.2.6 Descriptive Analysis: Perception of Tangibility

While Perceiving the neatness and smartness of Staffs' attire, 6 (1.9 %) have strongly disagreed, 4 (1.3 %) disagreed and 32 (10.3 %) slightly disagreed reporting that they observe Staffs' attire is not neat and smart. Whereas, 52 (16.7 %) have strongly agreed, 84 (26.9%) agreed and 78 (25 %) slightly agreed on the issue that they witnessed neat and smart attire of the Staffs, while the rest 55 (17.6 %) were neutral on the issue. The mean value is 5.1 indicating that majority of the respondents witnessed that the Staffs' attire is neat and smart tailored cloths. In addition to this, the SD and variance are 1.3 and 1.9 respectively indicating there is slight gap among the respondents. Therefore, the gap score of P-E is negatively disconfirmed by -0.5233 which causes customer dissatisfaction.

The respondents' perception on the company professional appearance is provided here, 11 (3.5 %) have strongly disagreed, 15 (4.8 %) disagreed and 30 (9.6 %). Whereas, 50 (16 %) strongly agreed, 73 (23.4 %) agreed and 64 (20.5 %) slightly agreed while the rest 65 (20.8 %) of the respondents were neutral on this issue. The mean value is 4.8, SD and variance are 1.5 and 2 respectively indicating that, majority of the respondents have perceived and witnessed that Selam Bus has a professional appearance. Therefore, the gap score of P-E is negatively disconfirmed by -0.8953 which causes customer dissatisfaction. Responses to the attribute stated as "the company has adequate shed for passengers" are presented as follows: 44 (14.1 %) have strongly disagreed, 44 (14.1 %) have disagreed

and 40 (12.8 %) slightly disagreed with the dissatisfied perception for the company's failure to provide them with adequate shed. Whereas, 33 (10.6 %) strongly agreed, 42 (13.5 %) agreed and 37 (11.9 %) slightly agreed on the issue positively, while the rest 63 (20.2 %) were remained neutral. The mean value is 3.8 indicating that respondents slightly complained on the issue as long as the provision of adequate shed is concerned. The SD 1.9 and Variance 3.6 implying that respondents reflected their negative perception and attitude towards the company's lack of availing of adequate sheds. Therefore, the gap score of P-E is negatively disconfirmed by -0.7643 which causes customer dissatisfaction.

According to the data collected from the respondents on perception about the request asked if the company has spacious seats for passengers on board, 77 (24.7 %) have strongly agreed, 78 (25 %) have agreed and 68 (21.8 %) slightly agreed which indicates that they found it as they expected it and perceived it positively. However, 8 (2.5 %) strongly disagreed, 9 (2.8 %) disagreed and 5 (1.6 %) slightly disagreed on the company's provision of spacious seats for passengers on board as they perceived and felt it uncomfortable and found it under expectation. While rest 66 (21.8 %) were neutral on this issue. The mean value is 5.3 which indicating that respondents fall on the slightly agreed. The SD 1.4 and Variance 2.1 support that majority of the responses inclined to the same side of positive perception. Therefore, the gap score of P-E is negatively disconfirmed by -0.6625 which causes customer dissatisfaction.

As long as the attractiveness and neatness of the ticket office is concerned, 5 (1.6 %) of the respondents have perceived to strongly disagree, 8 (2.6 %) disagreed and 13 (4.2 %) slightly disagreed. Whereas, 80 (25.6 %) strongly agreed, 81 (26 %) agreed and 46 (14.7 %) slightly agreed. While the rest 75 (24 %) are remained neutral. The mean value is 5, SD and variance are 1.3 and 1.7 respectively which indicate that most of the respondents have positively perceived and found the ticket office attractive and neat. Therefore, the gap score of P-E is negatively disconfirmed by -0.4988 which causes customer dissatisfaction.

Data from the respondents' perception on the attribute stated as 'Buses are well maintained and neat' has revealed to be, 8 (2.6 %) strongly disagreed, 4 (1.3 %) disagreed and 7 (2.2 %) slightly disagreed which implies that they didn't found tangible evidence of well maintained and neat buses with the physically naked parts and bodies of the buses. Whereas, 68 (21.8 %) strongly agreed, 79 (25.3%) agree and 65 (20.8 %)

slightly agreed on the issue dominantly and conversely to the prior scenario of negative perception. While the rest 79 (25.3 %) are remained neutral. The mean value is 5.2, SD and Variance are 1.3 and 1.9 respectively. This indicates that majority of the respondents perceived and witnessed that Buses are well maintained and neat. Therefore, the gap score of P-E is negatively disconfirmed by -0.5272 which causes customer dissatisfaction.

From the frequency table in the appendix, we can see that 13 (4.2 %) of the respondents have strongly disagreed, 8 (2.6 %) have disagreed and 11 (3.5%) slightly disagreed to report their perception and tell that the buses have no ample legroom and foot space. Whereas, majority of the respondents that is 63 (20.2 %) strongly agreed, 67 (21.5 %) agreed and 86 (27.6 %) slightly agreed confirming their positive perception on the same attribute. In this case, the rest 60 (19.2 %) are remained quite neutral. The mean, SD and Variance are 5.1, 1.5 and 2.2 respectively indicating that majority of the respondents have voted for the availability of sufficient legroom and foot space. Therefore, the gap score of P-E is negatively disconfirmed by -0.7011 which causes customer dissatisfaction.

