



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**FACTORS AFFECTING SERVICE QUALITY ON
CUSTOMER SATISFACTION. THE CASE OF ICAS
(INTERNATIONAL CARGO AND AVIATION SERVICES)**

**By
GETESH SIME**

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**A RESEARCH THESIS SUBMITTED TO ST.MARY'S UNIVERSITY,
SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF
MARKETING MANAGEMENT.**

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AND AVIATION SERVICES).**

APPROVED BY BOARD OF EXAMINERS

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External Examiner	Signature

DECLARATION

I **GETESH SIME** hereby declare that the thesis entitled “**factors affecting service quality on customer satisfaction**”. **The Case of ICAS (International Cargo and Aviation Services)**” is my original work and submitted by me for the award of Degree of Master of Marketing Management from St. Mary's University School Of Graduate Studies and it hasn't been presented for the award of any other Degree, Diploma, Fellowship or other similar titles of any other university or institution and that all sources of material used for the study have been appropriately acknowledged.

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ENDORSEMENT

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

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Acronyms and Abbreviations

ICAS- International cargo and aviation services.

SERVQUAL –service quality measurement tool

QD – Quality dimensions

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Abstract

Service quality has become the most important factor for the success and survival in airline industry and also to differentiate one airline from other competing airlines. In many services rendering organization service quality is major concern for organizations. Service quality is the most important structure in service marketing. Sustainable survival of an organization depends on its customers. The main purpose of this study is to assess service quality and improve customer satisfaction in international cargo and aviation services. The researcher used questionnaire in order to collect data about service quality in ICAS. In design the questioner four service quality dimensions have been used which are resources related, process related, management related and outcome dimensions. The researcher used convenient sampling method in order to select the sample from the population. A total of 311 questioners were collected from customers. The data analysis was conducted through statistical techniques such as descriptive statistics, and inferential statistics using SPSS version 20. The finding indicates that service quality of the organization is poor. Based on the result of the correlation, it shows that process related and outcome related service quality dimensions have significant and strongly correlated with customer satisfaction. customer satisfaction is primarily predicted by higher level of process related and outcome related quality dimensions, and to a lesser extent by resource related and management related quality dimensions in ICAS Cargo. From the study it is concluded that customer are not satisfied with the perceived service. The most important recommendation is that customers forward in order to increase service quality is that the employees must give the right appointment time, organization must carefully manage customer's data, the organization must also work on employee's capacity building, the demurrage payment must be fair and finally many customer suggested that the organization must minimize the number of lost or damaged goods. Moreover consistent problems with on-time delivery can cause issues that affect many other areas of a company's supply chain.

Key word: Service quality, Customer satisfaction, International cargo and aviation services

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Service Quality has transitioned from being an order qualifier to an order winner. Hill, Roche, & Allen, (2007) Order winners describe those attributes of a product that are keen to the customer and result in customer satisfaction and long-term relationships. Consumers tend to use order winners in their selection of a service provider. Knowledge about goods quality is insufficient in defining service quality since service quality is more difficult for the consumer to evaluate than physical product quality. Quality of service delivered is an internal concept measured by comparing what is delivered with the standards set. These standards are influenced by several factors which determine the customer's level of expectation. Parasuraman, Zeithamlet & Berry (1985), in developing the service quality model, defined service quality as the gap between the expected services and perceived to performance. Quality and its requirements are not easily articulated by consumers and can be simply defined as meeting the customer's requirements. Other authors have defined it as the totality of feature or characteristics of a product or service that bears on its ability to satisfy stated or implied needs. Crosby (1979)

Service quality is an approach that helps to manage business processes in order to ensure full satisfaction of the customers which will help to increase competitiveness and effectiveness of the industry. Quality refers to something done by human beings at a very high level of excellence, oftentimes in the sense of works of perfection as being distinctive from inferior performance. Sheetal and Harsh (2004). Quality in service is very important especially for the growth and development of service sector business enterprises. Parasuraman et al. (1985) noted that the key strategy for the success and survival of any business institution is the deliverance of quality services to customers.

Companies providing high service quality as perceived by their customers, tend to be the most profitable companies. On the other hand, poor service has been identified as the primary reason why customers switch to competitors. In service giving organizations all staff or employees must be customer orientated and interact with customers to satisfy their needs in order to increase customer satisfaction and there must be service commitment from employees and support from all levels of management. Therefore, it is important for managers and employees who provide goods or services that they must constantly keep track of information about the company's wellbeing as far as meeting its customers' needs are concerned Dayang and Francine (2010).

Customer Satisfaction is the most appropriate description for the range of attitudes and feelings that the customer holds about their experiences with an organization, its products and services. Hill, Roche, & Allen (2007). Anderson et al. (1993) conceptualizes customer satisfaction as the overall evaluation based on the total purchase and consumption experience within a good or service over time while Wilton (1988) defines customer satisfaction as the customer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption. In these definitions, a comparison is drawn between the customer's personal expectations and the performance of the product or service. Currently, service quality has become the most important factor for the success and survival in airline industry and also to differentiate one airline from other competing airlines. Service quality is very critical in a highly competitive environment such as that of the Ethiopian Airlines operating environment. Furthermore, delivering high quality airline services can help in meeting several requirements such as customer satisfaction, customer loyalty, market share, soliciting new customers, improved productivity, financial performance and profitability (Llosa et al., 1998 as cited in Mesay 2012). Several airline companies face challenges while delivering quality service to their customers because of the dynamic nature of service. There is big deviation in customers' expectations and perception of service and this gap will result dissatisfaction of customers and negative word of mouth. The air cargo industry serves as a key engine of economic growth and development. It supports trade

and investment, promotes connectivity and improves efficiency and competitiveness. Air freight is the fastest and most expensive way of transporting goods. Therefore, it is mainly used for high-valued or perishable goods which require fast delivery. The demand for air cargo transportation has increased significantly over the last few years because product life cycles have shorted and the demand for rapid delivery has increased, Thijs (2013).

The air cargo industry incorporates an industrial supply chain, which includes airlines, customs, ground services, air cargo forwarders, brokers, domestic transportation, air cargo terminals, distribution centers and integrated international express services Chih and Shuo (2006).

The goal of many cargo and aviation service companies is to develop services which attract and keep customers satisfied, loyal and speak well of the company, which in turn would increase revenue, customer equity, market share and profitability. In these kinds of industry, service quality is being increasingly viewed as a competitive marketing strategy revolving around customer focus, innovation, and creative service and striving towards service excellence. Andotra, Neetu and Sanjana (2008) kotler and Armstrong (1999) said that Providing excellent service quality and high customer satisfaction is important issue and challenging in contemporary service industry.

This research helps to fill the gap in the literature about service quality factors in cargo and aviation service industry, as it has been identified earlier that there has been very few studies conducted to investigate what constitute service quality in this field. Furthermore, most similar studies attempt to investigate mode or carrier selection criteria, and not explicitly examine what factors indicating service quality in cargo and aviation might be. Quality dimensions such as management efficiency and social responsibility are confirmed to be very important in indicating service quality of such organizations.

Although all the studies above indicate the existence of a direct relationship between service quality and customer satisfaction, there are significant differences between the airline industry and banking, restaurants and libraries where some of these studies were

conducted. Similarly Jensen (2009), Angero (2011), Tolpa (2012) and Manani (2012) in their studies of the airline industry have solely focused on passenger operations hence a gap still exists in understanding service quality and customer satisfaction in airline cargo operations which this study aims to address. This study was based on ICAS cargo services. The service quality model provided a framework for this study and an important baseline study upon which future research in this area can be built on.

1.2. Back ground of the Organization

The main focus of the study is assessing factors affecting service quality on customer satisfaction in international cargo and aviation services plc. (ICAS) which gives international freight service to importers, exporters, government and nongovernment organizations and individual requirements. The company missions focuses on high quality, cost efficient, reliable and profitable operations to be its priority be exceeding its customers' expectations. It visions to provide world class ground handling service in east Africa with core values like passion, commitment, Flexibility, excellence, integrity and responsibility. In the early 1990s, the announcement of free market economy which was the beginning of Ethiopian economic liberalization from socialism to a free market economy encouraged ICAS to embark upon ground handling business. Icas Ethiopia. (2018).

Following Ethiopian airlines cargo terminal inauguration in October 2005, ICAS emerged out as the 1st alternative ground handling service PLC, up grading the facility to a level of state-of-the-art and equipping itself with the latest full ground support equipment. In the same year, the customs bonded warehouse owned for over a century transferred its possession to ICAS as a logistic management company to administer the activity under official operating license, which herald the establishment of ICAS. In 2015, ICAS was awarded certificate of operation as the 1st IATA certified ground handling company (GHC) in Ethiopia. Major services delivered by the company includes, passenger handling, ramp handling, cargo handling, customs clearing and door to door delivery services.

ICAS provides the highest standard of services like customs clearing and transport service from Addis Ababa airport to anyplace within Ethiopia. In addition to the clearing and processing of imports documents of the above huge companies; ICAS is diligently and efficiently executing its responsibilities with the following individual companies that have signed contracts with it. Which are Sheraton Addis, Elfora Agro Industries, Addis International Catering (AIC), Daylight Applied Technologies, Midroc Gold Mines, Addis Park Plc, Addis Gas Industry Plc, Modern Building Industries, ABC Plc, Ethiopian Revenue And Customs Authority, OK Plastic Plc, EthioAgri-Ceft, and Saudi Arabian Airlines and Adaptive technology. More over ICAS is currently handling five scheduled carriers: Qatar Airways, Saudi Airlines, Ethad Airways, Air Djibouti, Badr Airlines as its aviation partners. Icas Ethiopia. (2018).

1.3. Statement of the Problem

The service sector has become the major growing industry during the latter part of this century. Given the rapid growth in the service industry, improving service quality has paramount importance to all organizations. To win in today's marketplace, companies must be customer centered they must deliver superior value to their target customers. Service quality depends on both the service deliverer and the quality of the delivery. The increased competition has led to price wars in the past and over time the market has saturated in terms of airfares. But this strategy has been more of a short-term strategy, as it is important for the airline companies to focus on service quality for making a lasting impact on the customer. A long-term plan that prioritizes customer satisfaction can arguably be said to be a good and a long-term strategy (Hadjetian, L. 2015).

