



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF SERVICE DELIVERY PRACTICE: IN THE CASE OF
LAVISTA GENERAL TRADING (LGT) PRIVATE LIMITED COMPANY**

BY
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June, 2019

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARRY'S UNIVERSITY, SCHOOL OF
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DECLARATION

I, the undersigned, declare that this thesis entitled “assessment of service delivery practice: the case of LGT PLC)” is my original work, prepared under the guidance of ADANEH GEDEFAW (Asst.Prof). All sources of materials used for the thesis have been properly acknowledged. I further confirm that the thesis has not been presented for the award of any other Degree or any other university.

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ENDORSEMENT

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

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Amanual

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ABSTRACT

Delivering excellent customer service is a winning strategy which results in more new customers, more business with existing customers, high customer retention and lower customer attrition.

The objective of this study was to assess service delivery practice in LGT. The sampling approach in this study was non probability sampling method and the populations were 230 LGT customers who use the company services as receiver. Data were collect using questionnaires which were designed for customers. The study used descriptive research type with non-probability sampling technique specifically convenience sampling technique. There is general perception that LGT do not deliver quality customer service and this is a worrying situation that needs investigation and hence the need for a research works such as this. The findings showed that generally overall satisfaction of customers with the quality of service delivered by LGT was low. According to this research finding, the majority of customers are dissatisfied with the service delivery process of LGT. Thus, the company has to pay attention to understand their customers' preferences to survive in a competitive environment. This study recommends that, Management should improve employee's incentives policies regarding training programs, particularly on customer service training from time to time and not only at the time when the employees join the organization. Management should conduct more training on customer service and the management should improve complaint handling procedures.

Key words: *service, quality, service delivery.*

CHAPTER ONE

INTRODUCTION

This chapter consists of an introductory part of the whole study. It presents the background of the study, statement of the problem, research questions, objective of the study, significance of the study, limitation of the study, scope of the study, and organization of the study.

1.1 Back ground of the study

In marketing, the theory of business development and service management is necessary to understand the needs and wants of customers, what they evaluate and are really looking for (Gronroos, 1988; Kotler & Armstrong, 2007). The critical factor of business performance is customers' satisfaction that leads to loyalty, repurchase intention, and even recommendation to others (word of mouth) (Anderson & Sullivan, 1993; Brady & Cronin, 2001b; Kotler & Armstrong, 2007). Firms need to understand the experience of customers and their perception of the service used to provide better services in order to attain the satisfaction of current customers and acquire new customers.

The delivery of quality in goods and services has become a marketing priority of the 1980s (Leonard and Sasser 1982; Rabin 1983). Though marketers of tangible goods have defined and measured quality with increasing levels of precision (Crosby 1979; Garvin 1983), marketers of services experience difficulty in understanding and controlling quality. Because services are performances rather than objects, precise manufacturing specifications for uniform quality rarely can be established and enforced by the firm. Quality in services is not engineered at the manufacturing plant, and then delivered intact to the consumer. Most services cannot be counted, measured, inventoried, tested, and verified in advance of sale to ensure quality delivery. Furthermore, the performance of services-especially those with a high labor content-often differs among employees, among customers, and from day to day.

Service quality reflects the extent to which the delivered level of service matches Customer expectations (Lewis and Booms, 1983). One of the critical tasks of service companies is service quality management. Quality means the degree of excellence in service performance. Consumers

perceive the quality of a service by experiencing the consumption process and by comparing the experience with their expectations. Though consumers are co producers and their participation also affects the quality, service firms cannot blame the customers. Service organizations have to be responsibility of quality performance through an effective strategic framework.

The current business environment is becoming competitive and challenging than before. With multidimensional challenges and demand of globalization, the organizations are forced to reengineer their products and systems to improve the service quality and remain competitive. (Yasin et al., 2004; Rodie and Martin, 2001).

In different services industries the relationship between customer satisfaction and service attributes have been difficult to identify because services nature is intangible (Hong, Goo et al., 2004; Nguyen and Leblanc, 2002). Due to intangible nature of services it is difficult for the firms to analyses how the customers perceive and evaluate the desired outcome of the service quality (Zeithaml, 1981). As customer evaluates their level of satisfaction by experimenting the service quality, satisfaction with services is related to conformation or disconfirmation of expectations (Smith and Houston 1982).

The quality of customer service is the key differentiator between good, bad and in different companies. Good quality customer service keeps customers coming back; bad customer service drives customers away, taking their friends, family and workmates with them.

In most services, quality occurs during service delivery, usually in an interaction between the customer and contact personnel of the service firm. For this reason, service quality is highly dependent on the performance of employees, an organizational resource that cannot be controlled to the degree that components of tangible goods can be engineered (Valarie A. Zeithaml, Leonard L. Berry, & A. Parasuraman, April 1988), 35-48).

So it can be said that the improvements in quality standards bring positive outcomes for the firm. When service firms well understand this fact that continuous improvements in service quality and offerings effects the satisfaction level of customers, they can better allocate resources to attain quality standards in order to meet their client's expectations. This research mainly focuses

on those improvements and processes to manage the process of quality services delivered to the final consumers.

Currently manufacturing sector is under increasing pressure to demonstrate that their services are customer focused and that continuous performance improvement is being delivered. As a result, high quality service is a priority for service providers worldwide (Borins, 2000). Thus, as service providers, rendering quality service and continuously improving the service quality has become a very real issue for Lavista General Trading plc.

The purpose of this study is thus to assess the quality of service delivery in Lavista General Trading plc. The study will use concepts from different model of quality service measurements like that of the SERVQUAL and others to assess customers' general perception on the quality of service delivery by the company.

1.2 Problem Statement

The issue of customer service is an important part of the aims and goals of Lavista General Trading plc. In this highly competitive world, delivering high quality customers' service is one of the most important outcomes that differentiate a successful company from others. Customers are most likely to be dissatisfied if the service performance is less than what they expect.

Despite the efforts provided by Lavista General Trading plc (LGT) to improve its service, there is still evidence of challenges on quality of the service which leads to customer satisfaction once played down by maintaining customers who are loyal to the company and who can positively recommend it to associates.

Service delivery become increasingly an important problem in most organization as Shepherd, Jeffrey (2003) stated: "service of developing countries tend to be large, underpaid, and politicized. As a result delivery of service tends to be inefficient and be set by corruption."

For instance, Lavista General Trading plc has a motto called "customer is king". However, as the customers complain the motto is not practiced. This sudden concentration on customer service excellence by the company is attributed to the fact that over the years there has been serious complain by the customers over the company's service delivery in the form of bad staff attitude or unprofessional conduct, delays in the delivery of services, unreasonable high pricing, lack of

credit sales, complain handling problem, less commission for brokers, poor standard of recording improper information and failed promises among others. These are issues that bother on the customers directly and cause customers to be dissatisfied with the service one way or the other. Good quality customer service keeps customers coming back; bad customer service drives customers away, taking their friends, family and workmates with them. There is the need to know from time to time how customers feel about the quality of service they get from the company so as to re-strategize to give an appreciable service quality.

Therefore, the study identified and assessed the service delivery practices of Lavista General Trading plc that contribute to the problem and provide suggested recommendation to address the problems. The study also investigates customer's main sources of dissatisfaction.

These and other related problems in Lavista General Trading plc became the causes for a number of complaints on the quality of service which was expressed by negative organizational image, delays and poor conditions of service. A number of reasons were behind this poor quality of service delivery. Whatever the reasons may be, once the customer is dissatisfied, it would be very difficult to gain their trust back. In this regard, a research should be carried out to urge a major reform, to assesses the root causes of the problem and get the problem rectified. This was why the researcher had the interest to study the issue under the research topic of 'Assessment of Service Delivery Practice in Lavista General Trading plc' and possible solutions provided to the research questions.

1.2.1 Research Questions

Based on the problem statement the researcher answered the following questions;

1. What factors make customers dissatisfied with the services of LGT?
2. What services do customers expect from the company?
3. How does the company handle its customer's complaint?

1.3 Objectives of the study

1.3.1 General Objectives

The general objective of this study was to assess the practice of service delivery in LGT.

1.3.2 Specific objectives

The specific objectives of the study include the following:

1. To identify factors that may cause customer dissatisfaction.
2. To identify the expectations customer.
3. To assess how the company handle its customer complaint.