Table 6 Empathy: Analysis of Expectation and Perception Gap Scores (P-E)

	Expectation			Perception			Gap Score
1	The company has passengers' interest at heart			The company has passengers' interest at heart			
	N	Valid	307	N	Valid	300	
		Missing	10		Missing	12	
	Mean		5.4691	Mean		4.7700	-0.6991
	Std.Deviation		1.40547	Std. Deviation		1.51153	
	Variance		1.975	Variance		2.285	
2	The company has convenient operating hours			The company has convenient operating hours			
	N	Valid	314	N	Valid	309	
		Missing	3		Missing	3	
	Mean		5.4745	Mean		5.0356	-0.4389
	Std. Deviation		1.59101	Std.		1.585	

				Deviation		86	
	Variance		2.531	Variance		2.515	
3	It has easy accessibility of information about services			It has easy accessibility of information about services			
	N	Valid	311	N	Valid	305	
		Missing	6		Missing	7	
	Mean		5.3891	Mean		4.767 2	-0.6219
	Std. Deviation		4.43153	Std. Deviation		1.634 81	
	Variance		19.638	Variance		2.673	
4	It is easy to find and access the ticket office/station			It is easy to find and access the ticket office/station			
	N	Valid	311	N	Valid	307	
		Missing	6		Missing	5	
	Mean		5.3537	Mean		4.514 7	-0.839
	Std.Deviation		1.67822	Std. Deviation		1.810 18	
	Variance		2.816	Variance		3.277	

4.2.7 Descriptive Analysis: Expectation of Empathy

As per the table above, passengers' responses towards the attribute stated as 'The company has passengers' interest at heart' has come up with 7 (2.2 %) strongly disagreed, 10 (3.2 %) disagreed and 9 (2.8 %) slightly disagreed. Whereas 75 (23.7 %) strongly agreed, 102 (32.2 %) agreed and 72 (22.7 %) slightly agreed on the issue while the rest 32 (10.1 %) were neutral. The mean value is 5.4 indicating that majority of the respondents expect the company to have their interest at heart. Moreover, SD and Variance are 1.4 and 1.9 respectively and imply that majority of the responses lay away from the minority responses.

As summarized from the frequency table, out of 99.1 % or 314 respondents, 13 % responded that they didn't expect the company to have convenient operating hours. Whereas, 76.6 % have responded that they of course expect the company to have

convenient operating hours while the rest 9.5 % of the respondents remained neutral. The mean is 5.4 close to 5 indicating that, the majority of the respondents tend towards the same side of expectation on the convenience of the company operating hours. The SD and variance are 1.5 and 2.5 indicating that passengers' have apparently reported their responses towards the issue.

Regarding the availability of easy accessibility of information about the company services, it is taken from the table that 85 (26.8 %) have strongly agreed, 84 (26.5 %) have agreed and 44 (13.9 %) slightly agreed indicating their expectation towards easy accessibility of information about services the company gives. Whereas, 12 (3.8 %) strongly disagreed, 23 (7.3 %) disagreed and 23 (7.3 %) slightly disagree on the issue that they don't expect easy accessibility of information about services while the rest 40 (12.6 %) were neutral on this issue. The mean value is 5.3, SD 4.4 and variance 19, indicating that majority of the respondents say tends towards the expectation of easy accessibility of information about the company services.

Concerning the respondents expectation towards the attribute stated as 'It is easy to find and access the ticket office/station', 242 (76.3 %) confirmed that they anticipate easy access to the ticket office/station. Whereas, 47 (14.8 %) have reported their responses telling that they didn't expect easy access to the ticket office/station. While the rest 22 (6.9 %) are noted neutral. The mean value is 5.3 near to 5 referring that, the respondents slightly expect that it is easy to access the company's ticket office/station. The SD is 1.6 with variance of 2.8 indicating that responses are concentrated to almost the same range.

4.2.8 Descriptive Analysis: Perception of Empathy

Respondents are diagnosed of their perception towards the attribute stated as 'the company has passengers' interest at heart' and came up with 8 (2.6 %) strongly disagreed, 12 (3.8 %) disagreed and 37 (11.9 %) slightly disagreed negating the stated attribute. Whereas, 43 (13.8 %) are strongly agreed, 65 (20.8 %) agreed and 57 (18.3 %) slightly agreed yielding their perception in support to the mentioned attribute. while 78 (25 %) stayed neutral. The mean value is 4.7 indicating that a significant number of the respondents remained neutral. The SD and Variance are 1.5 and 2.2 respectively. This implies that a remarkable weight of responses lay on the average. Therefore, the gap score of P-E is negatively disconfirmed by -0.6991 which causes customer dissatisfaction.

Out of the total respondents, 18.8 % are inclined to not agree after their course of perception towards the convenience of company's operating hours. Whereas, 66.4 % have

reflected positive perception witnessed that the company has convenient operating hours. While the rest 13.8 % of the respondents remained neutral on this issue. The mean value is 5 indicating that the perception of majority respondents inclined to slightly agree. The SD and variance are 1.5 and 2.5 respectively implying that responses are opposing and appeared to be apparently reflected. Therefore, the gap score of P-E is negatively disconfirmed by -0.4389 which causes customer dissatisfaction.

Respondents have experienced the company’s easy accessibility of information about services and came up with their perceptions and depicted here as follows: 46 (14.7%) strongly agreed, 71 (22.8%) agreed and 66 (21.2) slightly agreed declaring that they perceived easy accessibility of information about services. Whereas, 9 (2.9 %) have strongly disagreed, 31 (9.9 %) disagreed and 23 (7.4 %) slightly disagreed disclosing that they didn’t detect and perceive easy accessibility of information about services during the service transaction. While the rest 59 (18.9 %) stay on neutral. The mean value is 4.7 approximates to 5 indicating that majority of the respondents concentrated around the slightly agree assuring the company’s easy accessibility of information about services. The SD and Variance are 1.6 and 2.6 respectively indicating some respondents make adjustments after they perceive the service. Therefore, the gap score of P-E is negatively disconfirmed by -0.6219 which causes customer dissatisfaction.