Air cargo offers clients the benefits of secure handling, speed and geographic flexibility. Air services help to improve the competitiveness of almost all aspects of companies' operations, including sales, logistics and inventory management, production and customer support. The main business for air freight companies is to deliver shipments rapidly, punctually and with the highest quality possible. Delivering superior service quality by understanding customer expectations is a key for success and survival in very hectic and competitive environment of air cargo industry. In order to improve service quality and customer

satisfaction, airlines have a responsibility to facilitate the relationships and communications between their customers and suppliers (AakoTelkake 2012).

The Aviation industry has been growing steadily every year. Last year the aviation industry catered to 3.3 billion passengers which is 33.3% higher than the number of passengers that flew in the year 2007 (2.48 billion passengers) (SITA, 2015). The increase has a positive effect as well as a negative effect on the aviation industry. The increase in passengers results in increase in various aspects like revenues, profits, and so on, which are always a welcome sign. But on flip side aspects like baggage loss, customer complaints, security threats also increase, which the airlines, security organizations and the airport authorities work together to avoid.

International cargo and aviation services (ICAS) was awarded certificate of operation as the 1st IATA certified ground handling company (GHC) in Ethiopia. As Ato Abiy Sime's (customer service officer) report concluded last year (2018), In spite of the achievements made by the company often fails to fully deliver on its promise and many customers are not satisfied with the service that they get from ICAS. Accordingly customers complain about the company's location, loss of goods, unprofessional service from companies' proctors, and delay in work and complicated procedures of the organization. The above listed complaints are decisive in any business organization and if it's not unresolved it may question the companies' existence at large. Thus this study was carried out to assess factors affecting service quality or customer satisfaction of customer taking ICAS as study area.

1.4. Hypothesis

- **H1:** Resource related quality dimensions have a positive and negative significant effect on customer satisfaction, the case of ICAS.
- **H2:** Process related quality dimensions have a positive and negative significant effect on customer satisfaction, the case of ICAS.
- **H3:** Management related quality dimensions have a positive and negative significant effect on customer satisfaction, the case of ICAS.
- **H4:** Outcomes related quality dimensions have a positive and negative significant effect on customer satisfaction, the case of ICAS.

1.5. Objective of the study

1.5.1 General Objective

The main purpose of this study is to assess service quality and customer satisfaction in International cargo and aviation services (ICAS).

1.5.2 Specific Objective

The specific objective of the study includes:

- To examine the effect of Resource related quality dimensions on customer satisfaction, the case of ICAS
- To analyze the effect of Process related quality dimensions on customer satisfaction, the case of ICAS
- To identify the effect of Management related quality dimensions on customer satisfaction, the case of ICAS
- To determine the effect of Outcomes related quality dimensions on customer satisfaction, the case of ICAS

1.6. Scope and Limitation of the Study

This research was conducted to assess the factors affecting Service quality on customer satisfaction in ICAS. This research was conducted from customers perspective only. Even though there are different factors that affect service quality and customer satisfaction, in this research only four quality related dimensions were used i.e. resource related, process related, management related, and outcome related dimensions.

Conducting the study to all importers, exporters and individual customers in ICAS cargo is difficult because the population is infinite and it is hard to manage all of these customers so the study focused only on companies or individuals that import goods through ICAS cargo. As the method of primary data collection, only questionnaires were used to conduct the study.

The outcome of the study is solely dependent on individual responses of the respondents that participate in the study thus the findings of this study may not give a general picture of the service quality in ICAS cargo. Moreover, as the sample is small and is selected

using non-probability sampling technique the results might not be generalizable beyond the specific population considering the total population is `large.

1.7 Significance of the Study

This study is intended to generate additional knowledge in the academic fields of service quality and cargo operations. The gaps that were identified will create room for further research in service quality and customer satisfaction in airline cargo operations. To the company under study, the findings will assist the management in understanding the needs and expectations of their cargo customers and respond positively to it. This in turn may contribute towards repeat business and enhance the revenue generated.

This study is also expected to increase the customers' awareness concerning cargo and aviation service quality with regard to cargo operations and enable them demand for better services. This may aid the industry in formulation of strategies for improved quality management to ensure customers satisfaction and adoption of best practices.

In addition it helps in creating a better understanding on the service quality and customer satisfaction of ICAS. As a final point this study may also assist to other researchers for further study.

1.8. Definition of terms

According to Vinh V Thai, (2008) there are four service quality dimensions:-

Resource related quality dimensions: - Resources-related quality dimension: relates to physical resources, financial resources, condition of facilities, equipment, location, infrastructures, etc.

Process-related quality dimension: - basically relates to factors of interactions between employees and customers, for example, how customers perceive the behavior of staff in dealing with customers' requirements, staff's knowledge of customers' wants and needs, as well as application of technology in better serving the customers.

Management related quality dimensions: - involves the selection and deployments of resources in the most efficient way so as to ensure meeting/exceeding customers' needs and expectations, knowledge, skills and professionalism of employees and

their understanding and transforming customers' needs and requirements into what they really want. This also relates to the feedback system from customers as new inputs for the new quality management cycle, as well as continuous improvement as suggested by various quality gurus.

Outcome-related quality dimension: involves the product or core services being received by the customers, for instance, service accomplishment such as the on-time delivery of a shipment, or the price of a service offered.

Complaint handling: - any expression of dissatisfaction made to an organization and the response of the organization.

1.9 Organization of the Study

This research proposal contains three chapters. The first chapter presents the introduction part, which consist background of the study, back ground of the organization, statement of the problem, hypothesis, objective of the study, significance of the study, scope and limitation of the study. The second chapter presents review of related literature of the study which consist theoretical, empirical and conceptual frame works. The third chapter presents research design and methodology. The fourth chapter presents the data presentation, analysis and interpretation and the last chapter presents the summary of finding, conclusion and recommendations. Finally list of reference, bibliography and appendix are attached at the end.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature

2.1.1. Service Quality

Quality is often used to signify “excellence” of a product or service. People talk about “Rolls-Royce Quality” and top quality. Quality is also defined as meeting the customer requirements. Crosby defines it as conformance to requirements while Juran refers to it as fitness for purpose. By consistently meeting customer requirements we can move to a different plan of satisfying and delighting the customer. Oakland (2000). The most significant change in managing for quality in recent years is the focus on customer satisfaction as the prime organization objective. According to Cartin (1999), satisfying customer needs and expectations has become the driving force for quality improvement however; most organizations in the service sector do not have a tradition of managing for quality or identifying and assigning responsibility for quality activities. An organization needs to identify processes that are highly important to customers and their satisfaction rating. A gap analysis should then be conducted based on this to be able to identifying the primary process and if the company had existing work areas or processes that were aligned to meet this needs. Service Quality is founded on a comparison between what the customer feels should be offered and what is provided. Parasuraman, Zeithaml and Berry (1985).

Quality of service delivered is an internal concept measured by comparing what is delivered with the standards set. Parasuraman et al. (1985), in developing the service quality model, defined service quality as the gap between the expected service and perceived performance. Quality evaluations are however not made solely on the outcomes of a service; they also include the evaluation of the process of service delivery. In airline services as with other players in the hospitality industry, every interaction between a consumer and a service provider is a “moment of truth.” The wide range of customers who consume services offered by an airline make it even more difficult to design a service that will meet the all the customers’ expectations.

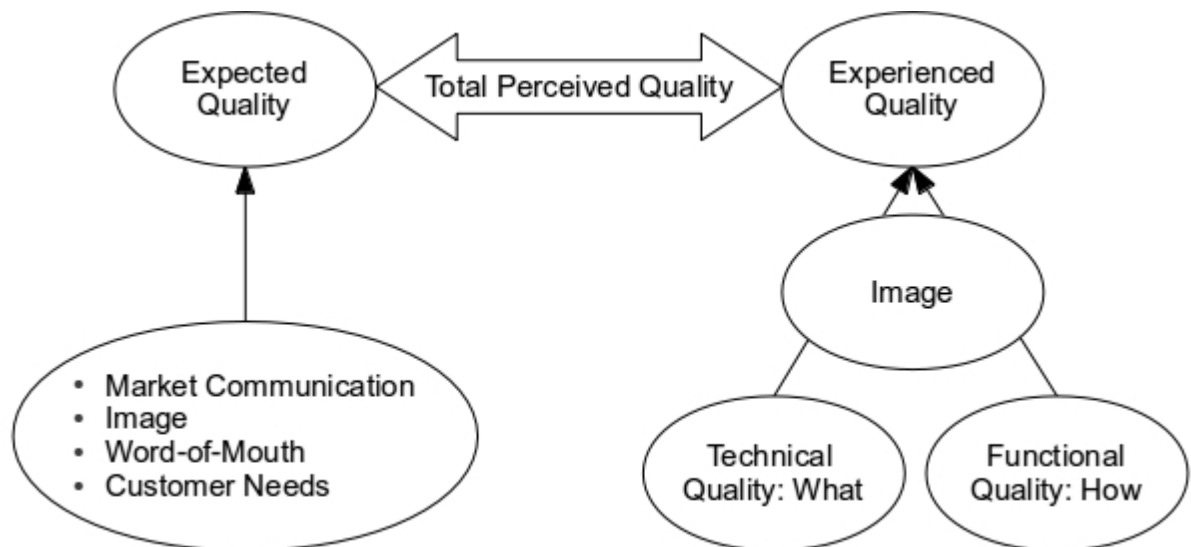
Different models for the assessment of service quality have been developed based on the idea that service quality is a function of expectations, performance and gaps. Approaches to the concept of service quality based on two different measurement models will be introduced and discussed in regard to the specific research purpose at hand.

2.2. Models of Service Quality

2.2.1 The Gronroos Quality Model

Gronroos (1988) found that two fundamental dimensions have an impact on the experienced service and the derived customer's perceived service quality. These two dimensions are the technical quality dimension and the functional quality dimension and can be found in the right side of Figure 2.1 below.

Figure 2.1: Gronroos' Quality Model



Source: Gronroos, 1988

‘Technical quality’ represents what the customer actually receives from the total service as a result of the process and is further known as the outcome dimension. Services are designed to produce a somehow ‘tangible’ outcome and therefore customers can think of the quality of services varying according to the outcome received. Gronroos (1990). In the airline industry the technical quality dimension would be the flight from one destination to another. Frequently, this measurement can be measured rather objectively

by customers because of its nature, being a technical solution to a problem. ‘The functional quality’ dimension is how the customer receives the service and it concerns the process of delivering the service. The process delivery is conceived of as the “moment of truth because it encompasses the pivotal moment in the service experience where the business is truly exposed to the customer through different levels of customer interaction, e.g. human-to-human interaction or technology-to-human interaction. Svenson (2006) these personal or non-personal interactions will evidently affect the customers’ evaluation of the perceived service quality. Hence, the evaluation is related to the psychological level of performance and could be based on the behavior of the company’s employees, the skills of the employees or the accessibility of the personnel needed in the process.

