



**ST.MARY'S UNIVERSITY**  
**DEPARTMENT OF MANAGEMENT**

**The Effect of Claim Service Quality on Customer Satisfaction:  
The Case of Tsehay Insurance S.C**

**Prepared By: Esubalew Molla**

**Advisor: Mesfin Workineh (PhD)**

A Thesis Submitted to Department of Management in Partial Fulfillment for the  
Requirements of MA Degree in Business Administration

**May, 2019**

**Addis Ababa Ethiopia**

**The Effect of Claim Service Quality on Customer Satisfaction: The Case of Tsehay  
Insurance S.C**

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Advisor

\_\_\_\_\_

Signature

\_\_\_\_\_

External Examiner

\_\_\_\_\_

Signature

\_\_\_\_\_

Internal Examiner

\_\_\_\_\_

Signature

## **Declaration**

I, Esubalew Molla, declare that this thesis report is my own original work and has not been submitted for any degree in any university. All the resources and information used for this study have been dually acknowledged.

Name: Esubalew Molla

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

I confirm that this thesis has been submitted for examination with my approval as a university advisor

Advisor's Name: Mesfin Workineh (PhD)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## **Acknowledgement**

First and foremost I am profoundly grateful to my advisors Mesfine Zewdie (PhD) for he has played a key role and contributed at most, not only in the process of the research project, but also in the development and framing of the thesis's theme. More specifically, after reading the draft chapters meticulously, he provided critical comments and criticism that contributed to the final thesis.

My heartfelt gratitude and favor also go to Mr Eyale Bayable and Taye Alemu, without his intellectual support and encouragement, particularly in the methodological part of the study, my work would not have been completed. My special appreciation and favor also go to all Tsehay Insurance S.C. staff members for their undisclosed assistance, morale support and encouragement.

My study would not have also been possible without the unrevealed assistance and encouragement I have received from my heartfelt Medhanit Birhanu Her morale support and encouragement was an incentive to complete my MA study at St. Mary's University.

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## Abstract

Customer satisfaction is a critical factor for service organization like insurance companies. This study focused to examine effect of claim service on customers of Tsehay Insurance Share Company. To attain the objective, questionnaire was designed and categorized under five dimensions of the SERVEQUAL model. The sample size of the research was 220 individuals and the type of data used was primary data collected by using self-administrated questionnaires and secondary data. The collected data was analyzed with the help of SPSS version 24. In the process of data analysis both descriptive and inferential statistical methods was used. The findings indicate that all five service quality dimensions of the study exert a positively significant effect on customer satisfaction and empathy is the most frequently used service quality dimensions. The finding of the analysis showed that, the performance of Tsehay Insurance Share Company in providing quality service is moderate to meet the expectation of the customer.

**Key words:**

*Tangibility, Reliability, Responsiveness, Assurance, Empathy, Customer satisfaction, SERVEQUAL model.*



# CHAPTER ONE

## 1.0 Introduction

### 1.1 Background of the study

Financial institutions are vital contributors to the overall performance of an economy in any country by serving the economy as intermediaries as well as risk takers. They provide various financial services to the community (Aman, 2008). One of the financial institution sectors is insurance, which provides a unique financial service by serving the societies in managing risk. Insurance companies protect policyholders from adverse events. Insurance contracts are in an insurance contract, one party, the insured, pays a specified amount of money, called a premium, to another party, the insurer (Arasli et al., 2005). The insurer, in turn, agrees to compensate the insured for specific future losses. The losses covered are listed in the contract, and the contract is called a policy. The insurance policy is taken by the customers to compensate them in the event of happening of an accident, like collision and overturning of their vehicle (Ayenew, 2014).

According to Hailu (2007), the history of modern forms of insurance industry in Ethiopia was introduced in 1905 together with the banking industry by Europeans. Emperor Minelik II and a representative of the British-owned National Bank of Egypt reached an agreement to open a new bank in Ethiopia, then, Bank of Abyssinia was opened. According to National Bank of Ethiopia's records there was a survey conducted in 1954, and indicated there were 9 insurance companies that provided insurance service in Ethiopia.

Currently, there are 17 insurance companies and Tsehay insurance S.C is one of private insurance operating in the country. It was established on March 28, 2012 by 105 Shareholders providing an efficient and effective insurance claims service for customers. The Shareholders are both prominent individuals and business organizations. The company is registered by the licensing and supervising body of the National Bank of Ethiopia. To get public trust at the initial stage, Tsehay Insurance S.C commenced its operation with a subscribed capital of Birr 45,125,000.00 and paid capital of Birr 11,480,000.00. Currently, the subscribed & paid capital of the company has risen to Birr 120,000,000.00 & 63,000,000.00 respectively while its staff and

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branches reached 115 & 19 respectively. The claims service of Tsehay insurance SC is centralized at head office handling all claims reported by customers who are insured in any branch of the company (Hailu, 2007).

It is well know that claims service is the most important aspects in the functioning of an insurance company. In the present highly competitive and economically challenging environment, claims settlement can serve as a market differentiator that puts insurance companies at the forefront of industry leadership and innovation (Ibid). Claims handling service is being said to be the basis on which an insurance company is ultimately judge by clients. To be successful, insurers need to improve the operational efficiency of their claim organizations and build an operating model that can minimize claim costs as well as eliminate the unnecessary expenses associated with claims handling. The speed, accuracy and effectiveness of claims processing is also paramount for controlling costs, managing risks and meeting portfolio underwriting expectations (Butler & Francis, 2010).

Though there are few available well documented researches on claim settlement that affect customer satisfaction, research results done so far in other insurance companies and Tsehay Insurance S.C indicated that customers are not satisfied with claim service. Hence, in view this research problem, in this work, The researcher going to attempt to investigate the effect of claim service on customer satisfaction.

## **1.2 Statement of the Problem**

At the present time, service quality has received much attention because of its obvious relationship with costs, financial performance, customer satisfaction, and customer loyalty (Adhari, 2009). Since customer satisfaction is also based upon the level of service quality provided by many market leaders are found to be highly superior customer service orientated (Mohsan, 2011). They have been rewarded with high revenue and customer retention as well.

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For that reason, organizations in the same market sector are forced to assess the quality of the services that they provide in order to attract and retain their customers. Because satisfied customers are a key to long term business success (Fikadu, 2005)

Particularly, for insurance company that wishes to satisfy and retain its customers should try to understand customers' needs and expectations specially related with the claims service. Claims settlement is like a mirror through which the members of the public see insurance company (Butler & Francis, 2010). Unless they handle these activities properly they have the risk of losing their customers which is very costly for the insurance companies to regain them. A company, which fails to settle claims to the satisfaction of customers, would definitely attract less business. Also poor claim settlement discourages clients to continue to insure with the company. Such clients might even advise their friends, colleagues and relations not to patronize such a company (Mesay, 2012). .

The consequent effects of the above problem could lead to downward trends in sales and marketing figure, dissatisfaction of clients, low premium income and less profitability for insurance company. Hence, this research is designed to look at the effect of claim service quality on customer satisfaction; the case of Tsehay insurance S.C by raising the following main and sub research questions.

## **1.3 Research Questions**

1. What is the existing level of claim service quality in Tsehay Insurance S.C.?
2. To what extent customers are satisfied with the existing claim service delivery at Tsehay Insurance S.C.?
3. What are factors affecting service quality improvements at Tsehay Insurance S.C.?
4. What is the relationship between the five dimensions and level of customer satisfaction?

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## 1.4 Objective of the study

### 1.4.1 General objective

The general objectives of the study was to assess the effects of claim service quality on customer satisfaction with respect to Tsehay Insurance S.C.

### 1.4.2 Specific objective

Specific objectives that were measured to achieve the general objective were:

1. To examine the level of claim service quality at Tsehay Insurance S.C.
2. To evaluate the extent to which customers are satisfied with the existing claim service delivery at Tsehay Insurance S.C.
3. To identify factors affecting service quality improvements at Tsehay Insurance S.C.?
4. To examine the relationship between the five dimensions and level of customer satisfaction

## 1.5 Research Hypotheses

The possible hypothesis is basically on null and alternative basis. The hypotheses are as follows:

H<sub>1</sub>: Tangibles do not have a significant influence on customers overall satisfaction

H<sub>2</sub>: Reliability does not have a significant influence on customers overall satisfaction

H<sub>3</sub>: Responsiveness does not have a significant influence on customers overall satisfaction  
H<sub>4</sub>: Assurance does not have a significant influence on customers overall satisfaction

H<sub>5</sub>: Empathy does not have a significant influence on customers overall satisfaction

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## **1.6 Significance of the study**

This paper was intended to analyze the effects of claim service quality on customer satisfaction with respect to Tsehay Insurance Share Company in Addis Ababa. Thus, it will provide indispensable information about service quality and customer satisfaction to company managers and key stakeholders (such as shareholders, national bank, re-insurers). Company managers benefit from the research as it helps them identify managerial gaps created while they are trying to deliver effective customer services. To this end, the findings and recommendations might be used to make possible amendments on the existing company service delivery process. It will provide inputs to the management of the organization for it to come up with and adopt best ways, approaches or strategies which will help enhance company's profitability. The study will provide useful suggestions to other stakeholders like shareholders, employees and investors to the improvement of claim service that they offer. The result of this study can further be used as a starting point for other interested researchers to make further detailed research on the area. Finally, this research serves for the researcher as partial fulfillment for the requirements of MA degree in business administration.