As can be detected from the frequency table in the appendix, 160 (52.11 %) of the respondents have positively affirmed their agreement in a sense that they perceived as It is easy to find and access the ticket office/station. On the contrary, 90 (29.12 %) have negatively responded that they perceived as it is not easy to find and access the ticket office/station. While the rest 57 (18.56 %) are opted to remain neutral. The mean value is 4.5 implying that, the respondents are neutral announcing that they perceived it with neither remarkable hassle nor appreciable excellence with regard to the accessibility of the ticket office/station. The SD is 1.8 with variance of 3.2 implies that the responses are not conflicting. Therefore, the gap score of P-E is negatively disconfirmed by -0.839 which causes customer dissatisfaction.

Table 7 Responsiveness: Analysis of Expectation and Perception Gap Scores (P-E)

	Expectation			Perception			Gap Score
1	Staff provide individualized attention to help customers			Staff provide individualized attention to help customers			
	N	Valid	309	N	Valid	305	

		Missing	8		Missing	7	
	Mean		5.2136	Mean		4.5738	-0.6398
	Std. Deviation		1.59331	Std. Deviation		1.7978 3	
	Variance		2.539	Variance		3.232	
2	the company always informs people of availability of services and changes in prices in advance			the company always informs people of availability of services and changes in prices in advance			
	N	Valid	303	N	Valid	307	
		Missing	14		Missing	5	
	Mean		4.9109	Mean		4.3257	-0.5852
	Std. Deviation		1.76293	Std. Deviation		1.7651 6	
	Variance		3.108	Variance		3.116	
3	The company provides timely and efficient services			The company provides timely and efficient services			
	N	Valid	310	N	Valid	309	
		Missing	7		Missing	3	
	Mean		5.5677	Mean		4.9547	-0.613
	Std. Deviation		1.55594	Std. Deviation		1.6310 4	
	Variance		2.421	Variance		2.660	
4	Communication with staff is clear and helpful			Communication with staff is clear and helpful			
	N	Valid	312	N	Valid	310	
		Missing	5		Missing	2	
	Mean		5.5865	Mean		5.1581	-0.4284
	Std. Deviation		1.55671	Std. Deviation		1.4360 8	
	Variance		2.423	Variance		2.062	
5	Staff are always willing to help passengers			Staff are always willing to help passengers			

	N	Valid	312	N	Valid	310	
		Missing	5		Missing	2	
	Mean		5.6603	Mean		5.1323	-0.528
	Std. Deviation		1.47649	Std. Deviation		1.7530	2
	Variance		2.180	Variance		3.073	

4.2.9 Descriptive Analysis: Expectation of Responsiveness

A question is forwarded to respondents if Staff provide individualized attention to help customers and the responses obtained are summarized as follows: 68 (21.5 %) the respondents have strongly agreed, 99 (31.2 %) have agreed and 53 (16.7 %) slightly agreed expecting that Staff will provide individualized attention to help customers during the transaction of service. Whereas, 10 (3.2 %) are strongly disagreed, 18 (5.7 %) disagreed and 14 (4.4%) slightly disagreed on the issue while the rest 47 (14.8 %) were neutral. The mean value is 5.2 almost 5 indicating that respondents expect individualized attention and help from staff in case they face any problem on board during the journey and elsewhere in transacting the service. The SD and Variance are 1.5 and 2.5 respectively and implies that the majority of responses have near value to the responses of the average respondents.

As can be inferred from the table above and the frequency table at the appendix, 54 (17.82 %) of the respondents have negated their expectation of ‘the company always informs people of availability of new services and changes in prices in advance’. However, still majority of the respondents constituting 187 (61.71 %) have responded positively that they expect the company to do so. Whereas, the rest 62 (20.46 %) of the respondents were neutral. The mean value is 5.5 supported by SD 1.5 and variance of 2.4 indicates that, respondents assume and expect that the company always informs people the availability of new services and changes in prices in advance.

Respondents are detected for their expectation responses as to wither ‘the company provides timely and efficient services’ and 29 (9.35 %) of the total respondents announced that they didn’t expect the company to provide timely and efficient services. Whereas, 249 (80.32 %) of them have responded as they positively expect the company to provide timely and efficient services. While the rest 32 (10.32 %) of the respondents are remained neutral. The mean value is 5.5 indicating that, the responses have settled to the same side

implying that Selam Bus is expected to provide timely and efficient services. The SD is 1.5 with variance of 2.4 telling that the responses are dispersed.

As depicted on the analysis table, 12 (3.8 %) have strongly disagreed, 10 (3.2 %) disagreed and 10 (3.2 %) slightly disagreed that they didn't expect the Communication with staff to be clear and helpful. Conversely, 98 (30.9 %) have strongly agreed, 116 (36.6%) agreed and 35 (11 %) slightly agreed on the attribute expecting to happen. While the rest 31 (9.8 %) are found neutral. The mean value is 6.5 indicating that majority of the respondents highly expect the Communication with staff to be clear and helpful. The SD and Variance are 1.5 and 2.4 respectively. This implies that the majority of the responses are dispersed from apart the average ones.

Out of the total 312 (98.4 %) valid responses, 8.6 % indicates respondents didn't expect the staff to be always willing to help passengers. Whereas, 82 % have responded for they definitely expect the Staff to be always willing to help passengers, while the rest 7.9 % of them gone neutral. The mean value is 5.6 closes to 6 indicating that, majority of the respondents have inclined towards the same side imagining Selam Bus Staff are always willing to help passengers. The over view of the responses and the finding is supported with SD 1.4 and variance of 2.1 indicates that responses are contrarily dispersed along the scales.