1.4 Significances of the Study

The study had the following significance:

Primarily, the study give clear understanding of what is mean by a service delivery and how employees are acting accordingly and the organization also can see and fill the gap. By filling the gap, the organization will try to improve the service delivery continuously and this increases company's competitiveness and profitability.

Secondly, the research will be used as a base for those concerned bodies that have interests to study on the area.

1.5 Scope of the Study

The area of the study was concentrated with the practice of service delivery in LGT plc, Addis Ababa, Mercato. It covers opinions from customers on how well the company meets their needs and the level of the quality of the service they receive with the use of questionnaires. Customer view of how they expect to be served was also gathered. This enable the researcher know what new expectation customers want from the company. The study was covered historical period that ranged from 2015 up to date. The target population of the study was 600 customer of L.G.T. Based on Yamane's formula the representative sample size of the study was 240 customer of L.G.T.

Based on the availability and number of target population the researcher followed non-probability sampling technique that is a convenience sampling technique to select the sample

from the available population. Convenience choice means the respondents are chosen because they are available (Bryman& Bell, 2003). The researcher preferred to employ convenience sampling method because it was actually impossible to carry on a probability sampling due to the fact that there was no point in time during which all customers were available at same time.

1.6 Operational definition of Terms

Service: The action of helping or doing work for customers.

Quality: The degree of excellence of goods and service or a distinctive attributes or characteristic possessed by the company.

Service quality -means a form of an attitude, relatedbut not equivalent to satisfaction that results fromthe comparison of expectation with performance.The customers generally use certain criteria toevaluate service quality by examining reliability,responsiveness, assurance , empathy and physicalaspects (tangible).

Service delivery: The act of providing service delivery by organization in particular place and time in return for customers wants and needs from that organization.

Customer perception: is reaction of customers in relation to performance employees in satisfying the service or not.

1.7 Limitation of the study

Several potential limitations were associated with this study:

1. The problem that encountered while conducting this study was lack of cooperation of the respondents and their commitment to complete filling the questionnaires.
2. Lack of enough time and limitation of financial and other resources were evident in this study.
3. Shortage of time to gather sufficient data and analyze them properly.
4. The researcher was try to conduct interview for triangulation, unfortunately the respondent are unwilling due to shortage of time and busyness.

1.8 Organization of the Study

The study paper consists of five chapters. The first chapter presented the introductory part. It includes statement of the problem, basic research questions, objectives of the study, definition of key terms, and significance of the study and scope of the study. The second chapter focused on related literature reviews. The third chapter deals with the source of data, the data collection instrument, the procedures of data collection, the method of data analysis, ethical consideration and validity and reliability analysis. The fourth chapter presented results and discussion of the study and finally the fifth chapter presents summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

This chapter deals with the assessment of literatures, which relate to the topic service delivery practices of an organization. This chapter provides information about aspect of previous works which relate to this study. In this chapter, a major service issue as presented by various scholars was reviewed. Accordingly, concepts, classification, characteristic, component of service practice were reviewed. The development of conceptual framework was also included.

2.1 Theoretical concepts

2.1.1 Definition of service

The term is difficult to define, because invariably service is marketed in conjunction with tangible goods. Service require supporting goods (you need an air line to provide air transportation service), and goods require services (to sell even a shirt or can of beans calls at least for a cashier's service). Furthermore, a company may sell a combination of goods and services. Thus, along with repair service with your cars, you might buy a spar plus or an oil filter. It may be helpful to think of every product as mix of goods and services located on a continuum ranging from pure goods to pure service (Stanton, Etzel and Walker, 1991).

Service is identifiable intangible that are the main object of transaction designed to provide want satisfaction to customers (Stanton, Etzel and Walker, 1991).

Service are activities, deeds or other basic intangibles offered for sale to consumers in exchange for money or something else of value (Berkowitz, Crane, Kerin, Hartley and Rudelius, 2003).

Because of their intangible nature, it is generally more difficult for consumers to evaluate service before purchase than it is to evaluate goods. Tangible goods such as cloths, jewellery and furniture have search quality such as colour, size, and style which can be determined before purchase. But rarely can a consumer inspect, try out or test a service in advance. This is because some services such as restaurant and child care have experience quality, which can be discerned only after purchase or consumption (Berkowitz, Crane, Kerin, Hartley and Rudelius, 2003).

Service is an act of performance provided by one party to other which fundamentally is not materialized and does not result in creating ownership over things. Its production is either connected to the physical product or not (Kotler, 1998)

2.1.2 Classification of service on the base of sector

There are four class of service:

- a) Distributive service – is the services with a distribution nature provided to other sectors, product or service providers such as, transportations, telecommunications, wholesale, retail commerce.
- b) Personal service – it is service provided to individual such as, hotel, housing, repair service, laundry and cleaning service, household service, hair salons and other personal service.
- c) Social service – it is service aimed at satisfying individual or social needs such as, hospital, education, religion, consultancy and other social service.
- d) Product service – it is service provided to other sectors or other producers, service providers, facilitate and support the operational process such as, financial service insurance, accountancy, legal service and other business service.

2.1.3 Characteristics of service

According to (Stanton, Etzel and Walker, 1991) there are four futures of service. The special nature of services stems from number of distinctive characteristics. These futures create special marketing challenge or/and opportunities. As a result service firms often require strategic marketing program that are substantially different from those found in marketing tangible goods.

- a) Intangibility – because service is intangible, it is impossible for customer to sample taste, feel, see, hear or smell a service before they buy it. Consequently a company's promotional program must portray the benefits to be derived from the service rather than emphasizing the service itself.
- b) Inseparability – service typically cannot be separated from the creator- seller of service. From marketing stand point, inseparability frequently means that direct sale is the only possible channel of distribution and seller's service cannot be sold in very many markets.

- c) Heterogeneity – it is impossible for service industry or even an individual seller of service, to standardize output. Each unit of service are somewhat different from other units of the same service.
- d) Perishability and fluctuating demand – service are highly perishable, and they cannot be stored. Furthermore, the market for service fluctuates considerably by season, by day of the week and hour of the day.

2.1.4 Managing service

According to (Jobber, 2001) there are five key aspects of managing service:

- a) Relationship marketing – service are attracted much attention in recent year as organizations focus their efforts on retaining existing customers rather than only attracting new one.
- b) Managing service quality – intuitively, it makes sense to support to improving service quality will increase customer satisfaction leading to higher sales profits. Indeed, it has been shown that companies that are rated higher on service quality perform better in term of market share and profitability.
- c) Managing service productivity – productivity is measure of the relationship between an input and output clearly a balance must be struck between productivity and service quality. At some point quality gains become so expensive that they are not worthwhile. However, there are ways of improving productivity without compromising quality. Technology, obtain customer involvement in production of service and balancing supply and demand are three methods of achieving this.
- d) Managing service staff – many services involves a high degree of contact between service staff and customers. In order for service employees to be in the frame of mind to treat customers well, they need to feel that their company is treating them well.
- e) Positioning service – positioning is the process of establishing and keeping a distinctive place in the market for a company and its product. Most successful service firms differentiate themselves from the competition on attributes that their target customers value highly.

2.1.5 Service profit chain

Successful firms focus their attention on both their employees and customers. They understand the service profit chain which links firms' profit with employees and customers satisfaction. According to (Kotler, Wong, Sounders and Armstrong, 1996) this chain consists of five links;

- a) Internal service quality – superior employee selection and training, a quality work environment and strong support for those dealing with customers, which result in.....
- b) Satisfied and productive service employees – more satisfied, loyal, and hard working employees, which result in.....
- c) Great service value – more effective and efficient customer value creation and service delivery, which result in
- d) Satisfied and loyal customers – satisfied customer who remains loyal, repeat purchase and refer other customers, which result in....
- e) Healthy service profits and growth – superior service firm performance.