## **1.7 Scope of the Study**

The target population of the study was limited to all Tsehay Insurance Share Company's Claimants. That was due to the fact they were assumed to be the right targets to provide information on service delivery characteristics of the company. Tsehay Insurance Company has been selected as target for this study for it is one of the youngest and emerging companies started operating in Addis since 2011. That means in other words, since the company is more or less new to the industry lots of service gaps might be observed which needs to be dug out through research.

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## 1.8 Limitation of the Study

To achieve the intended objectives, data collection was closely linked to service quality dimensions (namely tangibility, assurance, empathy, responsibility and reliability) and customer satisfaction. However, the study was conducted only on Tsehay Insurance Share Company. Hence, it did not examine other companies operating in Addis Ababa to see its relative difference on service delivery and customers satisfaction. As a result the outcome of the study may not represent the overall effects of service quality on customer satisfaction in the industry. Lack of well-organized secondary data, which was appropriate to the study, was found to be another limitation that the researchers faced in conducting this research. It was very difficult to get sufficient and complete data from record systems at company level in all the sectors, which stems from insufficient data management systems. Lack of cooperation from customers' side to fill questionnaire and respond on time was the other serious limitation of the study. The researcher tried to replace those who are not willing to provide information with others doing similar jobs to overcome limitations emanated from that cause.

## 1.9 Definitions of Operational Terms

To avoid miss perceptions and understanding of terms used in this research project, the researcher has provided definition of terms frequently used in the study as follows:

- **Quality Services:** refers to a quality that satisfies the customers' needs and desires and provided services which comply with customer expectations or exceed it.
- **Perils:** refers to the probable causes (such as an earthquake, fire, theft) that expose a person or property to the risk of damage, injury or loss and against which an insurance cover is purchased.
- **Claim:** is a request to an insurance company for payment relating to an accident, illness, damage to property etc.

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- **Insurer:** is a person carrying on an insurance business otherwise than as a broker or agent, and includes an association of underwriters who is not exempt from the provision of insurance act.
- **Insured:** means any a person affecting a contract of insurance with an insurer.
- **Underwriter:** means any person named in a policy or other contract of insurance as liable to pay or contribute towards the payment of the sum secured by the policy or contract.
- **Reliability:** how well can the company deliver on its promises dependably and accurately.
- **Assurance:** knowledgeable and courtesy of employees and their ability to inspire trust and confidence
- **Responsiveness:** willingness to help customers and provides prompt service
- **Empathy:** caring, individualized attention the firm provides its customers
- **Tangibles:** appearance of physical facility, equipment and staff

### 1.10 Organization of the Study

This research is organized in five chapters. The introductory part of the first chapter provides a brief background to the study, the research problem, objectives of the study, basic research questions, and significance of the study and scope of the study. The second chapter deals with an overview of literatures that have relevance to the study. The third chapter presents the methodology part which covers the research design, sample size and its determination, sampling technique, data and data collection technique, data analysis technique. The fourth chapter is about the results and interpretation part of the study. It covers the presentation of respondent's characteristics, and evaluation of the study parameters based on the respective research questions designed and responses given. The fifth chapter deals about the summary of major findings, conclusions and recommendations. At last, the researcher forwarded his recommendation for future similar studies.

## **CHAPTER TWO**

### **2.0 Review of Related Literature**

#### **2.1 Introduction**

This chapter mainly devoted to reviewing theories developed on issues related to service quality and customer satisfaction. The intention is to provide theoretical foundation that serves as a framework of analysis. The section also revisits empirical evidences from a variety of literatures using service quality as a lens. Accordingly, first it concentrates on providing elucidation on concepts and definitions of service quality, customer satisfaction and conceptual link between service quality dimensions and satisfaction. Then, conceptual (theoretical) model that help to classify relevant facts has been presented right after empirical studies related to issues under the investigation are reviewed.

#### **2.2 Conceptual Review of Service Quality**

##### **2.2.1 Concepts and definition of Service Quality**

According to Brady & Cronin (2001) claimed that quality in goods sectors is “*commonly defined as the product’s fitness for its intended use, which means how well the product meets the needs and the expectations of its customer*”. Garvin (1983) referred to “the product oriented quality approach as ‘objective quality.’”. However, “*understanding quality in the goods sector is inadequate for understanding service quality because of the fundamental difference between the two terms*” (Parasuraman, et al., 1985). The same authors suggest that service quality is performance based rather than objects, therefore precise manufacturing specifications concerning uniform quality can rarely be set.

According to (Hong and Goo, 2004) Service quality is “more difficult for consumers to evaluate than product quality; this is due to a lack of tangible evidence associated with the service”. In the



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past decades, researchers (Garvin 1983; Parasuraman et al, 1985) have defined and measured service quality by examining the attributes of service quality, while others (Bitner and Hubbert 1994; Berry, 1994) focused on the application in services to conceptualize the relationship between service quality and customer satisfaction.

Therefore, a combination of the service quality and customer satisfaction literature has formed the foundation of service quality theory (Clemes et al., 2007; Parasuraman et al., 1985). Bitner and Hubbert (1994) define service quality as the customers' overall impression of the relative inferiority or superiority of the organization and its services. Gronroos(1984) identified service quality as the evaluation process outcome, in which customers are involved and where a certain experience is always compared to the perceived service received. Service quality is not objectively measured according to some technical standards but is subjectively felt by customers and measured relative to customer determined standards (Clemes et al., 2007).

Berry et al., (1990) also “defined service quality as the discrepancy between customers’ expectations or desire and their perceptions.” “The previous literature suggests that the evaluation of quality in services is more difficult than goods (Parasuraman et al., 1985) and that delivering quality services is increasingly recognized as the key to success for service providers” (Cronin and Taylor,1992). But, “perceived service quality has confirmed to be a complex concept to understand” (Brady and Cronin, 2001, pp.34). Therefore, Oliver (1990) propose that it is essential for companies to develop the awareness of customers’ perceptions of service quality.

### **2.2.2. Characteristics of Services**

According to Bitner et al., (1993) service has four characteristics: intangibility, inseparability, heterogeneity and perishability.

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### *Intangibility of Services*

Regan (1963) “introduced the idea of services being activities, benefits or satisfactions which are offered for sale, or are provided in connection with the sale of goods”. The degree of intangibility has been suggested as a means of differentiating tangible products with services (Levitt, 1981). Most of the time, services are explained as being intangible since their outcome is considered to be an action rather than a physical product (Johns, 1999). (Kotler & Armstrong, 2012) highlight the fact that the degree of tangibility has implications for the ease with which consumers can evaluate services and products. Other researchers propose that intangibility cannot be used to differentiate clearly services with all products. ( Mesay, 2012) suggest that the intangible tangible concept is difficult for people to grasp.

### *Inseparability of Services*

Inseparability is taken to reflect the simultaneous delivery and consumption of services and it is believed to enable consumers to affect or shape the performance and quality of the service (Negi, 2009).

### *Heterogeneity of Services*

Heterogeneity “reflects the potential for high variability in service delivery” (Zeithaml et al., 1985). This is a particular problem for services with high labor content, as the service performance is delivered by different people and the performance of people can vary from day to day (Rathmell, 1966; Carman and Langeard, 1980; Zeithaml, 1985; Onkvisit and Shaw, 1991). Onkvisit and Shaw (1991) consider “heterogeneity to offer the opportunity to provide a degree of flexibility and customization of the service.”Wyckham et al., (1975) suggest that “heterogeneity can be introduced as a benefit and point of differentiation.”

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## *Perishability of Services*

In general, services cannot be stored and carried forward to a future time period (Siddiqi & Kazi, 2011). Zineldin (2005) suggest that services are time dependent and time important” which make them very perishable. Hartman and Lindgren (1993) claim that the issue of perishability is primarily the concern of the service producer and that the consumer only becomes aware of the issue when there is insufficient supply and they have to wait for the service (Tizazu, 2012).

## **2.3 Service Quality Dimensions**

According to Parasuraman, Zeithaml and Berry (1985), regardless of the type of service, consumers basically use the same criteria to assess quality. Service quality is a general opinion the client forms regarding its delivery, which is constituted by a series of successful or unsuccessful experiences. Managing gaps in service will help the company improve its quality. But gaps are not the only means clients use to judge a service. They can also use five broad-based dimensions as judgment criteria. According to Lovelock, & Wirtz (2007), these dimensions are;

### ***Reliability***

Is the company reliable in providing the service? Does it provide as promised? Reliability reflects a company’s consistency and certainty in terms of performance. Reliability is the most important dimension for the consumer of services.

### ***Tangibility:***

How are the service provider’s physical installations, equipment, people and communication material? Since there is no physical element to be assessed in services, clients often trust the tangible evidence that surrounds it when making their assessment (Lovelock, & Wirtz, 2007).

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## ***Responsibility:***

Are company employees helpful and capable of providing fast service? It is responsible for measuring company and employee receptiveness towards clients. Assurance: are employees well-informed, educated, competent and trustworthy? This dimension encompasses the company's competence, courtesy and precision (Ibid).

## ***Empathy:***

This is the capacity a person has to experience another's feelings. Does the service company provide careful and personalized attention? These elements clearly have a highly subjective factor linked to the person who perceives the service. In reality, every type of service can have determining factors that are considered more important than others, which will depend on environment characteristics or type of activity. It is difficult to measure the quality of service operations because they have the characteristic intangibility (ibid).