A third dimension identified by Gronroos is the corporate image of the service supplier i.e. the customers’ view of the company. The ‘image bubble’ is placed in the right side of Figure 2.1 and functions as a buffer or filter for the technical and functional quality. For instance, if the customer is often disappointed with the condition of his cargo upon arrival, the customer’s image of the airline company will deteriorate. The left side of the figure highlights that customers draw their expectations from image, market communication, word of mouth and their needs (Gummesson & Grönroos ,1987).

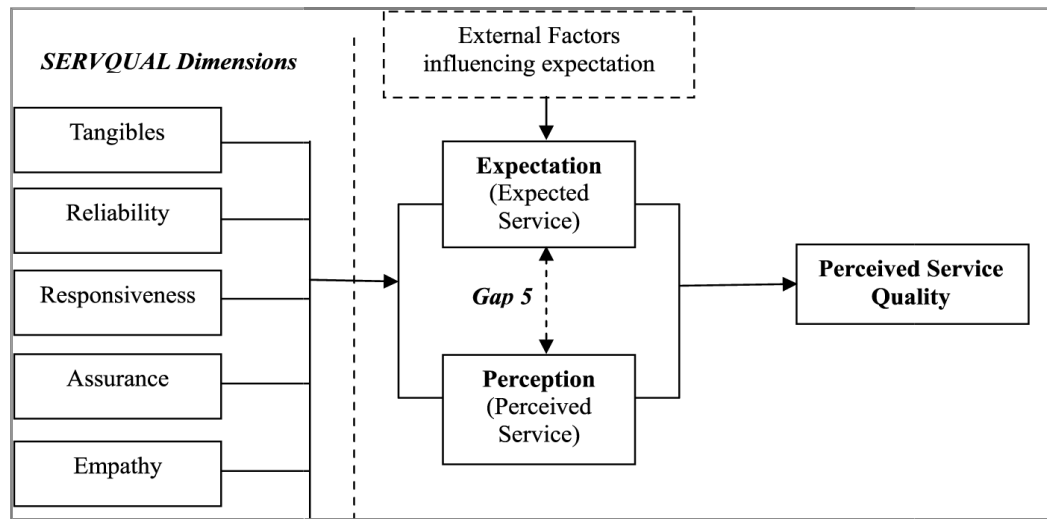
2.2.2 The SERVQUAL Model

Zeithaml et al. (1990) presented a generic model and measurement system for perceived service quality, which is the SERVQUAL model. The model prior to SERVQUAL is “the gap model” by the same authors. The gap model presents 5 different gaps which a company should avoid. Gap 5, known as the customer gap, represents the specific construct measured upon in the SERVQUAL model. Parasuraman and colleagues found that regardless of the types of service, consumers use basically similar criteria in evaluating service quality.

They recognized the idea that service quality is a function of expectations, performance and the gaps, and conducted a broad-based exploratory study. They developed and refined the SERVQUAL, a multiple item instrument to quantify customer’s global assessment (as opposed to transaction specific) assessment of a company’s service quality. Their scale involved expectation-perception gap scored along five dimensions

of reliability, responsiveness, assurance, empathy, and tangibles. Parasuraman et al., (1985) wherever a difference exists, it is classified as a gap. Metters, King-Metters, Pullman, and Watton (2006) the generic SERVQUAL model is illustrated below in Figure 2.2.

Figure 2.2: The SERVQUAL Model



Tangibles: The appearance of physical facilities, equipment, personnel and communication materials in the service process, such as cleanliness, appearance of staff and appropriate technical equipment for support and entertainment. In an airline, this may include the check in areas, the holding areas; the actual aircraft used as well as the airline staff.

Reliability: This refers to ability to perform the promised service dependably and accurately. For example the consistency in meeting promises and the completion of tasks on-time. This ranges from adherence the published schedules to compliance with defined standard operating procedures.

Responsiveness: General willingness to help customers and provide prompt service, which refers to the ability of responding to individual customer requirements and showing sincere interest in problem solving.

Assurance: Includes the competence and courtesy of employees and their ability to convey trust and credibility. The dimension would include staff training in

competent and courteous charisma among employees and the feeling of safety in the transactions with the customers.

Empathy: Encompasses the access to customers, communication to customers and understanding of customers resulting in individualized attention to customers. This is considered a very important element in the in-flight service process and covers the level of individual and personal attention and the understanding of specific customer needs.

2.1.4. Customer Satisfaction

Any business needs to understand customer needs, wants and demands. Customer expectations are based on past buying experiences, opinions of friends and market information. If we meet customer's expectations they are satisfied. Kotler, Bower, and Makens (2010). One of the ways a service firm can differentiate it is by delivering consistently higher quality than its competitors. Quality in this instance is measured by how well customer expectations are met. Customer retention in this instance is perhaps the best measure of quality. Top service companies are customer obsessed, have a history of top management commitment to quality, exhibit high service quality standards and watch service performance. Unwanted service differentiation occurs when a company consistently provides a horrible level of guest experience. Kotler, Bower, and Makens (2010).

Customer satisfaction is a function based on the difference between expected and perceived service. Consumers compare their expectations about the service to be provided with their perceptions concerning the service delivered and the more the perceived service exceeds expected service, the higher consumer satisfaction will be. Similarly, the more the perceived service does not meet the expected service, the higher the consumer dissatisfaction will be.

In this instance, service quality is subjective in nature and consumer satisfaction, in turn, drives repeat purchases (Fitzsimmons and Fitzsimmons 2001; Zeithaml, Parasuraman, and Berry, 1993). Predictive expectations with regard to a specific service experience are compared by the customers' against their perceptions of what actually does happen, and the outcome is either satisfaction or dissatisfaction. Holloway (2002)

The customer's expectations can also be treated as pre-purchase ideals. Ideal expectations of service are compared with perceptions of service actually received in order to arrive at service quality assessments. Holloway (2002) Customer satisfaction, as a construct, has been fundamental to marketing for over three decades. As early as 1960, Keith (1960) defined marketing as "satisfying the needs and desires of the consumer". Several studies have shown that it costs about five times to gain a new customer as it does to keep an existing customer, Naumann (1995) and this result into more interest in customer relationships. Thus, several companies are adopting customer satisfaction as one of their operational goals.

2.1.5 Service Quality and Customer Satisfaction

Research suggests that Service Quality and satisfaction are distinct constructs, An explanation of the difference the two being that Perceived Service Quality is a form of attitude, a long-run overall evaluation, where satisfaction is a transaction specific measure (Bitner, 1990; Parasuraman, Zeithaml, and Berry, 1985). Parasuraman et al. (1985) state that in measuring Perceived Service Quality, the level of comparison is what a consumer should expect, whereas in measure of satisfaction the appropriate comparison is what a consumer would expect.

Quality refers to some attribute of what is offered whereas satisfaction or dissatisfaction refers to a customer's emotive reaction to that offer. Kasper et al.,(2006). This places the responsibility for quality on the organization whilst satisfaction lies with the individual customer's experience yet the two concepts are interrelated. Customer dis/satisfaction can be used to measure quality and vice versa. Service quality is more often used as a more enduring construct, whereas satisfaction is situation and experience specific.

Satisfaction has to be experienced whereas customers may have views about an organization's service quality without ever experiencing the service. Service quality is often defined as the consumer's overall impression of the relative inferiority or superiority of the organization and its services. These judgments of satisfaction 'decay' into service quality- an overall attitude about the service (Johnston and Clark 2008)

Although there is a general conformity on the distinctiveness of service quality and customer satisfaction from a conceptual point of view, the operationalization of customer satisfaction is somewhat hazy, Sureshchandar, Rajendran, and Anantharaman (1987) For instance, Cronin and Taylor (1992) defined and measured customer satisfaction as a one-item scale that asks for the customers' overall feeling towards an organization. By using a single item scale to measure customer satisfaction, Cronin and Taylor's approach fails to do justice to the richness of the construct, as it has failed to acknowledge that, like service quality, customer satisfaction is also likely to be multidimensional in nature. Work done by Parasuraman, Zeithaml and Berry between 1985 and 1988 provides the basis for the measurement of customer satisfaction with a service by using the gap between the customer's expectation of performance and their perceived experience of performance.

This provides the measurer with a satisfaction "gap" which is objective and quantitative in nature. Work done by Cronin and Taylor propose the "confirmation/disconfirmation" theory of combining the "gap" described by Parasuraman, Zeithaml and Berry as two different measures (perception and expectation of performance) into a single measurement of performance according to expectation. Service failure occurs when a service attribute, which might include a service encounter, falls short of a customer's expectations. Only a customer can decide whether a service failure has occurred and if so, how serious it is. Because the air transport service is comprised of numerous functional and emotional attributes, it is quite possible for failure in respect to just one attribute to negatively affect consumer's perceptions of the entire experience. Indeed, failure in an 'augmented' attribute can tarnish the effect of delivery of the safe, timely locational transformation service that lies at the core of each airline's offer to its market. Holloway (2002), A customer who has had to queue for what is considered an excessive time in order to have his cargo weighed, for example, will quite probably have a very different attitude compared to what would have been the case had the weighing taken much shorter.

This attitude could affect perceptions of other elements in the service offering; it may also reduce satisfaction gained from on time arrival or other successful delivery benefits.

Emerald Insight (2006) Complaints are valuable sources of information on service failures however; it is widely believed that fewer than five per cent of dissatisfied customers make formal complaints to the airlines while many of the 'silent majority' simply switches to other airlines – assuming acceptable alternatives exist. They also talk to as many as ten other people about their negative experience. Holloway (2002) Given both the certainty that service failures will occur and the potential severity of their negative impact on customer satisfaction, every service management system should have in place sub-systems designed to detect service failures, analyze failures and act to improve reliability and also recover when things go wrong. Service recovery is an integral part of defection management. The manner in which service failures are to be identified and handled and how recovery procedures can be used proactively to avoid customer defections should be considered as part of the service design process. Different recovery procedures will be needed to meet different kinds of failures, but they should share the same basic elements: information about the problem, resources to deal with the problem and the right attitudes on the part of suitably trained and empowered service-oriented staff (Holloway, 2002).