2.1.6 Definition of Quality

Researchers have concluded that quality has become the key to competitive success and long-term survival. Empirical research has demonstrated a positive relationship between service quality and organizational performance (Parasuman et. al., 1988). Further, quality can be used as an effective strategy for raising return on investment, increasing market share, improving productivity, lowering costs, and achieving customer satisfaction (Anderson and Sullivan, 1993). Quality is extremely difficult to define in a few words. At its most basic, quality has been defined as “conforming to requirements”. This implies that organizations must establish requirements and specifications; once these specifications are established, the quality goal of the various functions of an organization is to comply strictly with them. However, the questions remain: whose requirements and whose specifications (Grönroos.C, 2001). Thus, a second series of definitions states that quality is all about fitness for use. Such definitions are based primarily on satisfying customers` needs .These two definitions are in the concept of customer perceived quality: quality can be defined only by customers and occurs when an organization supplies goods or services to a specification that satisfies customer needs.

Quality implies that the product or end item is fit for the intended purpose. Fitness normally involves a wide range of criteria such as performance, safety, reliability, ease of handling, maintainability, logistical support as well as environmental safety (Nicholas and Steyn, 2008)

2.1.7 Service quality

Service quality has been given increased attention in recent years, due to its specific contribution to business competitiveness. Because of the difficulties in defining and measuring service quality, it is a concept that has aroused considerable interest and debate in the research literature (Wisniewski, 2001). According to M. Rahaman, Abdullah and A. Rahman (2011), service quality is an approach to manage business processes in order to ensure full satisfaction of the customers which will help to increase competitiveness and effectiveness of the industry. Definition of service quality revolves around the idea that it is the result of comparison that customers make between their expectations about a service and their perception of the way the service has been performed. Service quality can thus be defined as the difference between customer expectations of service and perceived service performance. Service quality is the difference between customer expectations and perceptions of service. Service quality is a measure of how well the services (as received) match expectations preconceived (Parasuraman et al., 1988). According to Parasuraman, Zeithaml and Berry (1985); Dehghan (2006), customers will be dissatisfied if expectations are greater than performance that is perceived quality is less than satisfactory. They proposed service quality to be a function of pre-purchase customer expectations, perceived process quality, and perceived output quality. Customers form service expectations from many sources, such as past experiences, word of mouth, advertising and previous experience with the service (Kotler & Keller, 2006). The notion of service quality involves more than the outcome quality; the methods and manner by which the service is delivered are of great importance. In the growing global communications industry, service quality has become increasingly important, as telecommunication firms strive to protect their subscriber bases.

In marketing, the theory of business development and service management is necessary to understand the needs and wants of customers, what they evaluate and are really looking for (Gronroos, 1988; Kotler & Armstrong, 2007). The critical factor of business performance is customers' satisfaction that leads to loyalty; repurchase intention, and even recommendation to

others (word of mouth) (Anderson & Sullivan, 1993; Brady & Cronin, 2001b; Kotler & Armstrong, 2007). Firms need to understand the experience of customers and their perception of the service used to provide better services in order to attain the satisfaction of current customers and acquire new customers.

2.1.8 Dimensions of Service Quality

Zeithaml, Bitner, 2003, found five dimensions customers use when evaluating service quality. They named their survey instrument SERVQUAL. In other words, if providers get these dimensions right, customers will hand over the keys to their loyalty because they will have received service excellence according to what's important to them. The five SERVQUAL dimensions are:

- a) **TANGIBLES** –Appearance of physical facilities, equipment, personnel, and communication materials. Tangibles are defined as the appearance of physical facilities, personnel, and communication materials. All of these provide physical representations or images of the service that customers, particularly new customers, will use to evaluate quality
- b) **RELIABILITY** -Ability to perform the promised service dependably and accurately. Reliability means that the company delivers on its promises-promises about delivery, service provision, problem resolution, and pricing. Customers want to do business with companies that keep their promises, particularly their promises about the service outcomes and core service attributes
- c) **RESPONSIVENESS** -Willingness to help customers and provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with customer requests, questions, complaints, and problems. Responsiveness is communicated to customers by the length of time they have to wait for assistance, answers to questions, or attention to problems. Responsiveness also captures the notion of flexibility and ability to customize the service to customer needs. A company must be certain to view the process of service delivery and the handling of requests from the customer's point of view rather than from the company's point of view. To truly distinguish themselves on responsiveness, companies need well staffed customer service departments as well as responsive front-line people in all contact positions

- d) **ASSURANCE** -Knowledge and courtesy of employees and their ability to convey trust and confidence. This dimension is likely to be particularly important for services that the customer perceives as involving high risk and/or about which they feel uncertain about their ability to evaluate outcomes. Trust and confidence may be embodied in the person who links the customer to the company. In such service contexts the company seeks to build trust and loyalty between key contact people and individual customers. The personal banker concept captures this idea: customers are assigned to a banker who will get to know them individually and who will coordinate all of their banking services
- e) **EMPATHY** –Empathy is defined as the caring individualized attention the firm provides its customers. The essence of empathy is conveying, through personalized or customized service that customers are unique and special. Customers want to feel understood by and important to firms that provide service to them.

2.1.9 Measuring service quality

Gronroos Model

The early conceptualization of service quality model is formed by Gronroos (1982, 1984). He believed that if a firm wants to be successful, it is vital for the business operator to understand the customers' perception on the service provided. Service quality management means matching the perceived quality with expected quality and keeping this distance as small as possible in order to reach customers' satisfaction. He suggested three dimensions of service quality. The first dimension, Technical (outcome) means what customers received as a result of interaction with a service firm. The other component is Functional (process) which means how a technical service received by customer. The way of service process is very important in customers' evaluation on the service quality. However, the service outcome received by the customers is upon their desire and the process of receiving service has influence onto the customers' evaluation and view of the service. By comparing these two factors of service the quality expected and received by the customers, we can get the perceived service quality. The third dimension of service quality in this model is Corporate Image which is the customers' view of corporate or brand. The customers' expectation is influenced by their view of the firm and it is the result of how customers perceived firm services. Therefore, the image is built up by the technical quality and functional quality. There are other less important factors that can affect

image such as: traditional marketing activities (i.e., advertising, pricing, and public relations), ideology, tradition, and word-of-mouth. It was the first attempt to introduce a real model for measuring perceived service quality. The main problem of this model was the lack of explanation for measuring technical quality and functional quality. In the years after, Rust and Oliver (1994) developed this model by adding one more dimension to Gronroos' (1984) model that is Service Environment. The other two dimensions suggested by them were called service product (i.e., technical quality) and service delivery (i.e., functional quality) but they did not test their model and a few supports were found using and testing this model.