## **2.4 Concepts of and factors affecting Customers Satisfaction**

### **2.4.1 Concepts of Customer Satisfaction**

Customer satisfaction is a customer's positive, neutral, or negative feeling about the value she/he received from an organization's product in specific use situations. Thus, every service giving organization needs to proactively define and measure the level of customer satisfaction (Reincheld, 1996). They are dissatisfied when expectations are not fulfilled by actual experience; satisfied when expectations are fulfilled; and very satisfied, or thrilled, when they are exceeded (Duchesse, 2002). Service delivery occurs during the interactions between contact employee and customers. Attitudes and behaviors of the contact employees can influence customers' perceptions of service quality and customer expectations play an important role in creating satisfaction. Treating all employees equally without favoritism, paying them good, improving their benefits, motivating them and creating a good working atmosphere are some of the things that will lead to their satisfaction.

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### **2.4.2 Factors Affecting Customers Satisfaction**

A customer satisfaction is an ambiguous and abstract concept. Actual manifestation of the state of satisfaction will vary from person to person, product to product and service to service (Aman, 2008). The state of satisfaction depends on a number of factors which consolidate as psychological, economic and physical factors.

The quality of service is one of the major determinants of the customer satisfaction, which can be enhanced by using ICT available to survive (Slu, & Mou, 2003). Several factors affect customer satisfaction. The kinds of service that insurance offer to its customers can cause customer satisfaction or dissatisfaction. Consumers buy a product or service to protect their properties from accident.

Service therefore should be delivered in terms of consumer needs. It is the essential feature or benefit that the buyer expects to receive from using the service that motivates buying behavior (Clemes, 2008).). The service delivery process also plays a key role in customer satisfaction. When the process of service delivery is too long, it lengthens customer waiting time(Slu, & Mou, 2003).

According to (Mohammed,2008) the physical evidence also plays a role in customer satisfaction. The physical evidence includes the edifice or buildings and its decorations, an imposing insurance hall with comfortable seats, places of conveniences, etc. The office or building and its external and internal decorations can satisfy a customer. The customer can pride him or herself as customer of that insurance (Siddiqi & Kazi, 2011).

Another service element that causes customer satisfaction or dissatisfaction is the people or the employees delivering the product or service (Covey, 2004). The employees occupy the first point of contact with the customer. Employee behaviors are therefore important to customers. If the employee is cold or rude the customer takes it as a measure of the state of the company. Unhappy employees will have difficulty in keeping customers happy (Dei-Tumi, 2005).

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The technology being used by the insurance in service delivery could be a source of satisfaction to customers. When electronic devices like computers are used, they tend to speed up the processing time of transactions. System and processes solely do not create satisfaction. Service system quality, behavioral service quality, service transaction accuracy and machine service quality are necessary to make the technology in use worthwhile (Aldlaigan & Buttle, 2002).

### **2.5 Concepts of Insurance and Claim Services**

#### **2.5.1 Concepts of Insurance Service**

Insurance is a form of contract between two parties (namely insurer and insured) whereby one party (insurer) undertakes in exchange for a fixed amount of money (premium) to pay the other party (insured). The Commission on Insurance Terminology of the American Risk and Insurance Association has defined insurance as follows: Insurance is the pooling of fortuitous losses by transfer of such risks to insurers, who agree to indemnify insured's for such losses, to provide other pecuniary benefits on their occurrence, or to render services connected with the risk. Scholars and writers have given various definitions of insurance from different perspectives such as economic, social, legal (Rejda, 2003).

Pritchett, (et al, 1996) provide that insurance is a social device, in which a group of individuals (called "insured's") transfer risk to another party (called the "insurer") in order to combine loss experiences, which permits statistical prediction of losses and provides for payment of losses from funds contributed (premiums) by all members who transferred risk. Article 654(2) of the Commercial Code of the Empire of Ethiopia (1960:140) provides a legal definition of insurance as follows: An insurance policy is a contract whereby a person called the insurer undertakes against payment of one or more premiums to pay to a person, called the beneficiary, a sum of money where a specified risk materializes. Insurance is unlike some other products; it is a conditional promise. In return for a fee (the premium), the insurer promises to make a payment (referred to as the claim) if an event of a specified nature occurs (usually referred to as an insured

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peril) and the insured consequently suffers loss or damage. As such insurance is a risk transfer mechanism; the basic proportion is that the insured exchanges the uncertainty of a low frequency, high severity risk for the certainty of a lower cost premium (Butler, & Francis, 2010).

The insurance system operates on the principles of pooling/sharing of risks and the law of large numbers. Pooling and sharing refers to the combination of similar insurance pure risks of individuals and organization in a pool, predicting the probable loss to the pool, and then distributing the predicted loss of the group to all those in the pool on some equitable basis. The empirical experience indicates that in a given period (say a year) it is very unlikely that all policyholders in the pool suffer losses excluding fundamental pure risks(Hailu, 2007).

### **2.5.2 Concepts of Insurance Claim Service**

A claim is a request to be reimbursed (or compensated) filed by the insured and addressed to the insurer. A claim can be made (notified) without an insured loss event happening (an insured loss event is an occurrence which is covered under the terms of the policy). In such a case the claim would be invalid. Similarly, an insured loss event can occur without a claim being made (Butler, & Francis, 2010). Therefore, with this important aspect insurance companies could concerned with immediate/timely notification of a claim as soon as any claim occurs. Failure to report a claim immediately is precedent to liability.

The motor claims manual of the Tsehay Insurance Company S.C, (TISC, 2012) for example, states as a policy, that notification of a claim shall be the responsibility of the insured or his/her legal representative and immediate notification is required. The requirement to report immediately has not only been stated in the claims manual which is prepared for internal use but also stated in the standard insurance contract document/policy so that customers are aware of the notification condition of the insurance policy.

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### **Claim settlement procedure**

According to Iruku, (1977), it may be pertinent to identify the underlying claim settlement procedure as follows:

#### ***Claim notification***

All insurance policies require notification in writing “immediately” or “as soon as practicable” after a loss has occurred. Notification may be made through an agent or broker or directly to the insurance company. Some policies stipulate that the notice must be sent to the insurers within a specified number of days. Failure to give the notice within the stipulated number of days is a breach of the terms of the policy, which might entitle the insurer to repudiate liability.

#### ***Verification***

Verification of records is to ensure that there was cover at the time of the loss against the peril that caused the loss. This involves an examination of records in the insurer’s office to ascertain that the relevant policy was in force at that material time and that the policy covers the event that led to the loss.

#### ***Claim Review***

This involves analysis of the claim, and includes comparison of information in claim form with what was provided in the proposal form, interpretation of the policy in light of the claim, economic considerations such as decision on whether the claim is too small to warrant further investigations or the need to call for additional documentation. Alternatively, a large claim may justify further investigations or legal action. The insurer needs to check that the policy was in force at the time of loss, the insured’s details are as per proposal form, the peril insured against is covered by the policy, the insured has complied with the policy terms and conditions and that the loss claimed against does not fall under an exclusion.



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### ***Claim Investigation***

In some cases, the insurer may not have full facts of the claim, and is unable to make a decision on a claim. They may therefore require appointing an investigator/ inspector, to carry out investigations and file a report to the insurer. This is mainly for motor and liability claims. Investigations are also necessary if a claim is suspected to be fraudulent.

### ***Claim settlement***

Where liability is not in dispute and both insurer and insured are in agreement on quantum, settlement follows immediately. However, in situations where either liability or quantum is in dispute, the claim is delayed. In some cases, especially for the liability claims, they are determined in court. Section 203 (1) of insurance Act Cap 487 provides that once the insured reports a claim and provides all the required documentation, the insurer shall admit liability or deny liability, determine amount payable and identity of claimant, and pay the claim within ninety days of reporting the claim. If liability is determined by court, then insurer must settle the claim within ninety days of the court determination.

### ***Claim recoveries***

An insurer may require recovering all or part of their outlay. There are four sources of recovery; from a third party who was to blame for the accident, from a party insurer has subrogation rights against, from a reinsurer if reinsurance protection is in place or from sale of salvage.

### ***Review of performance***

It is necessary to review claims from time to time, in order to ensure that internal decisions were correctly made, that the reserve maintained for a file is adequate, and whether any lessons can be learnt from experience from a particular claim. The review is carried out from a sample of files, and any large or problematic claims.

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### ***Payment of Claims***

When all activities associated with adjustment of the loss are completed and the amount of loss is determined and agreed upon, the insured is entitled to receive payment. There are at least four methods of payment, which insurers can employ in providing claim settlements. These are; cash payments, repair, replacement and reinstatement. The option as to which method is to be employed is normally given to the insured by wording of the policy. In spite of the above, the insurer, in paying claims must balance the interest of the claimant and all other policyholders who have contributed to the fund. Although the claimant is entitled to be paid in accordance with the promise of the insurance contract, the fund should be protected against payment of unearned claims. There are certain prohibiting factors like Average and Excess/franchise/deductibles inherent in the practice of the insurance that makes it possible for clients not to receive their full payment.

### **2.6 Customer Satisfaction in Insurance Industry**

Marketing research findings ascertaining that satisfied customers are likely to continue their relationship with the firm, and they are less costly to approach than new customers (Ayenew, 2014). Therefore, the fact that attracting new customers is much more expensive than keeping old ones, explains the corporate drive toward increased consumer satisfaction. Additionally, Kotler (2006) considered customer satisfaction to be the best indicator of a company's future profit.

Daniel (2012) found that customer satisfaction has a direct outcome on the primary source of future revenue streams for most of the companies, they studied. Other scholars and practitioners (Tizazu, 2012); have pointed out that the benefits of satisfied customers can be manifested in terms of positive word of mouth, repeated purchase, less defection to competitors, satisfied employee, solution against price competition and great reputation.