Some research indicates that although unsatisfactory service is more difficult to 'replace' than a bad product, if correctly handled service recovery can heighten customer loyalty. It is generally believed that an effective service recovery will have more impact on a customer's future purchase intentions than dissatisfaction felt as a result of the original service failure. Holloway (2002) Research also shows that focus on customer loyalty can provide several advantages. Customers cost less to retain than to acquire and about half of new customers come through referrals from existing clients (Metters, King-Metters, Pullman, and Watton, 2006).

Although cost factors are far from being unimportant, there is overwhelming evidence that service quality is the single most important issue in running customer service operations successfully. It can be argued that service quality directly and indirectly affects profits in a significant way (Mario 2006).

Zeithaml and Bitner (2002) argue that high service quality leads to customer retention which has been shown in the long run to be cheaper than high levels of customer

turnover. Also long-term customers tend to buy larger volumes and higher price premiums services and products. Very importantly, 'word-of-mouth' communications are affected in a positive way, being the most influential and convincing kind of communication in the field of services. If people talk positively to other potential customers about their experiences with the services delivered, the supplier's market share is likely to grow too. According to Mario (2006) in cargo operations, conditions and specific terms of carriage have to be complied with. Failure in doing this results in additional costs to meet damage expenses, rerouting at no extra costs and loss of business hence the need to address service quality issues.

2.3. Empirical Review on Cargo service quality

Firms involved in international logistics must develop a system of service attributes that give them a way to be profitable and to satisfy customers' needs at the same time. Increasingly over past decades, there has been recognition from transport operators that improvement in transport service quality is critical in achieving a differential advantage over competition. Different scholars evaluate service quality in transportation sectors especially in maritime and cargo service and suggest their own dimensions.

According to Thai (2008) quality of maritime transport services is a construct comprising six dimensions which are Resources-related dimension (Equipment and facilities availability, financial stability, Shipment tracing capability, Physical infrastructure). Outcomes-related dimension (Speed of service performance, reliability of service performance timeliness of shipment pick-up and delivery, providing service in a consistent manner, shipment safety and security or loss and damage, reliability of documentation or error free processes, competitive price of service). Process related dimension (Staff's attitude and behavior in meeting customers' requirements, Quick response to customer's inquiries, Knowledge of customers' needs and requirements. Management-related dimension (Application of IT in operations, Efficiency in operations and management, Knowledge and skills of management and operators, Understanding customers, needs and requirements, Feedback from customers, Continuous improvement of customer-oriented operation processes). Image/reputation- related dimension (Company's reputation for reliability in the market). Social responsibility-

related dimension (Socially responsible behavior and concerns for human safety, Environmentally safe operations). Thai found that quality factors related to the process of service provision such as employee's knowledge and behavior in meeting customer's requirement, to management quality such as efficiency, and to service outcomes such as reliability and safety/security profile are highly ranked. Findings also revealed that factors involving the outcomes and process of service provision, as well as the management factors, which all focus on satisfying the customers, received high ranking.

Chalermkiat and Thananya (2008) also conduct analysis of selected cases in Cambodia, Thailand and Vietnam they reveal that the "Service Quality Gap Model" is useful to assess service quality but it ought to be used with care. Nevertheless their research has already proposed measurement indices for shipping industry in particular to avoid non-related universal index to shipping industry. Their result reveals that service quality is perceived differently by the frontline staff and customer in each country. This is because different determinants dominate the expectation of people in each country although service provided by companies are standardized. Moreover, tangibility features of service quality do not have much importance to the customer in determining service quality of shipping company.

Kang in 2009 proposed scale of shipping service quality as Service Outcome Quality it contains Reliability of Delivery, Quality of Transported Product, Savings of Shipping Cost and Contribution to Lead Time. Service Delivery Quality It contains „Transportation Claims Handling, Product Visibility, Communication with the Shipper, and Order Convenience. Service Capability Quality It contains Cargo Handling Competency, IT System Competency, Organization Professional, and Organization Stability.

Clare Anyango (2014) stated the Kenya Airways cargo with their facilities at the cargo terminal are equipped with modern equipment and conform to industry requirements in cargo 36 operations. The study established that most of the employees at Kenya Airways cargo are reliable and courteous in how they handle the cargo customers and they offer prompt service. The study revealed that customers are not satisfied with reliability in provision of services at promised times, and also found the airline is not dependable

when it comes to handling customer service problems. To remain competitive, the airline therefore needs to focus its operational strategies on ensuring schedule integrity and reliability and enhancement of service recovery initiatives when problems arise to increase service quality.

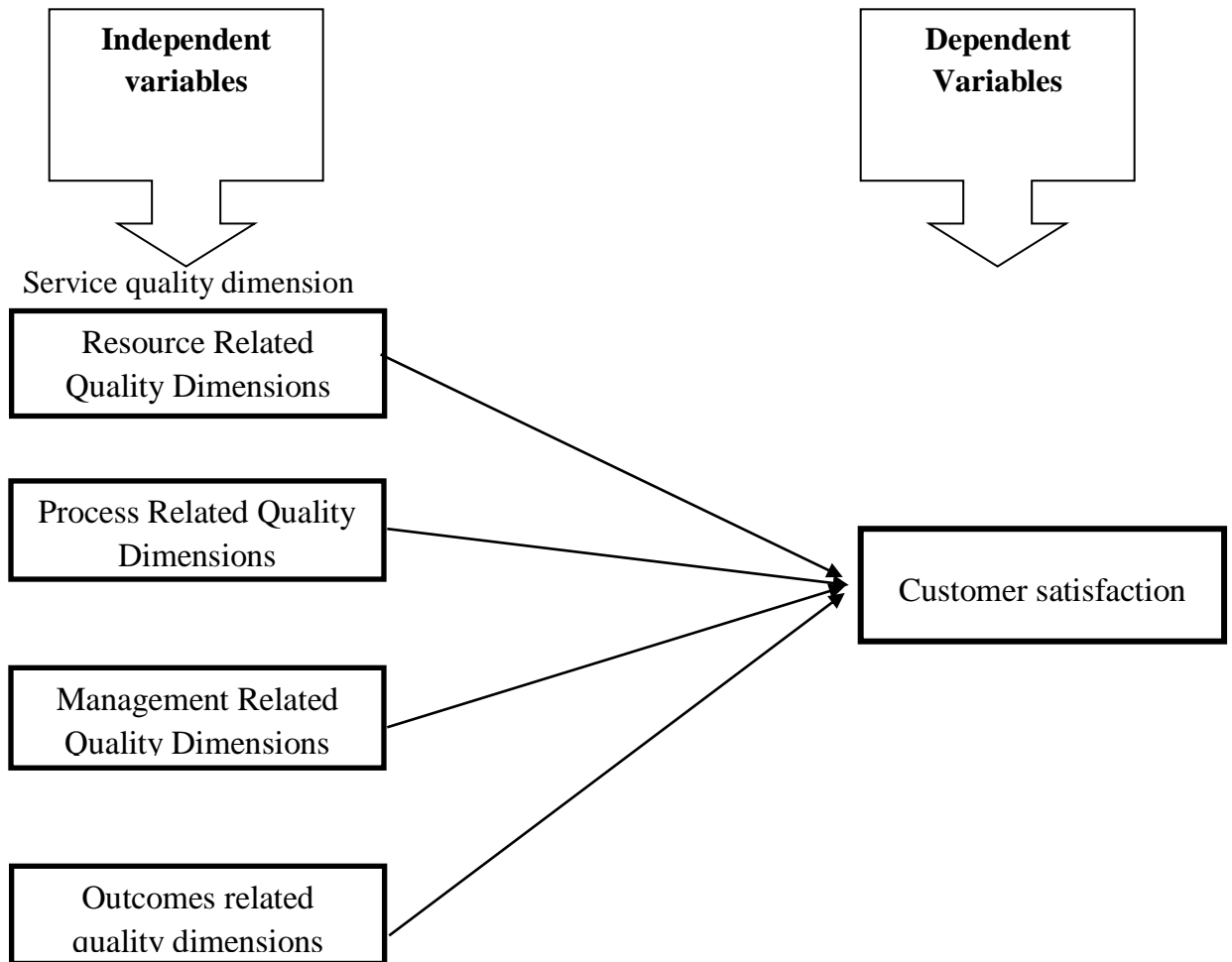
2.4. Conceptual Framework

This study viewed customer satisfaction as a multi-dimensional construct, but the underlying factors/items of customer satisfaction were the same as the ones by which service quality was measured and it was operationalized along the same dimensions that constitute service quality.

Resources-related dimension includes: Equipment and facilities availability, Equipment and facilities condition, financial stability, Shipment tracing capability, Physical infrastructure whereas, **Outcomes-related dimension** incorporates Speed of service performance, reliability of service performance (timeliness of shipment pick-up and delivery), providing service in a consistent manner, shipment safety and security (loss and damage), reliability of documentation (error-free processes), competitive price of service. Moreover, **Process-related dimension**: Staff's attitude and behavior in meeting customers' requirements (for example: changing customers' needs), Quick response to customers' inquiries, Knowledge of customers' needs and requirements, **Management-related dimension**: Application of IT (Information Technology) and EDI(Electronic Data Interchange) in operations, Efficiency in operations and management, Knowledge and skills of management and operators, Understanding customers' needs and requirements, Feedback from customers, Continuous improvement of customer-oriented operation processes (Tha Vinh V 2008).

In this framework, four service quality dimensions were used which are resource related, process related, management related, and outcome related dimensions that influence service quality and customer satisfaction in airline cargo operations. Therefore, in addition to this some SERVEQUAL dimensions are also incorporated with in the four dimensions considered as the independent variables while service quality and customer satisfaction were the dependent variables affected as illustrated in Figure 2.3.

Figure 2.3: Study Framework Service Quality or Customer Satisfaction



Source: - This model is adapted and modified from Thai, Vinh. V (2008).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Approach

Quantitative research is regarded as a deductive approach towards research (Rovai et al., 2014). Quantitative researchers regard the world as being outside of themselves and that there is "... an objective reality independent of any observations" (Rovai et al., 2014, p. 4). This approach is typified by the researcher putting forward a theory that is exemplified within a specific hypothesis, which is then put to the test; conclusions can then be drawn with regard to this hypothesis, following a series of observations and an analysis of data (Rovai et al., 2014).