4.2.10 Descriptive Analysis: Perception of Responsiveness

From the data gathered to assess about how passengers sense if Staff provide individualized attention to help customers, responses are found to be 50 (16 %) strongly agreed, 61 (19.6 %) agreed and 55 (17.6 %) slightly agreed voting for their positive perception towards the stated service attribute. Whereas, 24 (7.4 %) are strongly disagreed, 22 (7.1 %) disagreed and 39 (12.5 %) slightly disagreed on the issue while the rest 55 (17.6 %) have remained neutral. The mean value is 4.5 indicating that majority of the respondents have positively sensed and perceived the individualized attention that staff provide to help the needy customers and found it slightly above the average. The SD and Variance are 1.7 and 3.2 respectively implies that majority of the response have near value to the average. Therefore, the gap score of P-E is negatively disconfirmed by -0.6398 which causes customer dissatisfaction.

A question of an attribute whether the company always informs people of availability of services and changes in prices in advance or not is posed to respondents and 93 (30.3 %) of the total have reported their negative perception whereas, majority of the respondents

that constitute 187 (60.91 %) have assured that they have positively sensed and witnessed as to the company always informs people of availability of services and changes in prices in advance while the rest 79 (25.73 %) have remained neutral. The mean value is 4.3 supported by SD 1.7 and variance of 3.1 indicating that, the company may or may not informs people about the available new services and changes in prices. Therefore, the gap score of P-E is negatively disconfirmed by -0.5852 which causes customer dissatisfaction. Out of the total respondents depicted on the frequency table, 11 (3.5 %) have strongly disagreed, 15 (4.8 %) disagreed and 36 (11.5 %) slightly disagreed whereas, 65 (20.8 %) are strongly agreed, 73 (23,4 %) agreed and 61 (19,6 %) slightly agreed while the remaining 48 (15.4 %) are reported neutral in response to their perception on the forwarded question as ‘The company provides timely and efficient services’. The mean value is 4.9 indicating that, majority of the respondents have positively perceived the mentioned statement, and the SD is 1.6 with variance of 2.6. prices. Therefore, the gap score of P-E is negatively disconfirmed by -0.613 which causes customer dissatisfaction. As can be seen at the score gap and frequency table, 7 (2.2 %) have strongly disagreed, and 3 (1.0 %) have disagreed and 30 (9.6 %) slightly disagreed denoting that they negatively perceived the Communication with staff, meaning they found it vague and not helpful whereas 64 (20.5 %) have strongly agreed, 74 (23.7 %) agreed and 76 (24.4 %) slightly agreed confirming that they have positively perceived the Communication with staff as clear and helpful while the rest 56 (17.9 %) have gone impartial. The mean value is 5 indicating that majority of the respondents have confirmed that their perception is rated to the level of ‘slightly agreed’. The SD and Variance are 1.4 and 2 respectively. This implies that the majority of responses have slightly moved apart from the average. Therefore, the gap score of P-E is negatively disconfirmed by -0.4284 which causes customer dissatisfaction.

Regarding the question towards the willingness and consistency of staff to help passengers, respondents have expressed their experience of the mentioned attribute to dispersed levels of perception as follows: 23(7.4 %) have strongly disagreed, 11 (3.5 %) disagreed and 11(3.5 %) slightly disagreed telling that they didn’t perceive staff willingness to help passengers in need. Whereas, 82 (26.3 %) have strongly agreed, 70 (22.4%) agreed and 67 (21.5 %) slightly agreed signifying that they have positively perceived the willingness and consistency of staff to help passengers in need during the course of the company’s service while the rest 46 (14.7 %) have remained neutral with the

issue. The mean value is 5.1 indicating that, respondents have significantly inclined to the same side towards the positive perception level of ‘slightly agree’ in witness to Staff always helps passengers on board. Over view of the responses is supported by SD 1.7 and variance of 3 that indicate respondents came with apparently opposing responses implying that majority of the respondents have full confidence on staff willingness to help passengers. Therefore, the gap score of P-E is negatively disconfirmed by -0.528 which causes customer dissatisfaction.

4.3 Summary of the data Analysis

Table 8 Mean of Expectation and Perception with Gap Scores of P-E.

Dimensions	Mean of Expectation	Mean of Perception	Gap Score (P-E)
Assurance	5.7909	5.0330	-0.7578
Tangibility	5.5969	4.9440	-0.6529
Empathy	5.4216	4.7719	-0.6497
Responsiveness	5.3878	4.8289	-0.5589
Reliability	5.5618	5.1801	-0.3818

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Major Findings

The details of quantitative and descriptive data analysis done in chapter four can precisely be summarized and presented in a way that can illustrate the major findings that the five dimensions of SERVQUAL model came with regard to the gap scores as a result of the discrepancy of Perceived service – Expected service (P-E) to reveal the level of service quality and customer satisfaction of the case company.

Findings of this research has proven the assumption that when Expected Service (ES) is greater than the Perceived Service (PS) quality is perceived as being less and less than satisfactory, when $PS=ES$ quality is satisfactory, when $ES<PS$, quality will be more and more satisfactory as the difference between PS and ES grows.

According to the analysis in chapter four, the major findings are as follows:

Assurance has scored a gap of -0.7578 indicating that S.B.L.S.C. is in short of knowledge and courtesy of employees and their ability to inspire trust and confidence.

Tangibility has came up with a gap score of -0.6529 signifying that the company lacks to provide the service with physical facilities, equipment, personnel and communication materials up to the expectation of its customers.

Empathy has fallen to the gap score of -0.6497 implying that S.B.L.S.C. is in deficient of caring and providing individualized attention to its customers.

Responsiveness has scored -0.5589 showing that the staffs' willingness to help customers and provide prompt service fall below the expectation of customers.