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In consideration of the above, almost every business firm is expected to employ customer satisfaction measures thoroughly, because of the fact that satisfied customers are essential to make a business become successful (Zineldin, 2005). Thus, it is believed that the customer in insurance sector needs, among other things: Prompt and accurate issue of insurance documents, prompt and fair settlement of claims, better problem solving approach, to meet the customer's requirements on time and fair and competitive price/premium.

Also good insurance quality service delivery mechanism could improve customers and insurance staff member's satisfaction, increased customer loyalty to the insurer and encouraged customers to return to the insurance company and recommend the service to others. Therefore, for the purposes of current study, the researcher will maintain the focus on a specific assessment of the claim service in TISC, seen as determinant of overall satisfaction (Smith, 2007).

### **2.7 Service Quality in the Insurance Sector**

The definition of service quality for insurance is much harder than its definition for physical and consumables goods, because quality of consumer goods will be based on the measurement some of physical parameters (Serra ,2007). Determine standard indicators for service quality of insurance combined with great complexity, because different services based on customer needs has a large variety and depends largely to supplier (Cronin & Taylor 2006).Therefore, service quality is that the service should correspond to the customers' Expectations and satisfy their needs and requirements (Edvardsson, 1998). The insurance services is a quality that will satisfy the customers' needs and desires and provided service, comply with customer expectations or exceed it.(Gilaninia, 2012). It has several advantages which include: Lead to customer satisfaction and also increase loyalty and market share. It is an essential element in customer relationship marketing. Thus, to obtain competitive advantage through service quality, it requires an understanding of quality requirements in terms of customer (Grace & Ocass 2009).

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### 2.8 Empirical Evidences

A lot of researchers examined the effect of claim handling on customer satisfaction. They came to different conclusions depending on the country, method and time of study. This section presents the various studies done, the methods used, the countries of research and the results obtained (Arasli et al, 2005).

Clemes, (2008) carried out a study captioned, an Overview of the Private Insurance Companies, with a view to identify the level of satisfaction relating to the different aspects of the private companies. he found that communication, services extended, human approach, immediate attention and product availability under less formalities leads to customer satisfaction. Paromita(2007) carried out a study captioned, “Customer Satisfaction with the Service Quality in the Life Insurance Industry in India”, to identify the dimensions of service quality that ensures maximum satisfaction for the customers in the life insurance industry. He finds that customers are more satisfied with responsiveness dimension of service quality namely, promptness and timeliness in service as well as willingness to help the customers.

Many studies affirmed that prompt claims settlement contributed to organization performance, while some disagreed with the assertion that claims payment contribute to the insurance companies’ performance. Butler and Francis (2010) discovered that prompt claims settlements has positive and significant relationship with insurance performance in terms of customer satisfaction and loyalty. Harrington and Niehaus (2006) asserted that insurers need to take their claim handling function more seriously because if a claim is handled well, it results to higher customer retention but if handled poorly, policyholders will lose confidence in the insurer and this may damage its most cherished reputation. Albert cited in the Punch (2010) noted that one of the reasons for low penetration of insurance business in the country is due to insurers’ delay in settling claims.

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### 2.8.1 Service Quality and Customer Satisfaction

The literature on services has made a distinction between service quality and customer satisfaction (Bitner, 1990; Bolton & Drew, 1991; Parasuraman et al., 1988 as cited in Harr, 2008). This differentiation is important for firms to concentrate on enhancing their capability to satisfy customers through providing high service quality. The position of scholars characterized by Parasuraman et al., (1988), is that “service quality involves an attitude and is an evaluation over several service encounters over time”. It is also “thought to be an overall assessment about a service category or an organization” (Parasuraman et al., 1988). “In support of this, respondents in Parasuraman et al., (1988)’s study demonstrated satisfaction with specific service encounters but were not happy with the service quality of the firm.”

conversely, recent thoughts on customer satisfaction is summarized in the following definition of satisfaction by Oliver (1981) as “a psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer’s prior feelings about the consumption experience”. Moreover, Oliver (1981) distinguished customer satisfaction from service quality in his definition of attitude as “the consumer’s relatively enduring affective orientation for a product, store, or process while satisfaction is the emotional reaction following a disconfirmation experience which acts on the base attitude level and is consumption-specific” (Oliver, 1981, p. 42). Therefore, service quality is “more stable and is situationally oriented” (Oliver, 1981, p. 42).

The two constructs are related in that service encounters of customer satisfaction over time result in perceptions of service quality (Oliver, 1981; Parasuraman et al., 1988). There is also a lot of argument regarding whether customer satisfaction is the antecedent of service quality or the outcome of service quality. “Initially, scholars take the position that satisfaction is an antecedent of service quality since to reach an overall attitude (service quality) implies an accumulation of satisfactory encounters” (Bitner, 1990; Bolton & Drew, 1991). However, other scholars take the opposite view that service quality is the antecedent of customer satisfaction (Cronin & Taylor,

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1992; Ekinci, 2004; Rust & Oliver, 1994; Swan & Bowers, 1998). Empirical research by Cronin & Taylor (1992) “showed that service quality has a significant effect on customer satisfaction.” Similarly, recent studies by (González & Brea, 2005; & Ekinci 2004) using recursive structural models provided empirical support that service quality results in customer satisfaction. According to Zeithaml et al., (2006), customer satisfaction “is a broader concept than service quality which focuses specifically on dimensions of service”.

### **2.8.2 Service Quality and Customer Satisfaction**

Private insurance dealing in retail banking Industry is consequently put into lot of pressures due towards increase in global competition. Different strategies are formulated to satisfy and retain the customer and the key of it is to increase the service quality level. Typically, customers perceive very little difference in the insurance products offered by private insurance dealing in services as any new offering is quickly matched by competitors. Parasuraman et al (1985) and Zeithaml et al., al (1990) noted that the key strategy for the success and survival of any business institution is the deliverance of quality services to customers. The quality of services offered will determine customer satisfaction and attitudinal loyalty (Ravichandran et al. 2010). Parasuraman, A., Zeithaml, V.A., & Berry, L.L. (1988) found that the performance of the service provider on core and relational dimensions of services was an important driver for customer satisfaction in retail banking. According to S. SIVESAN 2012, there is positive linear relationship between the service quality and customer satisfaction.

### **2.4 Conceptual Framework**

The general idea from the past literature is that there is a relationship between customer satisfaction and claim service quality; also that service quality could be evaluated with the use of five service quality dimensions and the most useable is the SERVQUAL scale. Following from the literature review done above, the relationship between service quality variables and customer

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satisfaction can be shown as following. In this conceptual model the five Service quality dimensions have been selected form the study conducted by Parasuraman et al., (1988).

Parasuraman et al., (1985) conducted research on different service organization (Bank, Hotel, Electrical Corporation, Hospital, Transportation) by using ten service quality dimensions (tangibility, reliability, responsiveness, communication, access, competence, courtesy, credibility, security, and knowledge). Later Parasuraman et al., (1985) conducted research and then the ten dimensions were further purified and developed into five dimensions (tangibility, reliability, responsiveness, assurance and empathy). The reason behind purified the ten dimensions into five dimensions was the appropriateness of each service quality dimensions to different service organizations for example security dimension is appropriate for transportation, credibility dimension is appropriate for hotel. Therefore, this convinced me to use Parasuraman et al., (1988)'s model.

Figure 2. Conceptual framework of the effect of service quality on customer Satisfaction



Source: Parasuraman et al., (1988).

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

This chapter provides a comprehensive description of the research methods and techniques that was applied in the entire study. The chapter also includes research design, population and sampling technique, sample size determination, the study variables, methods of data collection and data analysis.

#### **3.2 Research Design**

The choice of a research approach and design is determined by the combination of many factors such as the research problem, objectives of the study, resource availability and personal experiences of the researcher( Creswell, 2009). According to Kothari (2004), the research design is both the conceptual structure and the blue print for the collection, measurement and assessment of data in which the research is going to be carried out. The author states that research methodology is a way to systematically solve the research problem and to show how the research was done scientifically. Accordingly, causal and descriptive research designs were employed to deal with objectives of the study. Since this study intended to measure the association and relationship among variables with respect customer satisfaction, quantitative research is deemed to be the most appropriate one . Causal research design was used to assess the effects of claim service quality on customer satisfaction.



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## 3.3 Population and Sampling

### 3.3.1 Target Population

Sampling design primarily aims at increasing representation of the population by reducing sampling error with a minimum possible cost (Kothari, 2004). Hence, the target populations of the study were all customers/claimants of Tsehay Insurance S.C. Since the total number of claimants vary year after year, it was not easy task to define their number.

### 3.3.1 Sample Size Determination

The total sample size which represent the population of the study was limited to be 236 individuals. According to (Cochran, 1977) for larger population whose variability is not known, sample size can be determined using the following formula.  $n = Z^2pq/e^2$ , where, n= sample size, z= the value of standard score, p= p is the estimated proportion of an attribute that is present in the population, and q is 1-p, e= the margin of error. The overall average proportion of all claimants from the average number of total customer in Tsehay Insurance Share Company over the last five years was 19%. Then at 5% significance level, the total sample size  $n = (1.96^2 * 0.19 * 0.81 / 0.05^2)$  is a proximately equal to 236 units.

## 3.4 Sampling Techniques

Sampling theory explains the relationships between population and samples drawn from the population. Sampling theory is applicable to random samples; but, accidental samples can also be employed when enough justification is made (Kothari, 2004). This study employed accidental sampling techniques to select respondents. Then, claimants were accidentally selected from on the spot while they were taking services from the company.