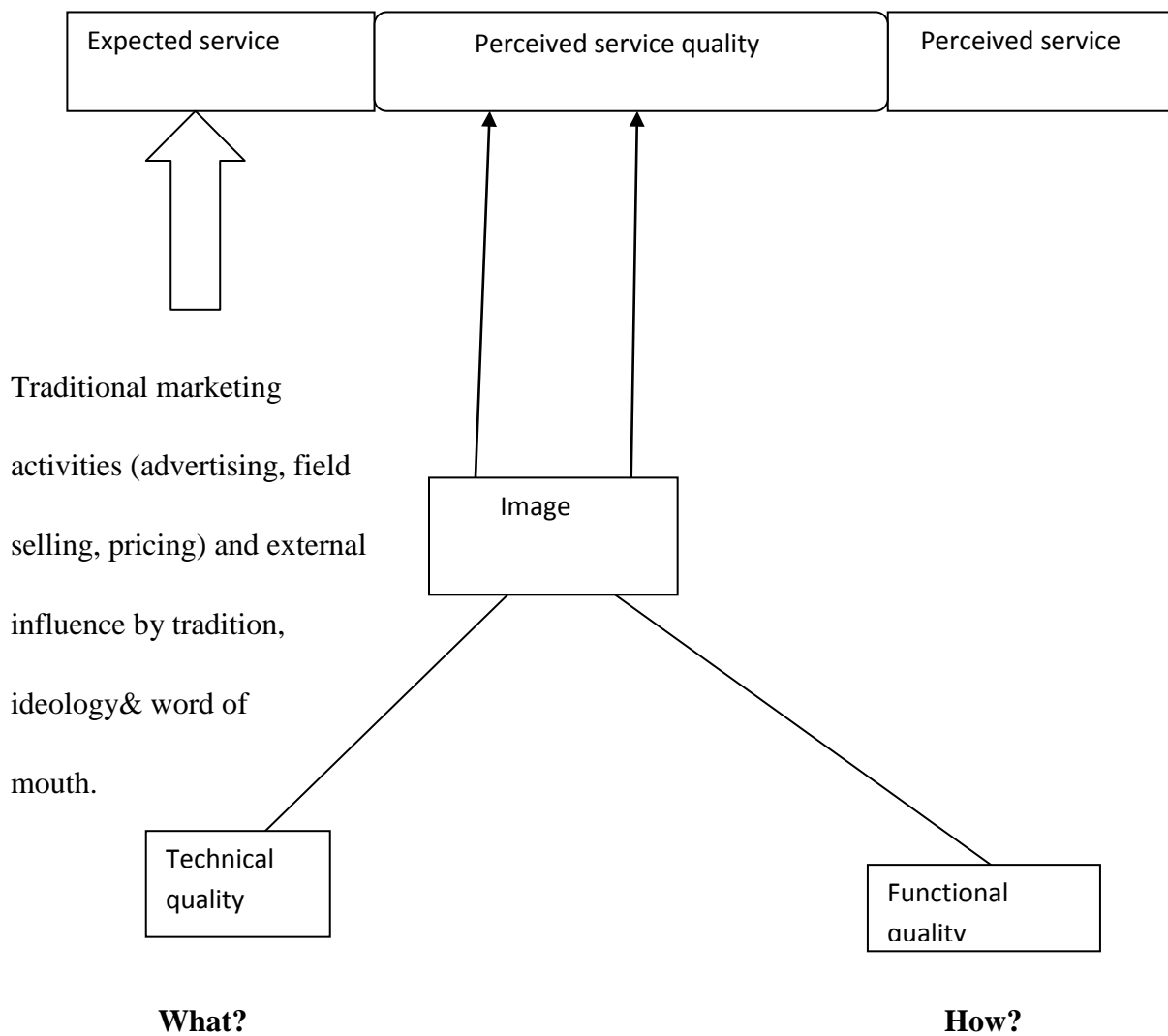


Figure 2.1: The Gronroos model (Gronroos, 1984)

2.1.10 Definition of service delivery

Service delivery defines as a product or activity that meets the needs of a user or can be applied by a user. To be effective, services should possess these attributes:

- **Available and timely:** at time and space scales that the user needs;
- **Dependable and reliable:** delivered on time to the required user specification;
- **Usable:** presented in user specific formats so that the client can fully understand;
- **Useful:** to respond appropriately to user needs;
- **Credible:** for the user to confidently apply to decision making;
- **Authentic:** entitled to be accepted by stakeholders in the given decision contexts;
- **Responsive and flexible:** to the evolving user needs;
- **Sustainable:** affordable and consistent over time;
- **Expandable:** to be applicable to different kinds of services.

Service delivery, then, is a continuous, cyclic process for developing and delivering user focused services. It is further defined in four stages (<http://www.wmo.int/pages/prog/amp/pwsp>)

Stage 1: User Engagement identifying users and understanding their needs, as well as understanding the role of weather, climate, and water related information in different sectors;

Stage 2: Service Design and Development process between users, providers, suppliers, and partners of creating, designing, and developing services, ensuring user needs are met;

Stage 3: Delivery producing, disseminating, and communicating data, products and information (i.e., services) that are fit for purpose and relevant to user needs;

Stage 4: Evaluation and Improvement process to collect user feedback and performance metrics to continuously evaluate and improve upon products and services.

2.1.11. Product service system

Manufacturers have to improve their outcomes to meet the ever-changing customers' demands in order to develop their competitiveness continuously. Along with the shift from industrial market to customized market, services turn out to be the key means to solicit customers. In the consumption market, physical products and services are integrated into a comprehensive system

as called product service system (PSS). The emergence of PSS should firstly be attributed to the change of customers' consumption concept from purchasing products to acquiring utility. They need physical products and related services to fully realize their personalized demands. Secondly, in the era of knowledge economy, specialized knowledge and skills are necessary to use, maintain, upgrade and dispose products properly. Customers lacking of these skills turn to professional services to achieve the maximum value from products. Moreover, the development of technologies has created many new industries, in which services and products are integrated because the product means nothing if used separately, such as cell phones, global positioning system (GPS), etc.

On the manufacturer side, the earnings from industrial products become ever less, while services show their potential as an alternative in recent years (Gebauer et al. 2004). Manufacturers come to give up one-off sale of traditional products, and extend their businesses around the products to related services, such as personal customization, process support, repair and maintenance, upgrading and recycling, product lifecycle management. According to a survey done by Association of German Equipment Manufacturer (VDMA 1998), the profit margin of equipment averages at 1%, while services, such as maintenance, installation and process supporting services, averagely provide a profit margin of more than 10%. A similar survey by the Switzerland Equipment Manufacturer also shows that services can provide more stable revenues in comparison with physical products.

2.1.12. Classification of the product service system

Contracts for manufactured goods are centered around a clearly defined junction between production and use due to the properties of tangibility and portability of physical goods. At that point, responsibility for use, operation and consumption of the product is transferred from producers to customers, along with ownership. Service, by contrast, is characterized by intangibility, simultaneity of production and consumption, and co-production. Cook et al. (2006) have revealed a spectrum of PSS types. The competitive advantage of a PSS can be based on the product or on service, and the ownership of a PSS may or may not be transferred from sellers to buyers during transactions. PSS's could be categorized into three

(1) Product-oriented PSS (PPSS). Within this type of PSS, the ownership of physical products is transferred to customers and a service arrangement is provided to ensure the utility of the product over a given period of time. Typical examples include warranties and maintenance contracts. Improvements in resource productivity are thought to arise from the notion that these services increase the lifetime of the product to which they are attached, e.g. maintenance service for a washing machine. Although products are still the basis of competitive advantage, service becomes an important way of non price marketing and an additional source of income. Within both traditional industries (such as automobile, machine tool, aircraft) and the emerging industries like routers and servers, after-sales services have become an effective source of revenue. For example, in 2005, Cisco, the largest network equipment provider, earned US\$ 3.9 billion from customer support services.

(2) Application-oriented PSS (APSS). Unlike PPSS, ownership of the material goods is retained by the service providers in this configuration. Customer purchases use of the product over a given period or units of service. The service provider sells its function instead of the product, e.g. through sharing, pooling and leasing systems. Leasing contract with time clauses is a typical example of APSS. For instance, in China, multinational enterprises lease office computers from local service contractors. The related office software is preinstalled by the contractor and reliability of the computer systems is also ensured by the contractor via maintenance and support services. Because the service performance directly depends on the quality and cost of the physical products, they are still the basis for APSS providers to build competitive advantages.

(3) Utility-oriented PSS (UPSS). Similar to APSS, service providers retain ownership of physical products, while customers purchase utility as an outcome and not the use of a “product”. For example, instead of leasing a washing machine, a customer purchases washing service. The service provider owns the ownership and use the product to provide utility for customers. Blue ocean strategy (Kim and Mauborgne 2005) challenges companies to break out of the red ocean of bloody competition by creating uncontested market space. It is about growing demand and escaping away from the competition. The focus of competitive advantage measures the amount of services added to a product. For PPSS and UPSS, providers investigate customers’ demand chain to find new tendencies and market opportunities, and offer a comprehensive solution integrated with products and related services. Thus, providers can escape away from the red

ocean of physical product market by creating uncontested service market space. This generally leads to a strategic growth of the market. Within APSS, the ownership of product is retained by its provider and its utility is delivered to customer in the format of service. That is, manufacturers meet known demand by using the existing product via a new business model, which often leads to a growing demand.

2.2 Empirical (previous) studies

Empirical finding is one of the important components of literature review in any research study. It contributes a lot to the effectiveness of the investigation under the study by enlightening the gap what the researcher wants to find out. It also helps the researcher by providing the insight about what and how assumes the investigation.

Sweeney et al. (1997) analyzed whether service quality in service encounter stage affects perceived value and consumer willingness to buy. As a result of the study, they found that service quality perceptions in service encounter stage affects consumers more than product quality. Also, increasing competition in the markets has led many companies to consider quality as a strategic tool. Service quality has been becoming more important and service providers should improve their service quality to gain sustainable competitive advantage, customer satisfaction, and customer loyalty. The researches in the literature showed that customers who are dissatisfied with a service spread their experiences to more than three other people (Horovitz, 1990).