Qualitative research places emphasis upon exploring and understanding "... the meaning individuals or groups ascribe to a social or human problem" (Creswell, 2014, p. 4; echoed by Holliday, 2007). Denzin and Lincoln (2005) describe this approach as gaining a perspective of issues from investigating them in their own specific context and the meaning that individuals bring to them.

This study used a Mixed research approach, this approach has been described in a variety of ways, (Greene 2007, p. xiii; endorsed by Johnson & Onwuegbuzie, 2004) believes that this approach provides researchers with opportunities to "... compensate for inherent method weaknesses, on inherent method strengths, and offset inevitable method biases" Creswell and Plano Clark (2011) comment that this approach enables a greater degree of understanding to be formulated than if a single approach were adapted to specific studies.

3.2. Research Design

The study used an explanatory research design thus Explanatory designs seek to establish cause-and-effect relationships. The primary purpose of this research design is to determine how events occur and which ones may influence particular outcomes (Dawson & Bob 2006). The reason of using this method is to study the relationship between dependent and independent variables.

3.3. Population and Sampling

The total populations of the study were all companies and individuals who import goods through ICAS. The total customers that are served by the organization per day are 100-150 customers which are categorized under walk-in customers. (ICAS customer service department), Thus the average numbers of customers that get the cargo service for a month is 3250 customers. Even if the average number of customer for a month is known this number may vary from day to day. From the given population 356 sample respondents were taken. Yamane (1967:886) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes of ICAS cargo users.

$$n = \frac{N}{1+N(e)^2}$$
$$n = \frac{3250}{1+3250(0.05)^2}$$
$$n = 356$$

Where N= is population of the study

e= is Precision (5%)

n= is sample of the study

3.4. Sampling Technique

The study used non probability sampling technique which is convenience sampling technique. Convenience sampling is technique in which a sample is drawn from that part of the population that is close to hand, readily available, or convenient (Anol 2012). The reason for using convenience sampling is because the population is too large and it is impossible to include every individual and the respondents are included based on their convenient accessibility and proximity to the researcher.

3.5. Method of Data Collection

The study used both primary and secondary sources of data for the collection of data.

3.5.1 Primary Data

Primary data were collected through questionnaires which have been distributed directly from ICAS walk-in customers. Questioners were adopted from the four service quality dimensions which are resource related, process related, management related, and output related dimensions as an independent variable to measure customer satisfaction. 5 Likert scales were used as a measurement in which respondents indicate their extent of agreement or disagreement in order to measure the variables.

3.5.2 Secondary Data

Secondary data were collected from books, journals, articles; Prior research works and Companies written documents that help the researcher to enlarge the knowledge in the topic under study.

3.6. Methods of Data Analysis

The data that were collected from the questionnaires had been analyzed and interpreted using statistical package for social science (SPSS) version 20. Consequently, descriptive and inferential analyses were also conducted by employing different methods. In descriptive statistics mean values, frequencies and standard deviations of the respondent's answers were used to analyze the demographic data. In inferential statistics Cronbach's Alpha test was used to assure reliability of the items. Correlation analysis and multiple regressions also used to analyze the impact and the relationship between the dependent and independent variables.

Qualitative data was analyzed through Discussions that were carried out with the managers and employees in the marketing division as well as the focus group members.

3.7 Reliability and Validity

Reliability

Table 3.7.1 Cronbach's alpha test for independent variables

Dimensions	Cronbach's Alpha	No of Items
Resource related dimensions	0.875	5
Process related quality dimensions	0.875	8
Management related quality dimensions	0.874	8
Outcome related quality dimensions	0.883	6
Customer satisfaction	0.967	27

Source: survey result (2019)

Reliability is conducted to assess data quality. A reliability test is used to assess consistency in measurement items (Cerri, 2012). Cronbach's alpha was used to measure the internal consistency of the measurement items.

Reliability analysis was calculated to test whether the scale used in the study is internally consistent. As cited by (Hailu 2013) according to George and Mallery (2003) Cronbach's Alpha result which is greater than 0.70 is acceptable. From data analysis the Cronbach's Alpha for this study is 0.967 which is acceptable according to the standard set by George and Mallery(2003), this indicates that there is internal consistency between the items and measures of the dimension of the variables.

Validity

Validity, often called construct validity, refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure (Anol, 2012). In relation to the study validity measurements were used. Content validity was used that is the extent to which a measuring instrument provides adequate coverage of the topic under study (Kothari, 2004). In this case this study, the researcher used four service quality dimensions which are important dimensions used to measure service quality. To validate the instruments, experts working on the area were contacted. Moreover, it was cross checked by the research advisor.

3.8. Ethical considerations

In the context of research, according to Saunders, Lewis and Thornhill (2001) "... ethics refers to the appropriateness of your behavior in relation to the rights of those who become the subject of your work, or are affected by it". The data were collected from those of willing sample respondents without any unethical behavior or forcefully action. The results or a report of the study is used for academic purpose only and response of the participants is confidential and analyzes in aggregate without any change by the researcher. In addition, the researcher respects the work of previous investigations or study and cited appropriately those works that has been taken as a basis.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

In this chapter, the results that are obtained from the study are analyzed, presented and interpreted in detail. This chapter begins by presenting respondents' profile followed by a descriptive statistics, correlation and regression analysis respectively. A total of 356 questionnaires were distributed to International cargo and aviation customers. Among 356 questionnaires a total 311 (87.35%) questionnaires were returned and analyzed, while the remaining 45 (12.64%) questionnaires were not included due to incompleteness of the questionnaire.

4.1 Personal Profile of Respondents

Table 4.1 Respondents personal profile

The result of personal profile of the respondents^{cc} is summarized in the table below which is divided in four parts.

Item	Frequency	Percent
Gender of the Respondent		
Male	235	75.6
Female	76	24.4
Total	311	100
Age		
under 30	10	3.2
31-40	167	53.7
41-50	116	37.3
>51	18	5.8
Total	311	100
Type of cargo service used by the customer		
For business/organization	165	53.1
For individual requirements	91	29.3
For both	55	17.7
Total	311	100
Educational Background		
Primary /secondary	56	18
Certificate	99	31.8
Degree	105	33.8
Masters	49	15.8
PhD and above	2	0.6
Total	311	100
Frequency of usage		
1-3	106	34.1
4-6	107	34.4
Above 6	98	31.5
Total	311	100

Source: survey result (2019)

The first item of table 4.1 shows gender of the respondents, among the total population 75.6% of the respondents are male and 24.4% of the respondents are female. And the second table shows the age of the subjects (3.2 %) 10 of them were under 30 years; 167 (53.7%) of them were between 31 & 40 years, 116 (37.3) of them were

between 41 & 50 years, 18 (5.8) of them were greater or equal to 50. Item three in the above table presents type of cargo service used by the customers, 53.1 % of respondents use the cargo service for the purpose of business or organization, 29.3% of respondents use this service for individual requirements and 17.7 % of the total respondents uses the cargo service for both business or for organization and for individual requirements. From the same table item four shows educational background of respondents 18 % of respondents were primary and secondary school students, 31.8 % of them have certificate, 33.8 % of the total respondents are degree holder, among the total population 15.8% of the respondents are master's holder finally from the total population there is only 2 (0.6) PhD holder. The last item in the above table presents frequency of usage. 34.1%, 34.4% and 31.5% of respondents use the cargo service from 1-3, 4-6 and above 6 times within a year respectively.

In general, the analysis of respondent's general profile shows the majority user of the service are male, the majority of the respondents age were between 31-40 and its shows that the majority of the respondents use the service for business (organizational) requirements in addition, the table shows that majority of the respondents are degree holders and they use the service from 4-6 times within a year.

4.2. Normality test

Normality test is used to determine whether sample data has been drawn from a normally distributed population or the population from which the data came is normally distributed. Normality was checked by two terms i.e. kurtosis and skewness using SPSS so there exist normal values for kurtosis as well as skewness. For kurtosis the normal value is less than 3 whereas for skewness the normal value is supposed to be less than 6 (Asghar andSaleh 2012)

Table 4.2- Skewness and Kurtosis test for each variable

	Resource Related Quality Dimensions	Process Related Quality Dimensions	Management Related Quality Dimensions	Outcome Related Quality Dimensions
Valid	311	311	311	311
Missing	0	0	0	0
Skewness	0.442	0.513	0.728	0.794
Std. Error of Skewness	0.138	0.138	0.138	0.138
Kurtosis	1.797	-1.037	-.691	-.629
Std. Error of Kurtosis	0.276	0.276	0.276	0.276

Source: survey result (2019)

The values from the above table 4.2 shows that skewness values are all under three for all independent variables (Resource Related Quality Dimensions, Process Related Quality Dimensions, Management Related Quality Dimensions and Outcome Related Quality Dimensions) and dependent variable (customer satisfaction) and the same thing exists for kurtosis values which are under six for the existing variables independent and dependent variable listed above. Therefore, from the results shown above we can say that the data was normally distributed among the sample population.

4.3 Service Quality Dimensions Analysis

In order to assess the customer-perceived quality of ICAS cargo service, descriptive statistics were computed per dimension. Mean score was calculated to show the average responses of respondents for each question that was included under each dimensions and to reach the grand mean of each dimension. Mean scores 4.51-5.00 excellent or very good, 3.51-4.50 good, 2.51-3.50 average or moderate, 1.51-2.50 fair and 1.00-1.50 is poor (Poonlar Btawee:1987) as cited by Hailu (2013).

Table 4.3 Customer Satisfaction on Resource Related Dimensions

Item	Mean	Std. Deviation
Physical layouts of furniture are comfortable for Customer Interacting with employees.	2.54	1.149
The ware house is conducive to handle goods &visually appealing (net and clean).	2.20	1.086
The organization provide charge free number, Website or email address for handling any	2.71	1.093
There is adequate parking space.	4.31	0.881
The organization has functional infrastructures.	3.97	0.952
Grand mean of the dimension		3.14

Source: survey result (2019)

Resource related quality dimensions refer to appearance of physical facilities, equipment, personnel and communication materials. According to the above table 4.3 the highest mean was 4.31 for the fourth item which is adequate of parking space at the organization the least mean was score form the second item which is the ware house is conducive to handle goods and visually appealing with a mean of 2.2 From the researcher concludes that customers are highly satisfied with the parking space and least satisfied regarding to the warehouse. In general the grand mean score for service reliability dimension is 3.14 therefore the researcher concludes that, regarding to resource related dimensions, ICAS cargo customers perceive that quality of service being offered by the organization is good.