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### **3.5 Data Sources and Instruments**

The study used a cross-sectional survey to collect both primary and secondary data. Primary sources were customers of Tsehay Insurance whereas secondary data sources were different statistical records, reports as well and various research literatures written on claim service quality and customer satisfaction and different references related to the topic including examining claim files of customers. Primary data were collected mainly through self administered structured questionnaires. The first section consisted of questions to find out the demographic features of the respondents. Part II and III of the questionnaire was structured with response categories ranging from very satisfied to very dissatisfied and strongly agree to strongly disagree respectively. The questionnaire was developed based on the objectives of the study set and review of related literature on claim service quality and customer satisfaction. The main reason for the use of questionnaire was that to get reliable data within a short period of time, since delay return and non-response is not common in the case of questionnaire.

### **3.5 Reliability and Validity Test**

In order for results to be usable to conduct further research they must be reliable and valid. Reliability refers to the consistency of scores or answers from one administration of an instrument to another and from one set of items to another. If an instrument is reliable, it provides consistent results; it gives the same outcome each time it is used. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. (Fraenkel et al, 2008). On the other hand, validity tries to assess whether a measure of a concept really measures that concept, that is, the extent to which the concept measures what it was designed to measure (Singh, 2007).

When a measure is reliable and valid the results can be correctly utilized and understood. Although reliability and validity are two different concepts, they are related in some way because validity presumes reliability, which means that if a measure is not reliable it

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cannot be valid, though the opposite is not true and a study can be reliable even if it is not valid. Cronbach's alpha is a commonly used test of internal reliability. A computed alpha coefficient varies between 1, denoting perfect internal reliability, and 0, denoting no internal reliability. The figure of .75 or more usually is treated as a rule of thumb to denote an accepted level of reliability (Singh, 2007).

Table 3.3 Cronbach's Alpha Reliability test result

Variables		Cronbach's alpha	Evaluation result
Customers' satisfaction level		0.84	Accepted
Service quality dimensions	Tangibility	0.88	Accepted
	Reliability	0.86	Accepted
	Responsiveness	0.87	Accepted
	Assurance	0.82	Accepted
	Empathy	0.85	
	Average	0.85	Accepted

Source: Primary data collected ( 2018)

In view of that the value of Cronbach's alpha test for tangibility subscales equal 0.88, for reliability equal 0.86, for responsiveness equals 0.8, assurance 0.82 and empathy equals to 0.85. The overall average reliability related to service quality dimension was found to be 0.85, which is very close to 1.00, and thereby having high reliability and considered as stable and consistent instrument. Cronbach's alpha coefficient factor for the customers satisfaction equals 0.84; which is very close to 1.00, and thereby having high reliability and considered as stable and consistent instrument.

### 3.6 Definition of Variables

#### 3.7.1 Dependent Variable

The purpose of this research was to analyze the effects of claim service quality on customer satisfaction. Dependent variables are unlike independent variables, it is variables that depend on other variables. As a result the dependent (outcome) variable to be evaluated was customer satisfaction and service quality

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### 3.7.2 Independent Variable

Independent variables are the variables that stand alone and not changed by others. Based on specific objectives set at the outset, independent variables were tangibility, reliability, responsiveness, assurance, and empathy.

### 3.7 Model Specification

Multiple regression analysis was used to examine the effect of service quality dimensions (Tangibility, reliability, responsiveness, assurance, and empathy) on customer satisfaction. The equation of multiple regressions on this study was generally built around two sets of variable, namely dependent variables (customer satisfaction) and independent variables (Tangibility, reliability, responsiveness, assurance, and empathy). Parasuraman, Zeithaml, and Berry, 1985). The basic objective of using regression equation on this study was to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

Regress customer satisfaction on the service quality dimensions

$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$  Where Y is the dependent variable- customer satisfaction X1, X2, X3, X4 and X5 are the explanatory variables (or the repressors)

B0 is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero. B1,  $\beta_2$ ,  $\beta_3$ ,  $\beta_4$ , and  $\beta_5$  refer to the coefficient of their respective independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

### 3.8 Methods of Data Analysis

After returning from the field, quantitative data processing (editing, coding and tabulation) has been made using statistical techniques and tools. The coded primary data has been entered and

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analyzed using Statistical Packages for the Social Sciences (SPSS) version 24.0. Both descriptive and inferential method of data analysis was used. Descriptive statistics such as average, standard deviation, percentage, ratio and tables have been used. The descriptive statistics essentially used to explain about the sample value without interfering the population parameter. The inferential analysis in turn used to infer about the effects of claim service quality on customer satisfaction.

### **3.10 Ethical Consideration**

Measures have been taken to ensure the respect, dignity and freedom of each participant of the study. Complete confidentiality of the study subjects has also been emphasized. Names of respondents was not recorded anywhere on the final report. The researchers first informed participants the purpose of the study and requested their consent to take part in the research. According to Leedy and Ormrod (2005), the common practice is to present a written informed consent for describing the nature of the research project and the purpose of one's involvement. Their participation has been purely voluntary and they had been guaranteed confidentiality and anonymity during data handling. Further, participants were told that they have the right to withdraw from the study at any time if they feel uncomfortable with their participation. Only those individuals who were voluntary were approached for the purpose of data collection.

The researchers were also committed to report the research findings in a complete and honest fashion, without misleading others about the nature of the findings. Under no circumstance, had the researcher fabricated data to support a particular conclusion. Giving appropriate credit to the use of another person's ideas is mandatory (Creswel, 2009). In this regard, all materials belonging to another person or organization have been properly acknowledged. Finally, researchers have taken appropriate measures to ensure the research would cause no physical or psychological harm to research participants.

## **CHAPTER FOUR**

### **4. Data Analysis, Result and Discussion**

#### **4.1 Introduction**

The primary purpose of this research was to scrutinize the effect of claim service quality on customer satisfaction. To this end, a tool was designed to collect quantitative data from claim service customers of Tsehay Insurance Company. Questionnaires were prepared and delivered to the aforesaid respondents. Out of 236 target respondents 220 of them respondents were kind enough to fill and return questionnaire on time. The remainders 16(6.78%) failed to return the questionnaire distributed. Since the sample size is statistically representative, 93.22% response rate considered to be adequate and significant for the purpose of this research. Thus, the forthcoming section presents the consolidated findings, detail analyses analysis and interpretations of the data collected using questionnaire

#### **4.2 Demographic Characteristics of Rrespondents**

##### **4.2.1 Respondents Age**

Table 4.2.1 illustrates the age of the respondents. On that basis, the mean age of customers who supplied the information on subjects under investigation was found to be 37.1409 with standard deviation of 10.34841 years bellow and above the mean. The highest standard deviation value indicates a wide spread of responses among respondents on stated indicators while low value indicates relative distribution around the mean. The maximum age of the respondents from respondents found to be about 66 years while the minimum age was approximately 25 years. At 5% significance level, the result is found to be statistically significant. These shows that majority of the respondents were young and on productive age and they may give reliable responses for the questionnaire.

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*Table 4.2.1: Age of the Respondents*

Variables	N	Min.	Max.	Mean	Standard Deviation	T- test result at $\alpha=5\%$
Age	220	25	66	37.1409	10.34841	Sig= 0.03

*Source: Compiled from primary data collected through questionnaire (2018)*

### 4.2.2 Education Level, Marital Status and Sex Composition

Table 4.2.2 shows that, the education levels of respondents 132 (60 %) them had the possibilities to attain university level of education to get BA/BSC degree, 15(6.8%) has masters or above, 36 (16.4%) has diploma, 28(12.7%) has certificate and 4 (1.8%) have attended primary and secondary school and the rest 5 (2.3%) are less than 10 and 12 grades. These biographical data indicates that the levels of qualification among the respondents are high and most of the customers are well educated and give proper justifications regarding the inquiries.

As it is stated in table 4.2.2 below, out of the total 220 respondents in the sample, about 142 (64.5 %) of the respondents were male while 78(35.5%) were female. Particularly, females' participation in is lower as compared to other positions. Similarly, most respondents almost about 131(59.5%) are married while 81(36.8%) are unmarried.

In terms of job 103(46.8%) respondents were self-employed, whereas 110(50%), 4(1.8%), 3(1.4%) respondents were employed, retired and others respectively.

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### 4.2.2: Education level, Sex and Marital status of respondents (% of respondents)

Variables	Response category	Frequency	Percentage
Education levels of respondents	illiterate	5	2.3
	Grade 10 and 12 completed	4	1.8
	Certificate	28	12.7
	Diploma	36	16.4
	Degree	132	60.0
	Masters and above	15	6.8
Sex of the respondents	Male	142	64.5
	Female	78	35.5
Marital status	Single	81	36.8
	Married	131	59.5
	Others	8	3.6
Job	self employed	103	46.8
	employed	110	50.0
	Retired	4	1.8
	Others	3	1.4

**Sources: Compiled from the questionnaire**

### 4.3 Service Quality Level

Before investigating customer satisfaction on service quality of claim services it is imperative to assess the current level of service quality. According to Parasuraman et.al (1985), service quality level is measured in terms of, tangibility, reliability, responsibility and empathy. From this perspective tangibility refers to service provider's physical installations, equipment, people and communication material. In the same way, reliability reflects a company's consistency and certainty in terms of performance while responsibility employees' helpfulness and capability of providing fast service and prompt services. Empathy on the other hand, refers to the capacities of service providers to experience another's feelings. In view of the aforesaid theoretical perspectives the following section provides findings and corresponding interpretations.