Service firm executives may not always understand what features connote high quality to consumers, what attributes a service must have in order to meet consumer needs, and what levels of performance on those features are necessary to deliver high quality service (Langeard et al. 1981; Parasuraman and Zeithaml 1983). Because there are few clearly defined and tangible cues for services, the gap between what consumers expect and what managers think they expect may be considerably larger than it is in firms that produce tangible goods (Gronroos 1982; Zeithaml 1981). The successful provision of a service begins with the ability of management to assess the client's expectations correctly (Lewis and Klein 1987).

The researcher concluded that; the respondent negative perception on effectiveness of delivering service quality provided by the company is perhaps the most serious finding for the institution.

The dissatisfaction of customers due to improper handling leads the organization to losing its loyal customer and finally it may loss its business.

Finally, the researcher recommended that the service delivery practice could be update by listening and understanding the costumers feeling, needs and wants.

2.3 Conceptual framework of the study

Conceptual framework of the study is useful to indicate the direction of the study. The major focus of the study will be on gap which signifies the difference between customers' perception and service performance of the organization.

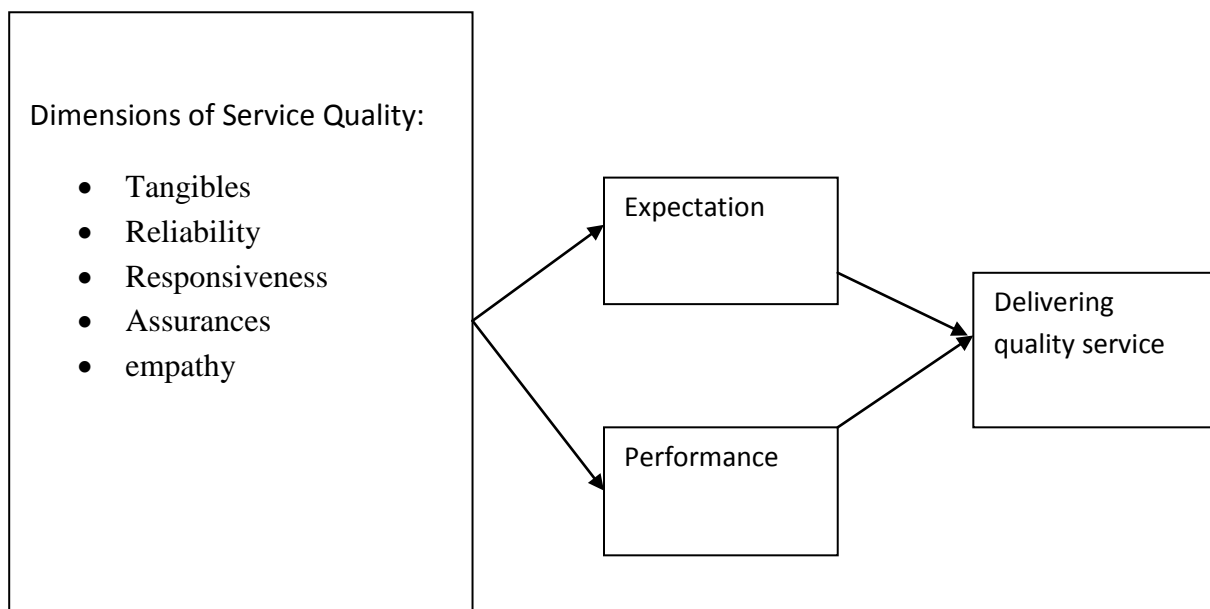


Figure 2.2; conceptual frame work for service delivery

Source: Adopted from literature review

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the overall view of research methodology including research design, source of data, method of data collection, sample size and sampling technique, and method of data analysis.

3.1. RESEARCH DESIGN

Descriptive method helps us to understand the way things are (Welman and cruger, 2004). A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose. The type of research for this study was a descriptive. Descriptive survey was pulled through questionnaire; the purpose of using this survey was to describe what has already happened, to give us background information, to collect detailed information that describes an existing phenomenon.

Questionnaire technique was used for data collection of this study. Questionnaires were distributed to respondents under the researcher supervision. All respondents were given a questionnaire with explanation before filling in.

3.2. Population, Sample Size and sampling procedure

The total population of the study was customers of LGT. There were 600 customers who have TIN in the company.

It is very expensive in terms of money and time to collect data from the population of customer, so that the researcher was used sample, which is representative for the total population. The researcher was used the following formula to decide the sample size from the total population. The formula has developed by Taro Yamane (1967), the reason choose this formula will for simplicity to determine the sample size of finite population. According to Yamane, for any

sample given the estimated population proportion of 0.05 and 95% confidence level, the sample

$$n = \frac{N}{1 + N(e)^2}$$

size has given by:

Where,

n is the sample size,

N is the total population size, and

e is the level of the precision or sampling error= (0.05)

Therefore $N=600$ $n = 600/[1+600(0.05)^2]$ $n=240$

Hence, the sample size for this research was 240 customers of LGT.

The researcher cannot find the customers in one place, because of the difficulty of meeting and giving the questionnaires to the customers, the researcher used non-probability sampling technique, specifically convenience sampling technique to collect data because it is fast, inexpensive, easy and the subjects are readily available. The sample of this research was made up of customers who have been demanding service from LGT during the data collection period. The researcher used convenience sampling not just because it is easy to use, but because it also has other research advantages. Convenience sample is usually used because it allows the researcher to obtain basic data and trends regarding his study without the complications of using a randomized sample.

3.3. Data Types and Sources

The researcher used primary and secondary data sources

Primary data: Primary data were collected through questionnaires that were distributed directly to selected customer of the company.

Secondary data: The researcher referred various websites that have previous research studies and empirical investigations, customer suggestion box, sales reporter, sales attachment.

3.4. Data Collection Instrument

The study used quantitative data to collect information by developing structured questionnaires for customers. 5 likert scales were used as a measurement in which respondents indicate their extent of agreement or disagreement. The questionnaire was the best tool for the information gathering in this study since the adoption of close-ended questions makes it easy for responses to be coding and analyzing.

Quantitative approach involved number of respondents, listed questions are raised and response choices are predetermined. According to Svensson (2003) the quantitative research approach is best to investigate the perceptions and problem of the study and to discover the hidden values, feelings attitudes and motivations. It uses deductive approach; the focus is on testing the theories related to the topic by analysing and collecting the data (Bryman and Bell, 2007).

3.5. Data Analysis method

A descriptive analysis technique was used to demonstrate processed data in absolute terms. Statistical Package for Social Science (SPSS) software version 20.0 was employed to analyze and present the data through the statistical tools used for this study.

Descriptive analysis techniques were used to describe the basic features of the data in a study since it provides simple summaries about the sample and the measures. According to knife Abraha (2002; 8), descriptive statistics is about collection, organization and analysis of numerical data, this include any kind of data processing techniques which is assigned to summarize or describe important features of the data. This means it describes the raw data in a clear manner. Neuman (2002:24) further described that this method enables the presentation of numerical data in a structured, accurate and summarized manner. The data that were collected from questionnaire was summarized and the descriptive statistical results had presented by tables in terms of frequency, percentage, mean, and standard deviation to give a condensed picture of the data.

3.6. Reliability and validity of the instrument

In order to reduce the possibility of getting the wrong answer, attention was paid on the reliability and validity of the questionnaire. Numbers of different steps taken to ensure the

validity and reliability of the study: Data was collected from the reliable sources. With meaning that respondent must be a customer of the company under research; questionnaire was made based on literature review to ensure the validity of the result; questionnaire were pre-tested by experienced persons to ensure it measure what it supposed to; data was collected through a short period of time which is a guarantee of no big change happened on the related topic; a pre-tested translated questionnaire was available to make sure respondents who use local language are involved without any problem and the whole research was carried out under supervision of the researcher to avoid missing data.

The reliability analysis was measured by the consistency of the data where the indicators are the interim-correlation and reliability coefficient Cronbach's Alpha. As described by Andy (2006) the values of Cronbach's alpha around 0.8 is good. Thus, the alpha value which is 0.930 for this study is the acceptable range and it is good.