Reliability has scored a gap of -0.3818 which signifies that S.B.L.S.C. is not in a desirable position to perform the promised service dependably and accurately.

5.2 Conclusion

Facts from the analysis indicated that except a single attribute from the Reliability dimension that has got a positive gap score of (0.2337) which is an attribute “Bus never breaks down on the road”, the only attribute customers are satisfied with, no dimension of service quality and no item of the rest 25 attributes brought customer satisfaction.

Results of the five SERVQUAL model dimensions’ gap scores in an ordered manner from highest to least are: - **Assurance** -0.7578, **Tangibility** -0.6529, **Empathy** -0.6497, **Responsiveness** -0.5589 and **Reliability** -0.3818. This negative scores scenario signifies that the service quality of S.B.L.S.C. is found to be below the desirable level and so is the customer satisfaction.

The gap score analysis carried out in this study has provided answers to the research questions confirming that the overall perceived service quality is found so low as expectations exceed perceptions meaning customers desired more than what was offered to them. As a result of this gap, it is clear that service quality of the company is low and customers are not satisfied.

To conclude, from the result of the gap analysis between perceptions and expectations of customers, it is evidenced that expectations have exceed perceptions by a very wide gap scores with all dimensions and attributes which definitely signifies poor quality of service which resulted in customer dissatisfaction. Findings also show that customers expected more than what they perceived in the transport company and hence no satisfaction. This result tells that Selam Bus Line S.C. must strive hard to improve all the dimensions of service quality in order to bring highly perceived service quality and secure customer satisfaction.

5.3 Recommendations

According to the evidence from the study, Selam Bus Line S.C. has to improve performance on all the dimensions of service quality in order to increase customer satisfaction since consumers expect more than what has been offered by the company. This can enable S.B.L.S C. maintain high level competitiveness and generate high profit.

Therefore, S.B.L.S.C. should strive to fulfil the gap perceived by its customers by acquiring modern bus equipped with air conditioner (AC), comfortable seats, toilet, high quality furniture for its ticket offices, quality staff uniforms, well designed and high quality promotional materials, etc. Generally, the company has to own a well branded physical appearance.

The company ought to offer its staffs continuous training on customer handling, safe and defence driving, customers' luggage and baggage safety and communication skills.

S.B.L.S.C. should strictly and consistently orient its staffs to provide individualized attention to help customers, timely and efficient services and equipping customers in advance with updated information about changes in prices, service availability, etc.

The company has to open additional ticket office outlets at different and accessible locations. It should also acquire modern terminal at a convenient site. Moreover, it has to extend its ticket office working hours to commence early in the morning from 7:00 A.M including lunch time and extended up to 8:00 P.M. and bus travelling hours for short distances less than 400km, departure time should be 6:00 A.M. and for long distances above 400km the departure time should be 5:00 A.M. Besides to this, it should also disseminate information about its services across pervasive Medias.

Selam Bus Line S.C. should overcome the prevailing problem by being punctual on departure and arrival, by introducing new ticketing systems like hello-cash and e-ticketing, by standardizing its services and orienting its staffs to handle customer queries onboard and so on.

Finally, management of the company in general and marketing experts in particular need to give a due focus and tackle with the service quality deficiencies based on the findings of this study. Prioritizing the dimensions according to their gap scores and giving a prompt response to improve the quality of service is a key task to realize customer satisfaction and secure customer loyalty which inevitably leads to company profitability and business sustainability.

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APPENDIX

APPENDIX-A Questionnaire

Purpose: Dear customers of Selam Bus Line Sh. Co. The purpose of this questionnaire is to collect primary data for conducting a study on the title “Assessment of Service Quality with Special Reference to Selam Bus Line Sh Co.” For the partial fulfilment of the Masters of Business Administration (MBA) program at St. Marry University

I am a Master student in School of Graduate Studies at St. Mary’s University. I am carrying out a study on how customers perceive service quality in Selam Bus Line Sh. Co. Participation in this study is voluntary. However, I would be happy if you could help me answer the following questions. I assure you that your responses will be kept confidential and that you will not be identified by name.

Thank you in advance for your cooperation.

INSTRUCTION:

This survey deals with your opinion about the service quality of Selam Bus Line Sh. Co. Please show the extent to which you expect and perceive the company’s service should possess features described by each statement. There is no right or wrong answers. I am interested in the number that best shows your expectations and perceptions about the quality of service Selam Bus is providing.

Based on this, please put a tick (√) on the numbers corresponding to your attitudes among the given alternatives.

The questionnaire is in two parts, **expectations** and **experience**.

Part I: Expectations:

This section deals with your opinion of Selam Bus’s transport service. Please, show the extent to which you think Selam Bus ‘should’ possess the following features. I am interested in knowing your expectations from ideal transport service in Selam Bus. You should rank each statement that follows here under;

Strongly Disagree **Disagree** **Slightly Disagree** **Neutral** **Slightly Agree** **Agree** **Strongly Agree**
1 **2** **3** **4** **5** **6** **7**

Put a tick (✓) on your choice of answer.