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### 4.3.1 Level of Tangibility

As stated in literature part, tangible aspect of service dimension will be reflected in the physical evidence such as tools, equipment and appearances of providers. Regarding the physical facilities, the overall mean score was 3.11 with standard deviation of 1.38 whereas, location of the company was (mean=2.57 and standard deviation= 1.30), equipment & technology was (mean=2.88 with standard deviation= 1.29) and employees dressing quality was (mean=3.97 with standard deviation= 1.11). It seems that employees of the company are well dressed and neat in appearance was dominant as compared to the other service tangible dimensions.

*Table 4.3.1 Service tangible dimension of service quality*

No	Variables	N	Mean	Sta. dv	Test of significance	
					T- value	Sig
1	Physical facilities	220	3.11	1.38	66.52	.001
2	Location of company	220	2.57	1.31	<b>62.28</b>	<b>.002</b>
3	Equipment and technology	220	2.88	1.29	<b>55.69</b>	<b>.001</b>
4	Employees dressing quality	220	3.97	1.11	<b>63.81</b>	<b>.000</b>
	Aggregate mean value for tangibility	220	3.13	1.27	<b>67.78</b>	<b>.000</b>

Source: Compiled from primary data collected using questionnaire (2018)

N.B: interpretation of mean scores (1-2.33) low, (2.34-3.67) moderate, (3.68-5) high (Zaidatol et al, 2012)

In general, from the above discussions except the appearance and dressing quality of employees', it is clear that, all the established indicators were found at moderate level. That was confirmed because of the fact that the mean score ranges from 2.57 to 3.11, which has been fallen in the moderate level category (2.34-3.67) established by Zaidatol et.al (2012).v

### 4.3.2 Level of Reliability

Reliability is connected to the consistency of performance and dependability, Grönroos (1983). This dimension includes keeping promises, showing a sincere interest in solving problem, give

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right service the first time, providing the service at the time the company promise to do so and trying to keep an error free record

### 4.3.2.1 Service Reliability Dimension

No	Variables	N	Mean	Sta. dv	Test of significance	
					T- value	Sig
1	Service consistency	220	3.05	1.21	67.12	.001
2	Financial stability	220	3.31	1.01	69.28	.002
3	Customers' problem solving concern	220	3.37	1.17	56.61	.000
4	Service timeliness	220	3.24	1.25	64.82	.001
	Aggregate mean value for Reliability	220	3.25	1.16	50.79	.000

Source: Primary data compiled from the questionnaire (2018)

N.B: interpretation of mean scores (1-2.33) low, (2.34-3.67) moderate, (3.68-5) high (Zaidatol et al, 2012)

As it is indicated in *table 4.3.2.1* above, the all the established reliability dimension indicators were found at moderate level, which has been fallen in the moderate level category (2.34-3.67) established by Zaidatol et.al (2012). The result from the test statistics also shows that at 5% level of significance the service quality at Tsehay Insurance share company is moderately reliable.

### 4.3.3 Responsiveness

As stated in the literature, responsiveness dimension is concerned with the willingness, readiness of employees and the preparedness of the firm to provide a service to satisfy the needs and desires of customers.

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### 4.3.3.1 Responsiveness dimensions of service quality

No	Variables	N	Mean	Sta. dv	Test of significance	
					T- value	Sig
1	Willingness to serve customers	220	3.65	1.33	63.14	.000
2	Readiness to provide right information	220	3.44	1.14	71.21	.000
4	Mangers responsiveness to customer	220	3.87	1.04	64.11	.000
3	Average	220	3.68	1.17	69.82	.001

Source: Primary data compiled from the questionnaire (2018)

N.B: interpretation of mean scores (1-2.33) low, (2.34-3.67) moderate, (3.68-5) high (Zaidatol et al, 2012)

As per the result obtained from the above table, the overall mean score and standard deviation for employee's willingness to help as well as to tell service delivery time for customers were 3.65, 1.33, 3.44 & 1.12 respectively. In general, the average level of responses (mean = 3.68 and standard deviation =1.17) indicate that responsive level of service quality dimension is higher in the Tsehay Insurance Share Company.

### 4.3.4 Level of Assurance

Politeness of employees, customer feeling safe in their transaction, personal behavior of employee and adequate knowledge of employee are satisfying assurance dimension of service quality

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### 4.3.4.1 Assurance dimension of service quality

No	Variables	N	Mean	Sta. dv	Test of significance	
					T- value	Sig
1	Employees skills in providing services	220	3.75	1.15	67.23	.000
2	Employees service knowledge	220	3.85	1.20	75.13	.000
3	Employees courteously	220	3.99	1.11	66.12	.000
4	Employees ability to make customers feel safe in their transaction	220	3.95	1.06	66.84	.000
	Aggregate mean value for assurance	20	3.88	1.13	67.23	.000

Source: Primary data compiled from the questionnaire (2018)

N.B: interpretation of mean scores (1-2.33) low, (2.34-3.67) moderate, (3.68-5) high (Zaidatol et al, 2012)

The details of the information obtained from respondents are summarized in the above table. As per the result all assurance dimension indicators were found at higher level, which has been fallen in the highest level category (3.68-5) established by Zaidatol et.al (2012). Thus, the employees of the company have adequate skill and knowledge with regard to how to serve its customers specially and also for new entrants to make them loyal.

### 4.3.5 Level of Empathy

A service provider who tries to put himself in the position of its customers to understand customers need, and then providing what they want in a convenient way have the potential to satisfy its customers on empathy dimension of service quality.

## The Effect of Claim Service Quality on Customer Satisfaction: The Case of Tsehay Insurance S.C

### 4.3.5.1 Empathy dimensions of service quality

No	Variables	N	Mean	Sta. dv	Test of significance	
					T- value	Sig
1	The company has customers best interest at heart	220	3.53	1.11	67.23	.000
2	The company uses reliable and efficient distribution outlet	220	3.87	1.05	78.12	.001
3	Employees give customers individual attention	220	4.14	3.67	63.16	.000
4	Employees demonstrate integrity and trustworthiness to customers	220	3.94	0.97	65.94	.001
5	Employees are committed to promote ethical behavior in the work place	220	3.93	1.2	68.12	.001
6	Aggregate mean value for Empathy		3.88	1.6	71.23	0.01

Source: Primary data compiled from the questionnaire (2018)

N.B: interpretation of mean scores (1-2.33) low, (2.34-3.67) moderate, (3.68-5) high (Zaidatol et al, 2012)

As stated in the table above the empathy dimension has aggregate mean value of 3.88546. Specifically, The Company has customer's best interest at heart has mean value of 3.5364 which were found at moderate level, which has been fallen in the moderate level category (2.34-3.67) established by Zaidatol et.al (2012).

### 4.5 Level of Customer Satisfaction

A customer satisfaction is an ambiguous and abstract concept. Actual manifestation of the state of satisfaction will vary from person to person, product to product and service to service. The state of satisfaction depends on a number of factors which consolidate as psychological, economic and physical factors. The quality of service is one of the major determinants of the customer satisfaction (Vijay, 2012).

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Several factors affect customer satisfaction. The kinds of service that insurance offer to its customers can cause customer satisfaction or dissatisfaction. Consumers buy a product or service to protect their properties from accident. Service therefore should be delivered in terms of consumer needs. It is the essential feature or benefit that the buyer expects to receive from using the service that motivates buying behavior (Boateng, 1994). From claim service point of view, it can be measured by using customer's expectation disservice experience, cost of getting the service, staff courteously, product delivery timeline, service availability and cost of acquisition and the overall customer's satisfaction as proxy indicators. This section provides descriptive analysis and interpretations of findings on the level of customer's satisfaction with respect to tsehay insurance share company.

### *4.5.1 level of customers satisfaction with Tsehay Insurance Share Company's Claim Service*

Variables	N	Mean	Sta. dv	Test of significance	
				T- value	Sig
<b>Excellent service with expected quality</b>	220	3.59	1.09	60.47	0.003
<b>Officers' care to customers interest</b>	220	3.64	0.98	59.64	0.000
<b>It costs less to get required claim service</b>	220	3.38	1.10	55.65	0.000
<b>Timeliness of the claim service</b>	220	3.30	0.81	69.72	0.001
<b>Overall level of customer satisfaction</b>	220	3.54	0.96	68.43	0.001

Source: Primary data compiled from the questionnaire (2018)

N.B: interpretation of mean scores (1-2.33) low, (2.34-3.67) moderate, (3.68-5) high (Zaidatol et al, 2012)

As shown in table 4.5.1 revealed that, the mean values of respondents perception on the level of customer satisfaction on excellent service delivery with expected level of quality was found to be at moderate level (mean=3.59) with standard deviation of 1.09. In the same way the probability of staff caring for customers interest and attention in helping customers achieve their

## The Effect of Claim Service Quality on Customer Satisfaction: The Case of Tsehay Insurance S.C

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targeted objective was found to be at moderate level ( mean=3.64) with standard deviation of 0.98. The possibility of getting the required service at least possible cost on customers was (mean=3.38 and standard deviation1.10) found at a moderate level. However, probability of having the required service on time is lower (meas score = 3.30 and standard deviation 0.01) than expected relatively. The highest standard deviation value indicates a wide spread of responses among respondents on observations.

In general, from the above discussions it is clear that, in all established indicators, the level of customers satisfaction is moderate (mean= 3.54) and standard deviation (St.dv = 0.96) in Tsehay Insurance Share Company claim service provision. That was confirmed because of the fact that the mean score ranges from 3.540 has been fallen in the moderate level category (2.34 to 3.67) established by Zaidatol et.al (2012). The independent on sample T test results in this regard was also found to be significant at 1% significance level.