Table 4.4 Customer Satisfaction on process related quality dimensions

Items	Mean	Std. Deviation
Employees show consideration and respect for the Customer.	2.91	1.227
Your request and inquiries are handled promptly.	2.86	1.215
You receive prompt service from the service Provider staff.	2.85	0.979
Employees have willingness to help customers and the readiness to respond to customer's request.	2.73	1.192
Employees keep users informed about when the Service will be performed.	2.73	1.166
You can get information about your shipment Easily.	2.88	1.164
Employees are willing to take feedback from Customers.	2.25	1.193
The employees quickly apologize to customers When service mistakes are made.	2.60	1.145
Grand mean of the dimension		2.72

Source: survey result (2019)

Process related dimension involves willingness to help customers and provide prompt services. The highest mean perception of responsiveness attribute of service quality is employee's shows consideration and respect to customer with a mean score of 2.91. The second highest mean scored is item six which refers to customers can get information about their shipment easily with a mean score of 2.88. The least mean score is from item seven which is Employees are willing to take feedback from customers with a mean score 2.25. To conclude the grand mean of process related quality dimension is 2.72 which show that it is average or moderate.

Table 4.5 Customer Satisfaction on management related quality dimensions.

Item	Mean	Std.
You feel safe in all your transaction at the Organization.	2.31	1.010
Employees have knowledge and skill to answer Customer questions.	2.40	1.114
The organization has strong system to understand and reassure customers problems	2.09	0.295
The employees are easily accessible when needed.	2.20	0.748
Employees offer to help customers at any time.	2.90	1.137
Employees try to understand the feelings, needs and Request of customers.	2.10	0.300
Employees give customer special attentions.	2.10	0.539
The management has continuous improvement and customer orientation.	2.50	0.807
Grand mean of the dimension	2.32	

Source: survey result (2019)

Management related quality dimensions refer to the knowledge and courtesy of employees and their ability to inspire trust and confidence including competence, credibility and security.

In addition this dimension represents the provision of caring and individualized attention to customers including access or approachability and ease of contact, effective communication, and understanding the customers. The above table portrays items that measures management related quality dimensions. The highest perception mean score was 2.90 which is assigned to item five that describes Employees offer to help customers at any time. Whereas, the least perception mean was scored for the last item which explain the organization has strong system to understand and reassure customer's problems. As shown in the above table the grand mean for management related quality dimensions is 2.32 which indicate regarding to management related quality dimensions ICAS cargo customers perceive that the quality of service being offered by the organization is good.

Table 4.6 Customer Satisfaction on outcomes related quality dimensions

Items	Mean	Std. Deviation
The organization provides quality service Consistently.	2.31	1.010
The organization provides the service at the time they promise to do so.	2.40	1.114
There is speed in service performance.	2.40	1.200
There is reliability in shipment safety & security (there are no loss & damage goods).	2.20	0.748
There is reliability in documentations process (error free process).	2.90	1.137
The organization is dependable in handling customer service problem.	2.10	0.300
Grand mean of the dimension		2.38

Source: survey result (2019)

Outcomes related quality dimensions incorporate the ability to perform the promised service dependably and accurately. According to the table 4.6, the highest mean is scored from item five i.e. reliability in documentations process (error free process). With a mean score of 2.90. The organization perform least on item four which is reliability in shipment safety & security (there are no loss & damage goods). With a mean score of 2.20 this shows that there are lost and damaged products. As shown from the above table the grand mean of the outcomes related quality dimensions is 2.38. So, In general the researcher concludes that, regarding to this dimensions ICAS cargo customers perceive that quality of service being offered by the organization is fair.

Table 4.7 Overall Satisfactions

Item	Mean	Std. deviation
Is there a difference between perceived and expected service	3.75	1.114
Are you satisfied by the service delivery	2.21	0.762
Can our services recommended to a friend/colleague	2.40	1.200
Grand mean of overall satisfaction	2.78	

Source: survey result (2019)

As table 4.7 shows the mean score is 3.75 which indicates that there is a high gap between customer's expectation and perceived service. The second item which is the satisfaction of services deliveries by ICAS with a mean score of 2.21. This means score indicate that most customers agree that they cannot get the service as they expect so they are less satisfied with the cargo service. Finally the last item is our services can be recommended to a friend/ colleague, the mean score is 2.40. As stated in the above paragraph the mean score for the second item indicates that there is a low satisfaction level which directly relates with the third item. In addition, the mean score of overall satisfaction both results are moderate so the researcher can generalize that ICAS cargo customers are not adequately satisfied with the overall service.

4.4. Correlation analysis

A correlation analysis with Pearson's correlation coefficient (r) was conducted on the independent variables of the study to explore the relationships between service quality dimensions and customer satisfaction. Therefore, the correlation analysis illustrates the relationship between the four quality dimensions which are resource related quality dimensions, process related quality dimensions, management related quality dimensions and output related quality dimensions with overall customer satisfaction. As cited by Haile (2013)

To interpret the strengths of relationships between variables, the guidelines suggested by Field (2005) were followed. His classification of the correlation coefficient (r) is as follows: 0.1– 0.29 is weak; 0.3 – 0.49 is moderate; and= > 0.5 is strong. The

relationship between the four service quality dimension and overall customer satisfaction is presented in table 4.9.

Table 4.8: Correlation matrix between service quality dimensions and customer satisfaction
Correlations

		Resource Related Quality Dimensions	Process Related Quality Dimensions	Management Related Quality Dimensions	Outcome Related Quality Dimensions	Overall Customer Satisfaction
Resource Related Quality Dimensions	Pearson Correlation Sig. (2-tailed) N	1 311	.539** 311	.663** 311	.427** 311	.469** 311
Process Related Quality Dimensions	Pearson Correlation Sig. (2-tailed) N	.539** 311	1 311	.883** 311	.730** 311	.563** 311
Management Related Quality Dimensions	Pearson Correlation Sig. (2-tailed) N	.663** 311	.883** 311	1 311	.553** 311	.450** 311
Outcome Related Quality Dimensions	Pearson Correlation Sig. (2-tailed) N	.427** 311	.730** 311	.553** 311	1 311	.607** 311
Overall Customer Satisfaction	Pearson Correlation Sig. (2-tailed) N	.469** 311	.563** 311	.450** 311	.607** 311	1 311

** . Correlation is significant at the 0.01 level (2-tailed).

Source: survey result (2019)

According to table 4.8 Pearson correlation matrix shows outcome related quality dimensions has strong associations with overall customer satisfaction with a value of 0.607. As indicated in the same table the relationship between resource related dimensions

and service quality is a positive and moderate with a value of 0.469. As per the person's correlation, the relationship between outcome related quality dimensions and overall satisfaction is significant and strong association with a value of 0.607. Generally, process related and outcome related quality dimensions have the highest positive and strong associations (Pearson correlation coefficient value between ≥ 0.5 shows that variables are strongly correlated) with customer satisfaction towards the organization service quality and there is positive and moderate correlation with resource related and management related quality dimensions and overall customer satisfactions according.

4.5. Regression analysis

Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable. In this study, the regression analysis uses the four service quality related dimensions which are resource related, process related, management related and outcome related quality dimensions as independent variables to measure overall customer satisfaction. The significance level of 0.05 was used with 95% confidence interval. The reason for using this multiple regression analysis was to examine the direct effect of the above dimensions on customer satisfaction towards ICAS cargo service.

4.5.1. Multi-collinearity Analysis

Before running regression, one should check for the problem of multi-collinearity which is present if there is high correlation between some of the independent variables. The study checks this with the variance Inflation Factor (VIF) which calculates the influence of correlation among the independent variables on the precision of regression estimates. The VIF should not exceed 10. Tolerance is an indicator of how much of the variability of the specified independent variable is not explained by the other independent variable in the model and is calculated using the formula $1 - R^2$ for each variable. If this value is less than 0.1 it indicates that there is possibility of multi-collinearity, but if it is greater than 0.1 it means that there is no multi-collinearity problem with in the model.

Table 4.9 Multi-collinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Resource related dimensions	.639	1.564
	Process related quality dimensions	.607	1.647
	Management related quality dimensions	.669	1.495
	Outcome related quality dimensions	.403	2.482
a. Dependent Variable: overall customer satisfaction			

Source: survey result (2019)

The VIF (Variance Inflation Factor) for each term in the model measures the combined effect of the dependences among the repressors on the variance of that term. One or more large VIF indicate multicollinearity. Practical experience indicates that if any of the VIFs exceeds 5 or 10, it is an indication that the associated regression coefficients are poorly estimated because of multicollinearity (Ranjit 2012).As shown in table 4.9 VIF result of the independent variable are 2.625, 1.564, 1.495 and 2.482. This shows that the results are less than five so the variables are perfectly not correlated.

Table 4.10 Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.773 ^a	.598	.593	.54503	.598	113.711	4	306	.000

a. Predictors: (Constant), outcome related quality dimensions , process related quality dimensions , resource related quality dimensions , management related quality dimensions

Source: survey result (2019)

The above regression model presents how much of the variance in the measure of Customer Satisfaction is explained by the underlying service quality dimensions. Furthermore, to explain R, R², adjusted R². **R values** Indicates the value of the multiple regression coefficient between the predictors and the outcome, with a range from 0 to 1, a larger value indicating a larger effect and 1 representing an equation that perfectly predict the observed value (Pedhazur, 1982). From the model summary (R = 0.773) indicates that the linear combination of the four independent variables (resource related, process related, management related, outcomes related quality dimensions) strongly predict the dependent variable (customer satisfaction).

R Square (R²) – indicates the proportion of variance that can be explained in the dependent variable by the linear combination of the independent variables. In another word R² is a measure of how much of the variability in the outcome is accounted for by the predictors. The values of R² also range from 0 to 1 (Pedhazur, 1982). The linear combination of service quality dimensions or predictors’ i.e. resource related, process related, management related, outcomes related quality dimensions explains 59.8% of the variance in customers’ satisfaction and the remaining 40.2 % is explained by extraneous variables, which have not been included in this study.