Statements	Expectation						
	1	2	3	4	5	6	7
1. Selam Bus always arrives on time							
2. Bus never breaks down on the road							
3. Passengers can book tickets easily							
4. Staff satisfy passengers' request right the first time							
5. There is a schedule timetable for buses							
6. Passengers feel safe in their transactions with staff							
7. Passengers luggage are safe							
8. Staff are always polite							
9. Staff have in-depth occupational knowledge of their jobs							
10. Behaviour of staff instils confidence in the passengers							
11. Staffs' attire is neat and smart							
12. The company has a professional appearance							
13. The company has adequate shed for passengers							
14. The company has spacious seats for passengers on board							
15. The ticket office is attractive and neat							
16. Buses are well maintained and neat							
17. Buses have ample legroom and foot space							
18. The company has passengers' interest at heart							
19. The company has convenient operating hours							
20. It has easy accessibility of information about services							
21. It is easy to find and access the ticket office/station							
22. Staff provide individualized attention to help customers							
23. the company always informs people of availability of services and changes in prices in advance							
24. The company provides timely and efficient services							

25. Communication with staff is clear and helpful							
26. Staff are always willing to help passengers							

Part II: Perceptions:

The following statements deal with the perceptions of service experienced in Selam Bus Line Sh. Co. Please, show the extent to which these statements reflect your perception of service in Selam Bus Share Company’s public transport operations.

Strongly Disagree Slightly Disagree Neutral Slightly Agree Agree

Strongly Disagree Disagree Agree Agree

1 2 3 4 5 6 7

Put a tick (√) on your choice of answer.

Statements	Perception						
	1	2	3	4	5	6	7
1. Selam Bus always arrives on time							
2. Bus never breaks down on the road							
3. Passengers can book tickets easily							
4. Staff satisfy passengers’ request right the first time							
5. There is a schedule timetable for buses							
6. Passengers feel safe in their transactions with staff							
7. Passengers luggage are safe							
8. Staff are always polite							
9. Staff have in-depth occupational knowledge of their jobs							
10. Behaviour of staff instils confidence in the passengers							
11. Staffs’ attire is neat and smart							
12. The company has a professional appearance							
13. The company has adequate shed for passengers							
14. The company has spacious seats for passengers on board							
15. The ticket office is attractive and neat							
16. Buses are well maintained and neat							

17. Buses have ample legroom and foot space							
18. The company has passengers' interest at heart							
19. The company has convenient operating hours							
20. It has easy accessibility of information about services							
21. It is easy to find and access the ticket office/station							
22. Staff provide individualized attention to help customers							
23. the company always informs people of availability of services and changes in prices in advance							
24. The company provides timely and efficient services							
25. Communication with staff is clear and helpful							
26. Staff are always willing to help passengers							

Part III: Demographic questions

NB. No need to write your name

Put (√) inside the box for an alternative you think is right

27) Age 18-35 36-45 above 45

28) Gender Male Female

29) Level of Education: Read & write Elementary school High school

Diploma First Degree Masters & above other

30) How many trips (on average) you travel with Selam Bus in a year?

1-2 3-4 5 & above

APPENDIX-B

The five SERVQUAL Dimensions with the 26 Attributes

Reliability

1. Selam Bus always arrives on time
2. Bus never breaks down on the road
3. Passengers can book tickets easily
4. Staff satisfy passengers' request right the first time
5. There is a schedule timetable for buses

Assurance

6. Passengers feel safe in their transactions with staff
7. Passengers luggage are safe
8. Staff are always polite
9. Staff have in-depth occupational knowledge of their jobs
10. Behaviour of staff instils confidence in the passengers

Tangibility

11. Staffs’ attire is neat and smart
12. The company has a professional appearance
13. The company has adequate shed for passengers
14. The company has spacious seats for passengers on board
15. The ticket office is attractive and neat
16. Buses are well maintained and neat
17. Buses have ample legroom and foot space

Empathy

18. The company has passengers’ interest at heart
19. The company has convenient operating hours
20. It has easy accessibility of information about services
21. It is easy to find and access the ticket office/station

Responsiveness

22. Staff provide individualized attention to help customers
23. the company always informs people of availability of services and changes in prices in advance
24. The company provides timely and efficient services
25. Communication with staff is clear and helpful
26. Staff are always willing to help passengers

APENDEX –C

Data Analysis Tables

	Expectation		Perception	
	On time		On time	
	Frequency	Percent	Frequency	Percent

Valid	Strongly Disagree	17	5.4	9	2.9
	Disagree	9	2.8	8	2.6
	Slightly Disagree	14	4.4	11	3.5
	Neutral	41	12.9	47	15.1
	Slightly Agree	51	16.1	80	25.6
	Agree	86	27.1	116	37.2
	Strongly Agree	97	30.6	40	12.8
	Total	315	99.4	311	99.7
Missing	99	2	0.6	1	0.3
Total		317	100	312	100

		Expectation		Perception	
		Breaks down		breakdown	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	22	6.9	8	2.6
	Disagree	26	8.2	11	3.5
	Slightly Disagree	13	4.1	12	3.8
	Neutral	37	11.7	59	18.9
	Slightly Agree	47	14.8	58	18.6
	Agree	110	34.7	111	35.6
	Strongly Agree	54	17	49	15.7
	Total	309	97.5	308	98.7
Missing	99	8	2.5	4	1.3
Total		317	100	312	100

		Expectation		Perception	
		Book		Book	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	18	5.7	13	4.2
	Disagree	9	2.8	8	2.6
	Slightly Disagree	11	3.5	10	3.2

	Neutral	21	6.6	36	11.5
	Slightly Agree	32	10.1	88	28.2
	Agree	80	25.2	91	29.2
	Strongly Agree	145	45.7	64	20.5
	Total	316	99.7	310	99.4
Missing	99	1	0.3	2	0.6
Total		317	100	312	100

		Expectation		Perception	
		first time		First time	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	8	2.5	7	2.2
	Disagree	7	2.2	5	1.6
	Slightly Disagree	8	2.5	37	11.9
	Neutral	32	10.1	61	19.6
	Slightly Agree	46	14.5	94	30.1
	Agree	86	27.1	62	19.9
	Strongly Agree	128	40.4	43	13.8
	Total	315	99.4	309	99
Missing	99	2	0.6	3	1
Total		317	100	312	100