### 4.6 Determinants of Claim Service Quality

This study sought to investigate the determinants of claim service quality at Tsehay Insurance Share Company. To that end, the effects of these factors such as product tangibility, reliability, responsiveness, assurance and empathy (independent variables) have been regressed by using the weighted values of aggregate level of quality level as dependent variable. This provided regression coefficient (beta value) which indicated the effects, direction and degree of contribution made by each independent variables on to the dependent variable. R- square (coefficient of determination tells that how much variation is taking place in the dependent variable (distribution effectiveness) due to the variation in the independent variable (determinants). The p-value also indicated the probability of this relationship's significance.

This sub-section presents to what extent the overall claim service quality level has been affected as a result of determinants (tangibility, reliability, responsiveness, assurance and empathy

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considered to be independent variable). The claim service quality level was measured by employing sub scales (all re weighted indices) factors. The results of multiple linear regression models has been summarized and presented in table 4.6.1 as follows.

Before the analysis for this part was made, he model adequacy and fitness was checked before running the regression analysis based on the statistical requirements (see table 4.6.1 in the appendix). In addition, normality and multi co-linearity tests have been performed to check whether the assumptions required running regression analysis was satisfied or not.

**Table 4.6.1** Normality and Multi co-linearity test results

Variables	Skewness		Co-linearity test	
	Statistics	Standard Error	Tolerance	VIF
Tangibility	0.056	0.194	0.69	1.44
Reliability	0.422	0.194	0.48	2.06
Responsiveness	-0.279	0.194	0.48	2.05
Assurance	0.387	0.194	0.47	2.01
Empathy	0.32	0.194	0.56	1.57

*Source: from primary data collected through questionnaire*

The result have shown that, the normality test for all variables are in the

The result have shown that, the normality test for all variables are in the range between  $-0.279$  to  $0.422$  with the standard error of  $0.194$  which is in the acceptable range  $+ or - 3.0$ , at the same time the multi co-linearity test result show that the tolerance degree that ranges between  $0.47$  and  $0.69$  which is in the acceptable range assumed to be more than  $0.01$ . In the same way VIF result shows between  $1.44$  and  $2.06$  which is still in the acceptable range assumed to be less than  $3.00$ .



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**Table 4.6.2 Regression coefficient between determinants and distribution effectiveness.**

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.	Co-linearity Statistics	
	B	Std. Error				Beta	Tolerance
(Cons Constant	.884	.243		3.64	.000		
Tangibility	.430	.062	.051	6.92	.002	.694	1.44
Reliability	.093	.083	.399	4.12	.001	.484	2.068
Responsiveness	.390	.054	.244	7.33	.003	.488	2.050
Assurance	.044	.084	.040	7.57	.001	.565	1.990
Empathy	.481	.720	.582	7.21	0.00	.561	1.570

**Source:** Primary data compiled from the questionnaire (2018)

Result from regression analysis shown in table 4.6.2 indicates that regression equation of determinates measured by weighted index of tangibility, reliability, responsiveness, assurance and empathy. The results of data analysis presented indicates that tangibility and assurance dimensions of claim service quality have weak but a positive and significant effect on the overall service quality level (B= 0.43, 0.44 standardized coefficient= 0. 51, 0.40 and P value = 0.002, 0.001 respectively). This shows that tangibility and assurance are contributing positively to the overall claim service quality level but weak.

On the other hand, information presented on table 4.6.2 shows that there is moderate, positive and significant effects of reliability dimension on claim service quality level (B= 0.093 and standard coefficient= 0.399, P value= 0.001). Furthermore, at 5 % significant level about 39% variation in the claim service quality originates from reliability dimension ( $R^2=0.399$ ) was taken into consideration. Based on the information presented above it is possible to generalize that reliability dimension is contributing much towards service quality effectiveness.

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Similarly, empathy dimension of service quality have very high and positive impacts on the overall claim service quality of the company (  $B= 0.48$ , standard coefficient=  $0.582$  and  $P$  value =  $0.001$ ) respectively. This means in other words that, if the company works to enhance empathy dimensions of service delivery, there is high probability to improve he over all service quality level of the claim service.

When the relative importance of the significant predictors (independent variable) is concerned, the standardized coefficient ( $B= 0.58, 0.39$ ) shows that reliability and empathy dimensions contribute more to the model or affecting the service quality system relatively. In other wards  $58\%$  and  $39\%$  of change on the quality system is explained by the variation in these factors. Based on the information presented above it is possible to generalize that empathy contributes much to the quality system followed by reliability.

### **4.7 Service Quality Dimensions and Customer Satisfaction**

Many studies conducted in the field assert that service quality dimensions have been regarded as an important input for to attain customer satisfaction. In view of these theoretical assumptions, this study wanted to assess the relationship between service quality dimensions and level of customer satisfaction to determine the basic factor responsible to ensure customer satisfaction. Accordingly, customer satisfaction was considered as dependent variable while tangibility, reliability, responsiveness, assurance and empathy were considered as independent variables in the regression analysis.

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**Table 4.7.1 Regression coefficient between determinants and customer satisfaction**

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.	Co-linearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Cons Constant	.370	.221		5.676	.006	.596	1.321
Reliability	.146	.091	.239	6.506	.003	.424	1.167
Responsibility	.088	.081	.080	8.090	.001	.508	1.960
Assurance	.044	.084	.040	7.527	.001	.402	2.102
Empathy	.848	.090	.691	9.444	.000	.493	2.230
Tangibility	.203	.067	.179	3.023	.003	.534	1.679

**Source:** Primary data compiled from the questionnaire (2018)

The results of data analysis presented in table 4.7.1 indicates that empathy ( B=0.848 and standardized coefficient ( $R^2$  )=0.691) reliability (B=0.46 and  $R^2$  =0.239).Rare the most contributing factors to enhance customer satisfaction. This shows that empathy and reliability explains about 69.10% and 23.90% customer satisfaction relatively. The conducted test statistics at 5 % significance level also indicates that such variation in customer satisfaction is explained as a result of these factors. However, tangibility, responsibility and assurance contribute very less to the model. Thus from the aforesaid discussions it is possible to conclude that empathy contributes more to customer satisfaction, as a result of which strengthening empathy dimension of quality service is very appropriate to ensure customer satisfaction.

## **CHAPTER FIVE**

### **5. Summary, Conclusion and Recommendation**

#### **5.1 Summary of major findings**

This research has set objective at the outset to assess the effect of claim service quality on customer satisfaction. More specifically, it has sought to identify level of claim service quality, determinants of service quality, level of customer satisfaction and examine the relationship between service quality dimensions and customer satisfaction. Using these indicators as a lens the overall conclusions drawn is presented as follows:

Regarding the first objective, the overall service quality level appears to be moderate with a mean response value ranges from 3.32 to 3.88. The lower level of quality is indicated by reliability while the higher is due to empathy. Regarding the second objective, empathy and reliability contributes much to claim service quality level followed by reliability and then, assurance dimension. Empathy and reliability dimensions contribute more to claim service quality level respectively. In other words, about 58 % and 39 % of change on the claim service quality level is explained by variations in these factors. This means, the more the empathy is enhanced, the better will be the service quality level.

Regarding the third objective, the study made it clear that the level of customer's satisfaction is moderate in Tsehay Insurance Share Company claim service provision. That was because the company was not doing well in delivering service based on expected time and was not in a position to help customers reduce transaction costs. In other words, time and cost standard were not up to customers expectation. However, the company is doing better in terms of giving attention to customer's interest and values. Finally, the study revealed that empathy contributes

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more to customer satisfaction, as a result of which strengthening empathy dimension of quality service is very appropriate to ensure customer satisfaction.

### 5.2 Recommendation

Based on the findings and conclusions illustrated so far, the following points are suggested as possible solutions used to curb major limitations found to be bottlenecks for improving link between claim service quality and satisfaction of customers.

- ✓ From the finding it is evident that empathy contributes more for the overall satisfaction of customers. As a result ,Tsehay Insurance share company need to exert efforts to enhance this claim service quality dimensions by treating customer with great respect, giving individual attention to customers, serving customers based on their specific needs and treating customers in a friendly manner.
- ✓ Based on the findings of this study Tsehay insurance Share Company should focus on all dimensions especially giving priority to reliability dimension which will be improved by giving training to employees to make them to solve customers' problems and provide the service at the time it is promised to do so. The insurance should also improve the assurance dimension by training its employees to make them competent enough to deliver the service and the company should have the customer's best interest at heart.
- ✓ The insurance also should improve accessibility of tangible materials associated with its service like office layout, buildings, neatness of employees and location of buildings have the capacity to attract customers and play a role for promotional activities and as a factor for competitive dimension.

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- ✓ It is observed that the overall satisfaction of customers is moderate in Tsehay Insurance Share Company claim service. Thus, managers of Tsehay Insurance Company should plan strategy in service delivery that leads to customer satisfaction.

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## Appendix 1

### Questionnaire

#### ST. Mary's University General MBA PROGRAM

A Questionnaire to be filled by the respondents

Dear respondent;

Dear respondent I am MA student in the fields of General MBA at St. Mary's University. Currently, I am conducting research on an issue entitled as "claim service quality and its effect on customer satisfaction at TISC". The major purpose of this study is to investigate the effect of claim service quality on customers of Tsehay Insurance S.C. The result of this study is significant to the management of Tsehay Insurance S.C, for describing and evaluating the level of their customer satisfaction with the service they deliver. Thus, your participation in this research process is very crucial and all the information you provide is completely confidential. In no way either your name or whereabouts is disclosed or included in the analysis.

THANK YOU IN ADVANCE!