Table 4.11 ANOVA^a

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	135.114	4	33.778	113.711	0.000 ^b
	Residual	90.899	306	.297		
	Total	226.012	310			

Source: Survey Result (2019)

- a. Dependent Variable: overall customer satisfaction
- b. Predictors: (Constant), outcome related quality dimensions , process related quality dimensions , resource related quality dimensions , management related quality dimensions

Table 4.11, THE ANOVA table shows the various sums of squares described in the table above and the degrees of freedom associated with each. F-ratio is the most important part of the table, which is a test of the null hypothesis that the regression coefficients are all equal to zero. Put in another way, this F statistics tests weather the **R** square proportion of variance in the dependent variables accounted for by the predictors is zero and the table also shows the associated significance value that F-ratio(Field,2009). For this data, F is 113.711, which is significant at $P < .0001$ (because the value in the column labeled *Sig.* is less than 0.001). Therefore, we can conclude that our regression model results in significantly better prediction of customer satisfaction and that the regression model overall predicts customer satisfaction significantly well.

Table 4.12. Regression result of service quality dimension and overall customer satisfaction

Coefficients ^a								
Model		Unstandardize d Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta			T	Sig.
1	(Constant)	1.012	0.153		6.593	.000	.710	1.314
	Resource Related QD	0.218	0.043	0.225	5.047	.000	.133	.302
	Process Related QD	0.377	0.045	0.385	8.403	.000	.289	.466
	Management Related QD	0.176	0.041	0.189	4.334	.237	.096	.256
	Outcome Related QD	0.637	0.064	0.598	9.908	.000	.510	.763

a. Dependent Variable: Overall Customer Satisfaction

Source: survey result (2019)

Table 4.12 presents the result of regression analysis; the result of regression analysis is based on four independent variables (resource related, process related, management

related and outcome related quality dimensions). The independent variables that contribute to variance of the dependent variable are explained by the standardized Beta coefficient. In the same table multicollinearity is computed, Multicollinearity refers to a situation in which there is an exact (or nearly exact) linear relation among two or more of the input variables,(Hawking, 1983)cited by (Ranjit 2012).

The impact of independent variables on customer satisfaction with ICAS cargo service are, 0.225,0.385, 0.189 and 0.598 respectively, Based on the above table by examining the beta weight of data analysis result, the finding shown that output related quality dimensions making relatively larger contribution to the prediction model. However management related quality dimensions has less significant effect on the level of customer satisfaction with the value of β -0.189. In general customer satisfaction is primarily predicted by higher level of process related and output related quality dimensions, and to a lesser extent by resource related and management related dimensions in ICAS Cargo.

4.6 Hypothesis testing

From the above analysis, the proposed hypothesis are tested as following

H₁= Resource related quality dimensions have a positive or negative significant effect on customer satisfaction in the case of international cargo and aviation service. (ICAS)

Resource related quality dimensions refer to appearance of physical facilities, equipment, personnel and communication materials. The correlation analysis in table 4.8 illustrates that resource related quality dimensions have a moderate association with a value of 0.469. Conversely the P value is 0.000 which is statistically significant because $P < 0.05$ which is indicated in table 4.12. Consequently this hypothesis is accepted.

H₂=process related quality dimensions have a positive or negative significant effect on customer satisfaction in the case of international cargo and aviation service. (ICAS)

Process related deals willingness to help customers and provide prompt services. The correlation in table 4.8 shows that process related dimension is positively related with customer satisfaction with a value of 0.563. The impact is also statistically significant because $P < 0.05$ which is indicated in table 4.12 with P value of 0.000. Therefore, this hypothesis is accepted.

H₃= Management related quality dimensions have a positive or negative significant effect on customer satisfaction in the case of international cargo and aviation service. (ICAS)

This quality dimension deals with employee's willingness to help customers and to provide prompt service. In table 4.8 the relationship between management related quality dimensions and customer satisfaction is positive with a value of 0.450. However as indicated in table 4.12 the impact between management related quality dimensions and customer satisfaction is not significant because the p value is 0.237 which is greater than 0.05. So there is no statistically significant correlation between management quality related dimension and customer satisfaction So the hypothesis is rejected.

H₄= Outcomes related quality dimensions have a positive or negative significant effect on customer satisfaction in the case of international cargo and aviation service. (ICAS)

Outcome related quality dimensions are related with ability to perform the promised service dependably and accurately. As shown in table 4.8 outcome related quality dimensions are positively related with customer satisfaction with a value of 0.607 which is the highest score among the other independent variables. As indicated in table 4.12 the impact between outcomes related quality dimensions and customer satisfaction is significant with p value of 0.000 which is less than 0.005. Therefore the hypothesis is accepted.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The objective of this thesis was to assess service quality and customer satisfaction in ICAS. In order to accomplish this objective the researcher used four service quality dimension models which are resource related, process related, management related and outcomes related quality dimensions to assess service quality and customer satisfaction.

5.2 Summary of Major Finding

Based on the data analysis the major findings are summarized as follows:-

- ✓ Socio demographic data' shows from the total population 75.6% of the respondents are male and 24.4% of the respondents are female. Item two in the above table presents type of cargo service used by the customers, 62% of the total respondents use this service for individual requirements. Most of the respondents are 12 grade complete and above. On average usage frequencies of the respondents were 33.8% (4-6 times) within a year.
- ✓ The computed mean scores of the four quality dimensions helps to measure the perceived service quality of the organization and the result shows that service quality of the organization is low in which the selected customers are not satisfied with the service the result of the data analysis shows, In general the grand mean score for service reliability dimension is 3.14 therefore the researcher concludes that, regarding to resource related dimensions, ICAS cargo customers perceive that quality of service being offered by the organization is good. management related quality dimensions has a grand mean of 2.32 which indicate regarding to management related quality dimensions ICAS cargo customers perceive that the quality of service being offered by the organization is good.

- ✓ The data analysis also shows that there is a huge gap between expected and perceived service with a mean of 3.75 and also the overall satisfaction of the organization's customer is low. As a general, the result of the study shows that the selected customers did not have good attitudes towards the service quality of the organization.
- ✓ The correlation result shows that the relationship between outcome related quality dimensions and overall satisfaction is positive and strong association with a value of 0.607. Generally, process related and outcome related quality dimensions have the highest significant and strong associations with customer satisfaction towards the organization service quality and there is positive and moderate correlation with resource related and management related quality dimensions and overall customer satisfactions according. On the other hand management related quality dimensions has less significant effect on the level of customer satisfaction
- ✓ The effect of each independent variables on customer satisfaction with ICAS cargo service are, 0.225,0.385, 0.189 and 0.598 respectively, Based on the above table by examining the beta weight of data analysis result, the finding shown that outcome related quality dimensions making relatively larger contribution to the prediction model. However management related quality dimensions has less significant effect on the level of customer satisfaction with the value of $\beta=0.189$. In general customer satisfaction is primarily predicted by higher level of process related and outcome related quality dimensions, and to a lesser extent by resource related and management related quality dimensions in ICAS Cargo.
- ✓ Based on the data analysis the entire hypotheses made were tested and resource related, process related and output related quality dimensions have a significant effect and an impact on customer satisfaction so the hypotheses are accepted. on the other hand management related quality dimensions have non-significant relationships so the hypothesis is rejected.

- ✓ The linear combination of service quality dimensions or predictors' i.e. resource related, process related, management related, outcome related quality dimensions explains 59.8% of the variance in customer's satisfaction and the remaining 40.2 % is explained by extraneous variables, which have not been included in this study.

5.3 Conclusion of the study

The main purpose of the study was to assess service quality and customer satisfaction in International cargo and aviation services (ICAS). Questionnaire on dimensions of service quality and customer satisfaction were adopted and distributed to customers of International cargo and aviation services (ICAS).

From the selected sample, the finding indicates that service quality of the organization is poor. Based on the result of correlation the relationship between outcome related quality dimensions and overall satisfaction is significant and strongly associated. Generally, process related and outcome related quality dimensions have the strongest associations with customer satisfaction towards the organization service quality and there is positive and moderate correlation with resource related and management related quality dimensions and overall customer satisfactions according. Based on hypothesis testing resource related, process related and outcomes related quality dimensions have a significant effect and an impact on customer satisfaction so the hypotheses are accepted. On the other hand management related quality dimensions have non-significant relationships so the hypothesis is rejected.

The above analysis and conclusions implies that care must be specially given to the process of service provision where employees' knowledge, professionalism, attitude and behavior are important to enhance the firm's service quality image. Service outcomes, such as reliability of service performance, safety and security are critical part to indicate service quality in cargo services.

5.4 Recommendation

Based on the results of the analysis and conclusion made the following recommendations are forwarded by the researcher.

- ✓ The organization did not perform the service at the promised time or at the right appointment time. ICAS cargo should tell customers the right appointment time in which the service will be performed by managing customer's data properly. Moreover consistent problems with on-time delivery can cause issues that affect many other areas of a company's supply chain.
- ✓ Even if resource related quality dimensions gets moderate satisfaction from the other dimension, the organization should make the warehouse and other physical facilities conducive for customers to interact with employees. If the organization can add more physical equipment like chairs, tables and build additional shelters to customer as a waiting area it will be more comfortable. And also if the ware house is neater and clean it will be attractive to customers and make the customers satisfied.
- ✓ Regarding to employees willingness and readiness to help customers and to answer any inquiry regarding to their shipments. The organization must first satisfy its employees in order to increase their willingness and readiness to deliver the quality service in which satisfied employees will satisfy external customers and recommend the organization service for a friend and colleague.
- ✓ If the organization could contact complaining customers as quick as possible it will be easy to solve their problems and also the organization needs to notice damaged goods timely. And furthermore the organization must give the adequate compensation for inaccurate service and give the payment on time.
- ✓ The most important recommendation is that customers forward in order to increase service quality is that the employees needs to give the right appointment time, and it will be more preferable if the organization can carefully manage the customer data, and work on employee's capacity building. And the demurrage payment needs to fair finally many customer suggested that the organization must minimize the number of lost or damaged goods.

- ✓ The main limitation of the study was respondents less understanding of the objective and was not cooperative. However the challenge was minimized by instructing the respondents about the whole image of the study and asking the respondents not to indicate their names on the research instrument as well as assuring them that the research will only be used for academic purpose.