Case Processing Summary

		N	%
Cases	Valid	230	100.0
	Excluded ^a	0	.0
	Total	230	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.930	14

3.7. Ethical considerations

To ensure that ethics are practiced in this study as well as utmost confidentiality for respondents and the data provided by them, the following was done:

- (i) coding of all questionnaires;
- (ii) the respondent requested to sign the informed consent;
- (iii) authors mentioned in this study acknowledged within the text;
- (iv) Findings were present in a generalized manner.

CHAPTER FOUR

DISCUSSION AND INTERPRETATIONS

This chapter presents the results, discussions and interpretation of data gathered through structured questionnaire. Under this section, customers' perception on delivering quality service of the company are presented and analyzed in detail. The questionnaire for customers of L.G.T is annexed at the end of this research report.

4.1. Response Rate of the Questionnaire

The copies of questionnaire distributed to the respondents, number of questionnaire returned and the percentage of returned questionnaire was analyzed below.

Table 4.1: Summary of Questionnaire distributed, Returned

Types of Respondents	Copies of Questionnaire Distributed	Number of Questionnaire Returned	Percentage of Returned Questionnaire
Customers of LGT	240	235	95.8333%

Source: own survey, 2019

A total of 240 questionnaires were distributed to customers of L.G.T. Out of which 235 were return, 3 questionnaires were rejected due to missing data and 2 were returned unfilled. Therefore, 230 questionnaires served as data for analysis to present the findings and draw conclusions. Further the data analysis is performed to reach the findings. Out of 240 questionnaires issued for respondents, 95.83% valid questionnaires responses were achieved.

4.2. Demographic Characteristics of the Respondents

It is important to discuss about the demographic characteristics of the respondents to know the distributions of the company customer's profile. The profiles of respondents in terms of gender, age, level of education, marital status and years of services are discussed below

4.1.2. Customers' Demographic Characteristics

Table 4.2: Distribution of Demographic Variables of Customers

GENDER	NUMBER OF RESPONDENTS	PERCENTAGE
Male	220	95.7
Female	10	4.3
Total	230	100
AGE	NUMBER OF RESPONDENTS	PERCENTAGE
18-25	17	7.3
26-35	115	50.0
36-45	85	37.0
Above 46	13	5.7
Total	230	100
MARITAL STATUS	NUMBER OF RESPONDENTS	PERCENTAGE
Single	35	15.2
Married	174	75.7
Divorced	10	4.3
Widower	11	4.8
Total	230	100
EDUCATIONAL LEVEL	NUMBER OF RESPONDENTS	PERCENTAGE
TVT	13	5.7
College Diploma	81	35.2
Bachelor Degree	17	7.4
Master's Degree	0	0
PhD	0	0
below grade 10	119	51.7

Total	230	100
HOW LONG HAVE YOU BEEN CUSTOMER OF THIS COMPANY?	NUMBER OF RESPONDENTS	PERCENTAGE
below 1 years	31	13.5
1 - 4 years	178	77.4
5 - 9 years	21	9.1
above 10 years	0	0
Total	230	100

Source: own survey, 2019.

The respondents' gender as displayed at Table 4.2 indicates that the males were 95.7% and females 4.3%. This implies that there is no equal work opportunity among male and female. This doesn't help the study to incorporate ideas from both sex respondents regarding service delivery of LGT.

Regarding age group of respondents' 7.3% were 18-25 years old, 50% 26-35 years old, 37% 36-45 years old and the remaining 5.7% above 46 years old. This indicates that majority of respondents were between the age of 26 to 45. This implies that most adult age group is participating in business.

With regard to marital status majority of respondents 75.7% of the respondents were married, 15.2% were single, 4.3% of the respondent was divorced and the rest 4.8% were widower.

the table indicates that out of 230 respondents, 51% of the respondent are below grade 10, 5.7% of the respondents are TVT holder, 35.2% of the respondent are diploma holders and the remaining 7.4% of the respondent are second-degree. From the table it is realized that, above fifty percent of the customers are don't attend school above grade ten.

Concerning the customers receiving service from LGT 13.5% have less than one year, 77.4% between 1-4 years, and the remaining 9.1% between 5-9 years. As majority of the respondents have been receiving services from the company for more than 1-4 years.

4.3. Analysis of data pertinent to the Study

The data analysis is based on the respondent's awareness about the following thematic areas: factors that may cause customer dissatisfaction, customer expectations and customer complaint handling.

In this section different statistical data analysis tools such as frequency, percentiles and mean are used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluated based on a 5-point Likert scale (1 being strongly disagreed to 5 being strongly agreed).

According to Zaidon & Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considered as high. Based on the data collected from a total of 230 customers the service delivery practice of LGT has been discussed and interpreted here under:

4.3.1. Analysis of customer satisfaction items

Table 4.3: Frequency, Percent and Mean Score for Customer Satisfaction Item

No.	Statement	Rating scale										Mean
		Strongly disagree(1)		Disagree (2)		Neutral(3)		Agree (4)		Strongly agree (5)		
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
1	Employees of the company do not show respect, care, and understanding to your need.	26	11.3	38	16.5	27	11.7	121	52.6	18	7.8	2.2913
2	The employees operation is not neat and professional.	26	11.3	38	16.5	10	4.3	138	60.0	18	7.8	3.3652
3	Employees of	26	11.3	37	16.1	50	21.7	87	37.8	30	13	3.2522

	the company do not show sign of recognition towards you.											
4	The company is not willing to provide customers driven alternative goods and service.	0	0	69	30	73	31.7	32	13.9	56	24.3	3.3261
5	The product was not well designed and worked well.	0	0	34	14.8	139	60.4	19	8.3	38	16.5	3.2652
	Average		6.78		18.78		25.96		34.52		13.88	
											Aggregate mean	3.1

Source: own survey, 2019.

The large respondents from the sample rated, employees of the company do not show respect, care, and understanding to your need (52.6%), The employees operation is not neat and professional (60.0%), Employees of the company do not show sign of recognition towards you (37.8%) respectively showing their agreement, The company is not willing to provide customers driven alternative goods and service (31.7), The product was not well designed and worked well (60.4%).

As it is indicated by table 4.3 item one above, from the total of 230 respondents 121 respondents which is 52.6 % of the total respondents replied “agree”, i.e. employees of the company doesn’t show respect, care, and understanding to respondents need.

As indicated in table 4.3 item two 60.0% of the respondent are not satisfied with neatness and professional dressing of employees.

Thus, as presented in table 4.3 item three 37.8% of the respondents replied employees of the company doesn’t show sign of recognition towards us.

Table 4.3 item four depicted, providing customer driven alternative goods and service. Hence, the result 31.7% of the respondents are replied that they were neutral which imply they were neither satisfied nor dissatisfied with the willingness of providing customers driven alternative goods and service. However 23.4% of the respondent is not happy with it.

Table 4.3 includes Item five which tried to investigate the opinion of respondents about design and work of product. Consequently, 60.4% of the respondents replied that they were neutral which indicated that they were neither satisfied nor dissatisfied with the product and effectiveness of the product.

The mean value of this item is 3.1 which indicate that customers are seeking more improvements on the company services.

4.3.2. Analysis of customer expectation

Table 4.4: Frequency, Percent, Mean and Score for customers expectation

No.	Statement	Rating scale										Mean
		Strongly disagree(1)		Disagree (2)		Neutral(3)		Agree (4)		Strongly agree (5)		
		Freq	%	Freq	%	freq	%	Freq	%	freq	%	
1	The company does not identify improvement service gap to meet your need.	0	0	0	0	28	12.2	113	49.1	89	38.7	4.2652
2	Employees' knowledge regarding standard of service delivery is	0	0	62	27.0	30	13.0	79	34.3	59	25.7	3.5870

	low.											
3	You don't meet your expectation.	0	0	27	11.7	130	56.5	64	27.8	9	3.9	3.2391
4	Based on your recent experience with the company the quality of service is not exceptional.	0	0	0	0	2	9	79	34.3	149	64.8	4.6391
	Average		0		9.675		22.675		36.375		33.275	
											Aggregate mean	3.9326

Source: own survey, 2019.

Table 4.4 item one depicts the company improvement regarding service gap to meet customers need. Hence, the result of Item one indicated that 49.1% and 38.7% of the respondents are agree and strongly agreeing with the company improvement regarding service gap to meet customers need respectively. This coincides customers are dissatisfied with service of the company.