		Expectation		Perception	
		Timetable		Timetable	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	9	2.8	12	3.8
	Disagree	7	2.2	7	2.2

	Slightly Disagree	9	2.8	7	2.2
	Neutral	23	7.3	37	11.9
	Slightly Agree	41	12.9	69	22.1
	Agree	83	26.2	125	40.1
	Strongly Agree	127	40.1	43	13.8
	Total	299	94.3	300	96.2
Missing	99	18	5.7	12	3.8
Total		317	100	312	100

		Expectation		Perception	
		Transactions		Transactions	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	7	2.2	6	1.9
	Disagree	4	1.3	3	1
	Slightly Disagree	9	2.8	31	9.9
	Neutral	20	6.3	22	7.1
	Slightly Agree	42	13.2	121	38.8
	Agree	104	32.8	62	19.9
	Strongly Agree	128	40.4	65	20.8
	Total	314	99.1	310	99.4
Missing	99	3	0.9	2	0.6
Total		317	100	312	100

		Expectation		Perception	
		Luggage		Luggage	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	9	2.8	7	2.2
	Disagree	1	0.3	4	1.3
	Slightly	2	0.6	4	1.3

	Disagree				
	Neutral	8	2.5	46	14.7
	Slightly Agree	34	10.7	65	20.8
	Agree	99	31.2	90	28.8
	Strongly Agree	161	50.8	93	29.8
	Total	314	99.1	309	99
Missing	99	3	0.9	3	1
Total		317	100	312	100

		Expectation		Perception	
		Polite		Polite	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	9	2.8	8	2.6
	Disagree	6	1.9	21	6.7
	Slightly Disagree	14	4.4	28	9
	Neutral	35	11	61	19.6
	Slightly Agree	54	17	48	15.4
	Agree	84	26.5	86	27.6
	Strongly Agree	110	34.7	60	19.2
Valid	Total	312	98.4	312	100
Missing	99	5	1.6	-	-
Total		317	100	312	100
		Expectation		Perception	
		Knowledge		Knowledge	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	7	2.2	20	6.4
	Disagree	6	1.9	24	7.7
	Slightly Disagree	13	4.1	36	11.5

	Neutral	41	12.9	52	16.7
	Slightly Agree	46	14.5	48	15.4
	Agree	94	29.7	85	27.2
	Strongly Agree	99	31.2	38	12.2
	Total	306	96.5	303	97.1
Missing	99	11	3.5	9	2.9
Total		317	100	312	100

		Expectation		Perception	
		Confidence		Confidence	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	8	2.5	12	3.8
	Disagree	4	1.3	22	7.1
	Slightly Disagree	10	3.2	42	13.5
	Neutral	30	9.5	59	18.9
	Slightly Agree	50	15.8	44	14.1
	Agree	107	33.8	81	26
	Strongly Agree	101	31.9	47	15.1
	Total	310	97.8	307	98.4
Missing	99	7	2.2	5	1.6
Total		317	100	312	100

		Expectation		Perception	
		Neat		Neat	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	8	2.5	6	1.9
	Disagree	8	2.5	4	1.3

	Slightly Disagree	11	3.5	32	10.3
	Neutral	28	8.8	55	17.6
	Slightly Agree	51	16.1	78	25
	Agree	111	35	84	26.9
	Strongly Agree	96	30.3	52	16.7
	Total	313	98.7	311	99.7
Missing	99	4	1.3	1	0.3
Total		317	100	312	100

		Expectation		Perception	
		Professional		professional	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	5	1.6	11	3.5
	Disagree	6	1.9	15	4.8
	Slightly Disagree	6	1.9	30	9.6
	Neutral	32	10.1	65	20.8
	Slightly Agree	39	12.3	64	20.5
	Agree	122	38.5	73	23.4
	Strongly Agree	97	30.6	50	16
	Total	307	96.8	308	98.7
Missing	99	10	3.2	4	1.3
Total		317	100	312	100

		Expectation		Perception	
		Shed		Shed	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	43	13.6	44	14.1
	Disagree	33	10.4	44	14.1

	Slightly Disagree	18	5.7	40	12.8
	Neutral	30	9.5	63	20.2
	Slightly Agree	34	10.7	37	11.9
	Agree	81	25.6	42	13.5
	Strongly Agree	71	22.4	33	10.6
	Total	310	97.8	303	97.1
Missing	99	7	2.2	9	2.9
Total		317	100	312	100

		Expectation		Perception	
		Seats		Seats	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	8	2.5	9	2.9
	Disagree	9	2.8	8	2.6
	Slightly Disagree	5	1.6	5	1.6
	Neutral	16	5	66	21.2
	Slightly Agree	28	8.8	68	21.8
	Agree	104	32.8	78	25
	Strongly Agree	142	44.8	77	24.7
	Total	312	98.4	311	99.7
Missing	99	5	1.6	1	0.3
Total		317	100	312	100

		Expectation		Perception	
		Attractive		attractive	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	9	2.8	5	1.6
	Disagree	13	4.1	8	2.6

	Slightly Disagree	13	4.1	13	4.2
	Neutral	32	10.1	75	24
	Slightly Agree	42	13.2	80	25.6
	Agree	89	28.1	81	26
	Strongly Agree	114	36	46	14.7
	Total	312	98.4	308	98.7
Missing	99	5	1.6	4	1.3
Total		317	100	312	100

		Expectation		Perception	
		Maintained		maintained	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	7	2.2	8	2.6
	Disagree	7	2.2	4	1.3
	Slightly Disagree	4	1.3	7	2.2
	Neutral	25	7.9	79	25.3
	Slightly Agree	56	17.7	65	20.8
	Agree	101	31.9	79	25.3
	Strongly Agree	112	35.3	68	21.8
	Total	312	98.4	310	99.4
Missing	99	5	1.6	2	0.6
Total		317	100	312	100