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Website

<http://icasethiopia.com>

Appendix

St. Mary's university

School of graduate studies

Marketing Management Post Graduate study

Questioner to Customer

Dear respondent,

This questionnaire is developed by post graduate student of St. Mary's university, School of graduate studies in order to assess factors affecting service quality on customer satisfaction in international cargo and aviation services (ICAS). The data will be used only for academic purpose your response is not forwarded to other 3rd party and it is kept confidential, please answer each questionnaire with no fear of consequence. No need of writing your name.

Thank you in advance for your active participation and your cooperation.

General profile. Please make a tick mark 'X' on the option that best describes you

1. Gender: Female Male

2. Age: 30 years & below 31-40
41-50 51 and above

3. For what purpose do you use international cargo and aviation service (ICAS)

For individual requirements

For business/organization

4. Educational status: primary /elementary school or high school completed

Diploma

Degree

Master

Certificate

PhD and above

5. How many times do you use the service within a year?

1-3

4-6

Above 6

Basic information related to service quality

Please indicate your answer with each of the following statements by putting “X” in the appropriate place that best represents your level of agreement with the statement.

No	Quality Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Resource Related Quality Dimensions					
1	Physical layouts of furniture are comfortable for customer Interacting with employees.					
2	The ware house is conducive to handle goods &visually appealing (net and clean).					
3	The organization provide Charge free number, website or email address for handling any					
4	There is adequate parking Space.					
5	The organization has functional infrastructures.					
	Process Related Quality					

6	Employees show consideration and respect for the customer.					
7	Your request and inquiries are handled promptly.					
8	You receive prompt service from the service provider staff.					
9	Employees have willingness to help customers and the readiness to respond to					
10	Employees keep users informed about when the service will be performed.					
11	You can get information about your shipment easily.					
12	Employees are willing to take Feedback from customers.					
13	The employees quickly Apologize to customers when service mistakes are made.					
	Management Related Quality Dimensions					
14	You feel safe in all your transaction at the organization.					
15	Employees have knowledge and skill to answer customer questions.					
16	The organization has strong system to understand and reassure customers problems					

17	The employees are easily accessible when needed.					
18	Employees are willing to help the Customer at any time.					
19	Employees try to understand the feelings, needs and request of customers.					
20	Employees give customer special attentions.					
21	The management has continuous improvement and customer					
	Outcomes Related Quality Dimensions					
22	The organization provides quality service consistently.					
23	The organization provides the service at the time they promise to do so.					
24	There is speed in service Performance.					
25	There is reliability in shipment Safety & security (there is no loss & damage goods).					
26	There is reliability in documentations process (error free process).					
27	The organization is dependable In handling customer service problem.					
	Overall satisfaction					

28	There is a positive difference between Perceived and expected service.					
29	Satisfied by the services we deliver.					
30	Our services can be recommended to a friend/ colleague.					

In general what is your opinion about the service delivery system and what must be done in order to improve the service quality please write your comments on the space provided below?

ቅድስተ ማርያም ዩንቨርሲቲ

የማርኬቲንግ ማኔጅመንት ድህረ ምረቃ መርሃ ግብር

የደንበኞች መጠይቅ

ውድ የተከበራችሁ የኢንተርናሽናል ካርና እና አቪዬሽን አገልግሎት ተጠቃሚዎች

ይህ መጠይቅ የተዘጋጀው በቅድስተ ማርያም ዩንቨርሲቲ የማርኬቲንግ ማኔጅመንት ድህረ ምረቃ ተማሪ ስሆን አላማውም የደንበኞችን አገልግሎት ጥራቱ ያላቸውን ምዘና ወይም አመለካከት ለመገንዘብ እና የአገልግሎቱ ጥራት በደንበኞች እርካታ ላይ ያለውን አስተዋጽኦ ወይም ተፅዕኖ ለማወቅ ነው። ይህ የደንበኞች የሚሰጡት መረጃ ለትምህርት አገልግሎት የሚውል ሲሆን የእርሶ መልስ ለሌላ ሶስተኛ ወገን የማይደርስ ነው እንዲሁም ከዚህ መጠይቅ የሚገኘው መረጃ በሚስጥራዊነት የሚያዝ ነው። ስም መጥቀስ አያስገልግም።

ጊዜዎን መስዋዕት አድርገው የሚያደርጉልኝ መልካም ትብብር ሁሉ ምስጋናዬ ላቅ ያለ ነው።

የግል መረጃ

1. የታ: ወንድ ሴት

2. ዕድሜ: 30 እና ከዛ በታች 31-40 41-50 51 እና ከዛ በላይ

3. የኢንተርናሽናል ካርና እና አቪዬሽን አገልግሎት ለምን አይነት አላማ ነው የሚጠቀሙት

ለግል/ለመዘራያ ቤት

ለግል ጥቅም

4. የትምህርት ደረጃ: አንደኛ ደረጃ የተማረ/ሁለተኛ ደረጃ የተማረ

ስርተፊኬት

ዳግሪ

ማስተርስ

የዶክትሬት ዳግሪ (PhD)

ከዚያ በላይ

5. በአመት ወስጥ ስንት ጊዜ የካርና አገልግሎት ይጠቀማሉ።

1-3

4-6

6 ጊዜ በላይ

የአገልግሎት ጥራት መረጃ

የሚከተሉት ዓረፍተ ነገሮች ስለ ኢንተርናሽናል ካርጎ እና አቪዬሽን አገልግሎት ጥራት ያለዎትን አስተያየት የሚጫወት ከቱ ናቸው፡ እባክዎ ለአያንዳንዱ ዓ/ነገር የእርስዎ ሀሳብ

በትክክል በሚልፀው ምርጫ ላይ ይህንን ምልክት “X” ያስቀምጡ፡

ተራ ቁጥር	የአገልግሎት ጥራት ገፅታዎች	በእጅግ አልሰማማም	አልሰማማም	አስተያየት የለኝም	አሰማማ ለሁ	በእጅግ እሰማማለሁ
1	የአገልግሎት መሰጫ ቦታዎችም ሆነ መገልገያዎች ከሰራተኞች ጋር መገናኘት ምቹ ናቸው፡፡					
2	የመቤቱ መገዝን ዕቃ አያያዝ ንፁህ እና እይታ ማራኪ ነው፡፡					
3	መቤቱ የደንበኞችን ጥያቄ ለመመለስ ነፃ የሆነ የስልክ መከመር፣ ደጋፊ ገፅ ወይም email አዘጋጅቷል፡፡					
4	መቤቱ በቂ የሆነ የተሸከርካሪ ማቆሚያ ስፍራ አለው፡፡					
5	መቤቱ ጥቅም ላይ የዋሉ መሠረተ ልማቶች አሉት፡፡					
6	አገልግሎት ሰጪዎች ትኩረት እና ክብር በአግባቡ ለደንበኞች ያሳያሉ፡፡					
7	አገልግሎት ሰጪዎች የደንበኞች ጥያቄ በፍጥነት ይመለሳል፡፡					
8	መቤቱ በፍጥነት ወይም ወዳያውኑ ለደንበኞች አገልግሎት ይሰጣል፡፡					
9	ሰራተኞች ለደንበኞች ምላሽ ለመስጠት ዝግጅታቸውና ፍቃደኛ ናቸው፡፡					
10	ሰራተኞች ደንበኞች አገልግሎቱ መቼ እንደሚሰጥ መረጃ በየጊዜው ይሰጣሉ፡፡					
11	ስለዕቃዎ ጭነት መረጃ በቀላሉ ለማግኘት ይቻላል፡፡					
12	ሰራተኞች ከደንበኞች አስተያየት መቀበል ፍቃደኛ ናቸው፡፡					

13	የካርን አገልግሎት ስህተት በሚፈጠርበት ጊዜ ሰራተኞቹ በፍጥነት ደንበኞችን ይቅርታ ይጠይቃሉ።					
14	አገልግሎት በሚሰጥበት ወቅት ማቤቱ ደኝኞችን ደህ ንነት እንዲሰማቸው ያርጋል።					
15	አገልግሎት ሰጪ ሰራተኞች ደንበኞች ምላሽ መስጠት በቂ የሆነ እወቀት አላቸው።					
16	ደንበኞች ችግር ሲኖርባቸው ድርጅቱ ችግሩን የመ ረዳት እና ችግሩ መፍትሄ የማምጣት ስርዓት አለው።					
17	አገልግሎት ሰጪ ሰራተኞች በደንኞች በፈለጉት ሰዓት በቀላሉ ማግኘት ይቻላል።					
18	ሰራተኞች አገልግሎት ወይም እርዳታ በደንበኞች በማንኛውም የሰራ ሰዓት ይሰጣል።					
19	ሰራተኞች የደንበኞቻቸውን ስሜት፣ ፍላጎት እና ጥያቄዎች ይረዳሉ።					
20	ሰራተኞች ደንበኞችን በግል ደረጃ ትኩረት ይሰጣሉ።					
21	የ ማቤቱ አስተዳደር ቀጣይነት ያለው መሻሻል እና የደንበኛ አያያዝ አለው።					
22	ማቤቱ ተመሳሳይ እና አስተማማኝ የሆነ የደንበኞች አገልግሎት ይሰጣል።					
23	ማቤቱ ቃል በገባው መሰረት አገልግሎቶች ያቀርባል።					
24	አገልግሎት አሰጣጥ ስርዓት ላይ ፍጥነት አሎታት።					

25	የዕቃጭነት አገልግሎት አሰጣጡ ጥበቃ እና ደህንነት የተሞላበት ነው (የሚጠፋና የሚበላሽ)					
26	ከስህተት ነፃ የሆነ የሰነድ ጉዳይ አፈጻጸም ሂደት					
27	መሳሪያ የአገልግሎት ችግር እንዳይፈጠር በጥንቃቄ ይሰራል					
28	በአጠቃላይ የጠበኩት እና ያገኘሁት አገልግሎት ላይ ልዩ ነት አለ::					
29	በአጠቃላይ በሚሰጡት አገልግሎቶች እረክቻለሁ::					
30	አገልግሎቶቻችን ለጓደኛ እንዲሁም ለሰራ ባልደረባ የሚመከሩ ናቸው::					

በአጠቃላይ አገልግሎት አሰጣጡ ላይ ያልዎት አስተያየት እና መሻሻል አለበት

የሚሉት ነገር ካለ በክፍት ቦታ ላይ ይጻፉ::