Table 4.4 includes Item two which tried to investigate the opinion of respondents about Employees' knowledge regarding standard of service delivery. Consequently, 34.3% of the respondents replied "agree" 25.7% of the respondent also replied "strongly disagree" that indicated they were dissatisfied with it. This implied that the company should improve its service standard to meet customers' needs.

Table 4.4 item three depicted filling customer's expectation. Hence, the result 56.5% of the respondent are replied that they neutral with their expectation and the service they get. However, 27.8 % of the respondent also replied "agree" which indicated they don't get what they expect.

Table 4.4 includes Item four which tried to investigate the opinion of respondents about getting exceptional service quality. Consequently, 34.3% of the respondents replied “agree” 64.8% of the respondent also replied “strongly agree “that indicated they were dissatisfied with it. This implied that the company should introduce contemporary delivering service system to meet customer’s expectation.

The mean value of this item is 3.9326 which indicate the satisfaction level of customers is moderate.

4.3.3. Analysis of customer complaint handling

Table 4.5: Frequency, Percent and Mean Score for customer complaint handling

No.	Statement	Rating scale										Mean
		Strongly disagree(1)		Disagree (2)		Neutral(3)		Agree (4)		Strongly agree (5)		
		Freq	%	Freq	%	freq	%	freq	%	freq	%	
1	Management of the company doesn't have willingness to solve your complaints on time.	2	0.9	77	33.5	116	50.4	31	13.5	4	1.7	2.8174
2	Employees of the company don't have accurate knowledge to solve your complaint properly.	2	0.9	62	27.0	0	0	81	35.2	85	37.0	3.8043
3	The process for getting your concerns resolve was not simple easy.	1	0.4	1	0.4	114	49.6	73	31.7	41	17.8	3.6609
4	The company service representatives are not knowledgeable	1	0.4	81	35.2	62	27.0	69	30.0	17	7.4	3.0870

	about product and service.											
5	Your complaints get remedy at top level than low level management.	0	0	0	0	28	12.2	129	56.1	73	31.7	4.1957
	Average		0.52		19.22		27.84		33.3		19.12	
											Aggregate mean	3.51306

Source: own survey, 2019.

Table 4.5 includes Item one which tried to investigate the opinion of respondents about the willingness of leadership in solving their complaints amicably. Consequently, 50.4% of the respondents replied that they were neither satisfied nor dissatisfied with it. However 33.5% of respondents replied that they were satisfied with it. This indicates that the leadership's ability, willingness as well as the effort to solve customers' complaints on time meets customers' needs and expectations.

Table 4.5 item two depicts the employee's ability to handle customer complaints properly. Hence, the result of Item two indicated that 37% and 35.2% of the respondents are strongly disagreeing and agree with the employees' ability and knowledge in handling their complaints properly respectively. This coincides with employees' response which indicated that they are dissatisfied with the company customer handling method. The leadership has to give due emphasis for the development of employees' knowledge and ability and satisfaction of customers because in service it is people who perform it, design it, deliver it and buy it.

Table 4.5 item three depicted the process for getting customers concerns resolve. Hence, the result indicated that 49.6% of the respondents are neutral which means half of the responds are neither satisfied nor dissatisfied with the process of getting resolve for their concerns but 31.7% of the respondent's answers agree that indicated they are not satisfied with it.

Table 4.5 includes Item one which tried to investigate the opinion of respondents about the company service representatives knowledgeable about product and service. As a result, 35.2% of the respondents replied that they were satisfied with the knowledge of the employee about the

product and service however 30% of the respondents are not satisfied with the knowledge of representatives. 27% of the respondents also give their answer neutral about the knowledge of employees about product and service.

Table 4.5 item three depicted the complaints get remedy. Hence, the result 56.1% of the respondent are replied that they get remedy for their complaint at top level than low level management. 31.7 % of the respondent also replied strongly agree which indicated they get remedy for their complaint at top level than low level management

The mean value of this item is 3.51306 which indicate the satisfaction level of customers is moderate.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents the summary of the study findings, conclusion and recommendations for future improvement of customer service delivery practice.

5.1. Summary of Finding

After thoroughly analyzing the information gathered through questionnaire the following major findings are presented:

Majority of customers were not happy with the customer service delivery practice of the company. Customers were quite dissatisfied with current service delivered by the company. This is an indication of poor service quality in the company. In this highly competitive world, delivering high quality customers' service is one of the most important outcomes that differentiate a successful company from others. Therefore, the

company needs to improve its service in order to survive.

Majority of customers were not happy with the customer complaint handling mechanisms of the company. This indicated that the company effort in improving service quality by responding to customers request is not to the level of customers' satisfaction. The service level in complaint handling needs improvement by increasing customer engagement and giving feedback to customers which will in turn into customer satisfactions.

The satisfaction level of customer towards service of the company and their expectation falls under the category of unsatisfied. The company needs to identify service improvement gaps and take appropriate measures in narrowing the gap and resolve identified problems that hinder service quality does not meet the expectations of customers.

5.2. Conclusion

The general objective of this research was to assess service delivery practice. All the responses collected and results from questionnaires analysis were adequate to address the specific objectives laid out in this research. In order to fulfill this general objective;

The discussion and presentation of the findings regarding the above research objectives and research question made the study to reach the following conclusion:

The first research question do, what factors make customers dissatisfied with the services of LGT? From the total respondents 34.52% of the respondents replied “agree”, 25.96% also replied ‘neutral’ i.e. employees of the company doesn’t show respect, care, understanding, recognition and employees are not neat to respondents. These implied customers of the company are not satisfied with delivering service of the company. Therefore, the company should emphasis on improving service performance not only to increase profitability but also to survive.

The second questions do, what services do customers expect from the company? the result of question two indicated that in average 36.375% and 33.275% of the respondents are replied agree and strongly agreeing regarding customers expectation on the company’s respectively. This coincides customers are dissatisfied to meet their expectation with service of the company. The company needs to improve its service standard in order to meet customers’ expectation because marketing means customers.

In answering the third research question, how does the company handle its customer’s complaint? Most of customers are dissatisfied with time taken for their complaints to be resolved as most of complaint. In average, 33.3% of the respondents replied that they were not satisfied with customer’s complaint handling of the company 27.84% of the respondent also replied neutral. This indicates that the leadership’s ability, willingness as well as the effort to solve customers’ complaints on time doesn’t meet customers’ needs and expectations.

5.3. Recommendations

The following recommendations are made basing on the results of both the research and readings from the literatures to the management of LGT.

Management of LGT need motivate employees by giving incentives and improve their skillthrough training programmes particularly on customer service.

Management should increase tendency of giving feedback to customers concerning their complaints as feedback gives customers to enhance royalty customer.

Management should encourage staffs to use pitch in where they will be providing ideas and suggestions on how to improve service standards which will lead to customer satisfaction.

The company should have to assess the capacity of its employees and fill the gap that they have in providing quality service to customers, treating them with courtesy and recognition, consult customers regarding the service and be ready to respond with confidence for whatever question raised by customers.

LGT needs to develop and implement system of identifying and meeting customers' needs and expectations and always ready to update and align its service with the interest of its customers. A sort of forum has to be established which incorporates the customers, employees, management and concerned stakeholders so that continuous consultative meetings will be held and enabled to solve the problem at its infant stage that could help to enhance quality of services.

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APPENDIX –A- QUESTIONNAIRES

A Questionnaire to be completed by customers

Dear Respondents,

This questionnaire is prepared by **AMANUAL HAILAY**, a graduating student of St.Mary University studying in Masters of Business Administration (MBA).

As a part of my study, I am expected to submit a research thesis. I am undertaking a study on **ASSESSMENT OF SERVICE DELIVERY PRACTICE; IN THE CASE OF LGT**. The objective of this questionnaire is to collect data on the assessment of service delivery practice in the case of LGT which is used to prepare a thesis in partial fulfillment of MBA degree.

You are kindly requested to read the questions thoroughly and respond accordingly. It would be very much appreciated if you could complete this questionnaire as objectively as possible. The information given is only for academic purpose and would be treated as confidential.

If you need further explanation, you can contact me through the address indicated below:

AmanualHailay

Mobile: 0913911831

Email: amanielhailay87@gmail.com

NB; LGT means lavista general trading

General Instructions:

- ✓ No need of writing your name

- ✓ Kindly give more attention and return the completed questionnaire as much as possible

Thank you very much in advance for your cooperation and participation!