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### Personal Information

1. Gender :  Male  Female
2. Age: \_\_\_\_\_
3. Marital Status:  Married  Single  other
4. Highest Level of Education:
- Certificate
- Diploma
- Degree
- Masters and above
5. Occupation:  Salaried  Self-employment  Retired  Other

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### Part 1: SERVIQUAL Model Questionnaires

The following section asks your opinion related to your experiences in your insurance company since the purchasing process until claim process.

**1= Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5= Very satisfied**

		1	2	3	4	5
	<b>Tangibles</b>					
<b>T<sub>1</sub></b>	The company has visually appealing physical facilities					
<b>T<sub>2</sub></b>	The company location is convenient					
<b>T<sub>3</sub></b>	The company uses modern and appropriate equipment and technology					
<b>T<sub>4</sub></b>	The employees of the company are well dressed and neat in appearance					
	<b>Reliability</b>					
<b>R<sub>5</sub></b>	The company provide indemnity without hassle					
<b>R<sub>6</sub></b>	The company is financially stable					
<b>R<sub>7</sub></b>	The company staff show sincere interest in solving customers concern					

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<b>R<sub>9</sub></b>	When the company staff will promise to do something by a certain time and do so					
	<b>Responsiveness</b>					
<b>R<sub>10</sub></b>	Employees are happy and willing to serve customers					
<b>R<sub>11</sub></b>	The company staff tell customers exactly when services will be performed					
<b>R<sub>12</sub></b>	The company management are accessible, listen to and provide prompt and honest responses to customers inquiries					
	<b>Assurance</b>					
<b>A<sub>14</sub></b>	Employees have the required skills in providing services					
<b>A<sub>15</sub></b>	Employees have sufficient knowledge of service information					
<b>A<sub>16</sub></b>	Employees are consistently courteous with customers					
<b>A<sub>17</sub></b>	Employees make customers feel safe in their transaction					



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	<b>Empathy</b>					
E <sub>18</sub>	The company has customers best interest at heart					
E <sub>19</sub>	The company uses reliable, knowledgeable and efficient distribution outlet- brokers, agents and other intermediaries					
E <sub>20</sub>	Employees give customers individual attention					
E <sub>22</sub>	Employees demonstrate integrity and trustworthiness to customers					
E <sub>23</sub>	Employees are committed to ethics and promote ethical behavior in the work place					

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**Part II:** Please specify your satisfaction with the following statements by indicating the number that best shows your judgment.

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

Statement	Score				
	1	2	3	4	5
I have received excellent service with expected quality					
I have witnessed officers' sense of belongingness satisfactorily					
I think it's more than fair to say that it costs me less to get service on time and with quality					
I have efficiently and effectively used my time as a customer					
I have received a service as per my expectations within appropriate time					
I witnessed officers' of Tsehay Insurance do have a unique competencies and wider perspective in performing their task					
I am very satisfied with the overall service that delivered by officers' of Tsehay insurance S.C					

# The Effect of Claim Service Quality on Customer Satisfaction: The Case of Tsehay Insurance S.C

## መጠይቅ

### በ ፀሀይ ኢንሹራንስ ደንበኛ የሚሞላ መጠየቅ

ይህ መጠይቅ የተዘጋጀው በሴንት ሜሪይ ዩኒቨርሲቲ የጄኔራል ኤም.ቢ.ኤ የድህረ ምረቃ ተማሪ ሲሆን አላማውም የፀሀይ ኢንሹራንስ አ.ማ የካሳ አፈፃፀም አገልግሎት አሰጣጥ በደንበኞች እርካታ ላይ ያለው ተጽእኖ በሚል ርዕስ ለሚደረግ ጥናት መጀመሪያ ደረጃ መረጃ መስብሰብ ነው። ስለሆነም ከዚህ በታች በቀረቡት ጥያቄዎች ትክክል ነው የሚሉትን መልስ ይሰጡ ዘንድ በትህትና እጠይቃለሁ።

ስለትብብርዎ በቅድሚያ አመሰግናለሁ።

### መመሪያ

- ስምዎን መጥቀስ አያስፈልግም
- በተዘጋጀው ሳጥን ውስጥ (✓) ምልክት እንዲሁም ክፍት ቦታው የሚጠይቀውን ጥያቄ ትክክል ነው የሚሉትን መልስ ያስቀምጡ

### ክፍል አንድ

1. ያታ ወንድ  ሴት

2. እድሜ : \_\_\_\_\_

3. የጋብቻ ሁኔታ: ያገባ  ያላገባ  ሌላ

4. የትምህርት ደረጃ:

ስርትፍኬት

ዲፕሎማ

ድግሪ

ማስተርስ እና በሊይ

5. ሥራ ተቀጣሪ  የግል ስራ  ጡረተኛ  ሌላ

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### ክፍል ሁለት : የደንበኞች አገልግሎት ጥራት መጠይቅ

የሚቀጥሉት አረፍተኛ ስለ ፀሀይ ኢንሹራንስ አ.ማ ያለዎትን አመለካከት የሚመለከቱ ናቸው። በእያንዳንዱ አረፍተኛ በተጠቀሱት ነገሮች ውል መግዛት እስከ ካሳ መስተንግዶ ላይ ምን ያህል መጠን አለው ብለው ያምናሉ፤ ኢንሹራንሱ በአረፍተኛ ከተጠቀሱት ነገሮች በምን ደረጃ እንደሚገለጽ እባኩትን ያመልክቱ ።

1=በጣም አልረካሁም 2= አልረካሁም 3=ሃሳብ የለኝም 4= ረክቻለሁ 5= በጣም ረክቻለሁ

		1	2	3	4	5
1	የኢንሹራንሱ መገልገያ ዕቃዎች ለአይን ሳቢ ናቸው					
2	ኢንሹራንሱ የሚገኝበት ቦታ ለስራ አመቺ ነው					
3	ኢንሹራንሱ ዘመናዊ መሳሪያዎችን እና አዳዲስ ቴክኖሎጂ ይጠቀማል					
4	የኢንሹራንሱ ሰራተኞች ጽዱ ናቸው					
5	ኢንሹራንሱ ያለ ውጣውረድ ካሳ ይከፍላል					
6	የኢንሹራንሱ ፋይናንስ አቅም አስተማማኝ ነው					
7	ሰራተኞች ደንበኞች ችግር በሚገጥማቸው ጊዜ ችግራቸውን ለመፍታት ያላቸውን ፍላጎት በቅንነት ያሳያሉ					
8	ሰራተኞቹ አንድ ነገር በተወሰነ ጊዜ ውስጥ ለማድረግ ቃል ከገቡ የገቡትን ቃል ይፈጽማሉ					
9	የኢንሹራንሱ ሰራተኞች ደንበኞችን በማገልገል ደስተኛና ፍቃደኞች ናቸው					
10	ሰራተኞቹ በምን ሰዓት አገልግሎት እንደሚሰጡት ይገልጹልታል					
11	የኢንሹራንሱ ኃላፊዎች የደንበኞችን ጥያቄ ለመመለስ ሁሌም ዝግጁ ናቸው					
13	ሰራተኞቹ አገልግሎቱን ለመስጠት የሚያስችል ክህሎት አላቸው					
14	ሰራተኞቹ ስለአገልግልታቸው በቂ የሆነ መረጃ አላቸው					
15	ሰራተኞቹ ሁሌም ለደንበኞች ትሁት ናቸው					

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16	የኢንሹራንሱ ሰራተኞች በሚሰጡት አገልግሎት ላይ መተማመን ስሜት እንዲኖሮት ያደርጋሉ					
17	ኢንሹራንሱ የደንበኞችን የልብ መሻት ያውቃል					
18	ኢንሹራንሱ አገልግሎቱን ለማዳረስ ብቃት ያላቸው ብሮክሮችና የሽያጭ ወኪሎችን ይጠቀማል					
19	ሰራተኞቹ ለደንበኞቻቸው ልዩ ትኩረት ይሰጣሉ					
20	ሰራተኞቹ ደንበኞቻቸውን በታማኝነት እና በቅንነት ያገለግላሉ					
21	ሰራተኞቹ የሙያ ስነምግባርን ያከብራሉ					

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## ክፍል ሶስት

ከዚህ በታች የተመለከቱትን አረፍተኛዎች በፀሀይ ኢንሹራንስ ያለዎትን አጠቃላይ አመለካከት በምን ያህል መጠን የሚመዘኑ እንደሆነ ከ 1-5 ከቀረቡት አማራጮች ትክክለኛ ነው ብለው የሚያስቡትን ያመልክቱ።

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

		1	2	3	4	5
1	ተገቢውን አገልግሎት በተገቢው የጥራት ደረጃ አግንቻለሁ					
2	የባለሙያዎች የሀላፊነት እና የእኔነት ስሜት እጅግ አመርቂ መሆኑን እመሰክራለሁ					
3	የደንበኝነት ጊዜዬን በአግባቡ እና ውጤታማ በሆነ መንገድ ተጠቅሜያለሁ					
4	አስፈላጊውን አገልግሎት ሊፈጅ በሚገባው የጊዜ ገደብ አግንቻለሁ					
5	አገልግሎት ለማግኘት ያወጣውት ወጭ ተገቢና በቂ ነው ብዬ ለማለት እደፍራለሁ					
6	የፀሀይ ኢንሹራንስ ባለሙያዎች ስራቸውን እጅግ በተሻለ ጥበብ እና ችሎታ እንደሚተገበሩ ለማረጋገጥ ችያለሁ					
7	የፀሀይ ኢንሹራንስ ባለሙያዎች በሚሰጡት የጥቅል አገልግሎት ከፍተኛ እርካታ አለኝ					