		Expectation		Perception	
		Legroom		legroom	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	12	3.8	13	4.2

	Disagree	13	4.1	8	2.6
	Slightly Disagree	7	2.2	11	3.5
	Neutral	23	7.3	60	19.2
	Slightly Agree	49	15.5	86	27.6
	Agree	106	33.4	67	21.5
	Strongly Agree	103	32.5	63	20.2
	Total	313	98.7	308	98.7
Missing	99	4	1.3	4	1.3
Total		317	100	312	100

		Expectation		Perception	
		Interest		interest	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	7	2.2	8	2.6
	Disagree	10	3.2	12	3.8
	Slightly Disagree	9	2.8	37	11.9
	Neutral	32	10.1	78	25
	Slightly Agree	72	22.7	57	18.3
	Agree	102	32.2	65	20.8
	Strongly Agree	75	23.7	43	13.8
	Total	307	96.8	300	96.2
Missing	99	10	3.2	12	3.8
Total		317	100	312	100

		Expectation		Perception	
		Operating hours		operating hours	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	11	3.5	12	3.8

	Disagree	12	3.8	7	2.2
	Slightly Disagree	18	5.7	40	12.8
	Neutral	30	9.5	43	13.8
	Slightly Agree	39	12.3	61	19.6
	Agree	113	35.6	89	28.5
	Strongly Agree	91	28.7	57	18.3
	Total	314	99.1	309	99
Missing	99	3	0.9	3	0.9
Total		317	100	312	100

		Expectation		Perception	
		Accessibility		accessibility	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	12	3.8	9	2.9
	Disagree	23	7.3	31	9.9
	Slightly Disagree	23	7.3	23	7.4
	Neutral	40	12.6	59	18.9
	Slightly Agree	44	13.9	66	21.2
	Agree	84	26.5	71	22.8
	Strongly Agree	85	26.8	46	14.7
	Total	311	98.1	305	97.8
Missing	99	6	1.9	7	2.3
Total		317	100	312	100

		Expectation		Perception	
		Station		station	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	16	5	22	7.1
	Disagree	13	4.1	27	8.7

	Slightly Disagree	18	5.7	41	13.1
	Neutral	22	6.9	57	18.3
	Slightly Agree	58	18.3	51	16.3
	Agree	97	30.6	59	18.9
	Strongly Agree	87	27.4	50	16
	Total	311	98.1	307	98.4
Missing	99	6	1.9	5	1.6
Total		317	100	312	100

		Expectation		Perception	
		Individualized		individualized	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	10	3.2	23	7.4
	Disagree	18	5.7	22	7.1
	Slightly Disagree	14	4.4	39	12.5
	Neutral	47	14.8	55	17.6
	Slightly Agree	53	16.7	55	17.6
	Agree	99	31.2	61	19.6
	Strongly Agree	68	21.5	50	16
	Total	309	97.5	305	97.8
Missing	99	8	2.5	7	2.2
Total		317	100	312	100

		Expectation		Perception	
		In advance		in advance	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	19	6	17	5.4
	Disagree	19	6	43	13.8

	Slightly Disagree	16	5	33	10.6
	Neutral	62	19.6	79	25.3
	Slightly Agree	57	18	44	14.1
	Agree	60	18.9	47	15.1
	Strongly Agree	70	22.1	44	14.1
	Total	303	95.6	307	98.4
Missing	99	14	4.4	5	1.6
Total		317	100	312	100

		Expectation		Perception	
		Timely		timely	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	15	4.7	11	3.5
	Disagree	5	1.6	15	4.8
	Slightly Disagree	9	2.8	36	11.5
	Neutral	32	10.1	48	15.4
	Slightly Agree	45	14.2	65	20.8
	Agree	107	33.8	73	23.4
	Strongly Agree	97	30.6	61	19.6
	Total	310	97.8	309	99
Missing	99	7	2.2	3	0.9
Total		317	100	312	100

		Expectation		Perception	
		Communication		communication	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	12	3.8	7	2.2
	Disagree	10	3.2	3	1
	Slightly	10	3.2	30	9.6

	Disagree				
	Neutral	31	9.8	56	17.9
	Slightly Agree	35	11	76	24.4
	Agree	116	36.6	74	23.7
	Strongly Agree	98	30.9	64	20.5
	Total	312	98.4	310	99.4
Missing	99	5	1.6	2	0.6
Total		317	100	312	100

		Expectation		Perception	
		Willing		willing	
		Frequency	Percent	Frequency	Percent
Valid	Strongly Disagree	11	3.5	23	7.4
	Disagree	4	1.3	11	3.5
	Slightly Disagree	12	3.8	11	3.5
	Neutral	25	7.9	46	14.7
	Slightly Agree	58	18.3	67	21.5
	Agree	93	29.3	70	22.4
	Strongly Agree	109	34.4	82	26.3
	Total	312	98.4	310	99.4
Missing	99	5	1.6	2	0.6
Total		317	100	312	100

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Abeba Beyene (Ph.D) all sources of materials used for the thesis have been duly acknowledge I further confirm that the thesis has been submitted either in part or full to any other higher learning institution for the purpose any degree.

Name

St. Mary's university, Addis Ababa

Signature

June ,2017

ENDORSEMENT

This is to certify that Kidane Hadush Kibatu has carried out his research work on the topic entitled “**Assessment of Service Quality with Special Reference to Selam Bus Line Share Company**”. The work is original in nature and is suitable for the submission for the reward of Master of Business Administration (MBA) Degree in General Management.

Advisor

St. Mary’s university, Addis Ababa

Signature

June ,2017