PART I:

Demographic Profile of the Respondents

Instruction:

Answer the question by putting a tick mark (✓) in the space provided you think is right.

A. Gender:

- 1) Male 2) Female

B. Age:

- 1) 18-25 2) 26-35 3) 36-45 4) 46 and above

C. What is your marital status?

- 1) Single 2) Married 3) Divorced 4) Widower

D. Educational level:

- 1) TVT 2) College Diploma 3) Bachelor Degree 4) Master's Degree
5) PhD 6) below grade 10

E. How long have you been customer of this company?

- 1) below 1 years 2) 1 – 4 years 3) 5-9 year 4) above 10 years

PART II: Opinion Survey on Customer Service Delivery

Instruction: For each of the statement below indicate your level of agreement by putting a tick mark (✓) on the space provided.

Rating Scale:

1= Strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly agree

NB: LGT means lavista general trading

1. Factors that cause customer dissatisfaction

No.	Statement	Rating scale				
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Employees of the company do not show respect, care, and understanding to your need.					
2	The employees operation is not neat and professional.					
3	Employees of the company do not show sign of recognition towards you.					
4	The company is not willing to provide customers driven alternative goods and service.					
5	The product was not well designed and worked well.					

2. Customer's expectation.

No.	Statement	Rating scale				
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	The company does not identify improvement service gap to meet your need.					
2	Employees' knowledge regarding standard of service delivery is low.					
3	You don't meet your expectation.					

4	Based on your recent experience with the company the quality of service is was not exceptional.					
---	---	--	--	--	--	--

3. Customer complaint handling

No.	Statement	Rating scale				
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Management of the company doesn't have willingness to solve your complaints on time.					
2	Employees of the company don't have accurate knowledge to solve your complaint properly.					
3	The process for getting your concerns resolve was not simple easy.					
4	The company service representatives are not knowledgeable about product and service.					
5	Your complaints get remedy at top level than low level management.					

በቅድስተማሪያምዩኒቨርሲቲ የድህረምረቃ ፕሮግራም ደንበኞች የተዘጋጀ መጠይቅ :-

ወ.ድ.ደንበኞች ፣ እኔ በአሁኑ ሰዓት በቅድስተማሪያምዩኒቨርሲቲ የድህረምረቃ (Master of Business Administration-GMBA)

ተማሪ ስም ንዋሪ መረቂያ ጥናቱ ንምሳሌ ሲስታክ ሙሉ ለምሳሌ ንግድ ኃ/የተ/የግ/ማሕበር “ የአገልግሎት አሰጣጥ ”

በሚልርዕስጥናቴን እየሰራሁ እገኛለሁ። የዚህ መጠይቅ ዓላማም ከድርጅቱ ደንቦች ስለድርጅቱ አገልግሎትና የደንበኛ እርካታ በቂ መረጃ በመሰብሰብ ጥናቱን ውጤታማና ተስማሚነት ያለው ማድረግ ነው። ይኸንንም አሳካዘን ድየ እርዕሰ ስራ ተብብር በጣም ያስፈልገኛል። ስለዚህ መጠይቁ መልስዎን ይሠጡኝ ዘንድ በአክብሮት እጠይቃለሁ። ለመጠይቁ የሚሰጡት ምላሽ ለጥናቴ ብቻ የሚውል ሲሆን መልስዎንም በሚስጥር ይያዛል። ለትብብርዎ በቅድሚያ በጣም አመሰግናለሁ!

ለተጨማሪ መረጃ ከስርባለው አድራሻልታ ገጽ ጎቶች ላላቸው፤

አማኑኤል ሃይላይ
ሞባይል: 0913911831
ኢሜል: ammanuelhailay87@gmail.com

ማስታወሻ:

- ስም መጥቀስ አያስፈልግም
- ትክክል አማራጭ ፊት ለፊት የራይት (✓) ምልክት ያድርጉ

በደንበኛ የሚሞላ መጠይቅ ፣ I.
ክፍል 1: የግል ሁኔታ ፣

ሀ. ያታ
1) ወንድ 2) ሴት

ለ. ዕድሜዎ ስንት ነው
1) 18-25 2) 26-35 3) 36-45 4) ከ 46 በላይ

ሐ. የትዳረ ሁኖታ
1) ላጤ 2) ያገባ/ች 3) የፈታ/ች 4) የሞተችበት/የሞተባት

መ. የትምህርት ደረጃ
1) ቲ.ቬ.ቲ 2) ከለጅ ዲ.ፐ.ሎማ 3) የመጀመሪያ ድግሪ 4) ማስተራት ድግሪ
5) ፒ.ኤች.ዲ 6) ከ10ኛ ክፍል በታች

ሰ. እርስዎ የድርግቱ ደንበኛ ከሆኑ ምን ያህል ጊዜ ይሆኖታል ?
1) ከአንድ አመት በታች 2) ከ1-4 አመት 3) ከ5-9 አመት 4) ከ10 አመት በላይ

ክፍል 2:

በደንበኞች አገልግሎት አሰጣጥ የሚደረግ የአመለካከት ጥናት መመርያ፡ ከዚህ በታች ለተገለጹት ንጹህ ንጽጽ ሙሉ ሀሳብ (✓)

ምልክት በማስቀመጥ ያሉ ዎት ንጽጽ ምንነት መጠን ያሳዩ።

የአሰጣጥ መለኪያ፡-

1= በጣም አልሰማምም 2= አልሰማምም 3= ሀሳብ የለኝም 4= እሰማማለሁ 5= በጣም እሰማማለሁ

1. ለደንበኞች እርካታ ምክንያት የሆኑ

ተ.ቁ	መግለጫ	መለኪያ				
		በጣም አልሰማምም	አልሰማምም	ሀሳብ የለኝም	እሰማማለሁ	በጣም እሰማማለሁ
1.	የድርጅቱ ሰራተኞች ለእርስዎ በሚፈልጉት መልክ ክብር የማያሳዩ ፣ እንክብካቤ የማያደርጉና እና የማይረዱናቸው					
2.	የሰራተኞቹ የሥራ ግብራን ጽሁፍ ከአንድ ባለሙያ የሚጠበቅ አይደለም					
3.	የድርጅቱ ሰራተኞች ለእርስዎ እውቅና የላቸውም					
4.	ድርጅቱ ደንበኞችን በሚፈልጉት የአማራጭ እቃዎች እና አገልግሎት አያቀርቡም					
5.	ምርቱ በጥሩ ሁኔታ ዲዛይን የተደረገና የተሰራ አይደለም።					

2. የደንበኞች ተስፋ

ተ.ቁ	መግለጫ	መለኪያ		
		በጣም አልሰማምም	አልሰማምም	ሀ
1.	ድርጅቱ እርስዎ በሚፈልጉት መልክ የአገልግሎት አሰጣጥ ማሻሻያ አይላይም			
2.	የሰራተኞቹ የሥራ አገልግሎት ደረጃና ያላቸው ምእዛዝ ተሻሻላቸው			
3.	የጠበቁትን አላገኙም			
4.	ከቀርብ ጊዜ ወዲህ ድርጅቱ ጋር ባለቸው ልምድ መሰረት የድርጅቱ የአገልግሎት ጥራት የተለየ አይደለም			

3. የደንበኞች አቤቱታ አያያዝ

ተ.ቁ	መግለጫ	መለኪያ

		በጣም አልሰማም	አልሰማም	ሀሳብ የለኝም	እስ
1.	የድርጅቱ ስራ አመራር ቅሬታዎችን ለመፍታት ፈቃደኛ አይደለም				
2.	የድርጅቱ ስራ ተኞች ቅሬታዎችን በተገቢው ሁኔታ ለመፍታት በቂ አውቀት የላቸውም				
3.	ጥያቄዎችን ለመመለስ ያስፈልጉትን ሂደት ቀላል አልነበርም				
4.	የድርጅቱ የአገልግሎት ወኪሎች ስለምርቱና አገልግሎቱ በቂ አውቀት የላቸውም				
5.	ቅሬታዎችን ከዝቅተኛ ወይልቅ በከፍተኛ ወሰን ስራ አመራር ላይ መፍትሔ ያገኛል				