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ASSESSMENT ON SERVICE DELIVERY AND CUSTOMERS' SATISFACTION:

(IN THE CASE OF RIDE, ADDIS ABABA, ETHIOPIA)

BY: ABDULWASSE YENUS SULTAN

DECEMBER, 2021

ADDIS ABABA, ETHIOPIA

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This is to certify that the thesis prepared by ***ABDULWASSE YENUS SULTAN***, with the title of: ***ASSESSMENT ON SERVICE DELIVERY AND CUSTOMERS' SATISFACTION: (IN THE CASE OF RIDE, ADDIS ABABA, ETHIOPIA)*** which is submitted in partial fulfilment for the degree of master of business administration with respect to the standards and regulations of the university in the originality and quality of the thesis.

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DECLARATION

I, the undersigned student, declare that this thesis is my original work, prepared under the guidance of ***TEMESGEN BELAYNEH (PhD).*** All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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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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Name Signature

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Contents

List of tables

Abbreviation

ET - Expectation Tangibility

ER - Expectation Reliability

ERE - Expectation Responsiveness

EA - Expectation Assurance

EE - Expectation Empathy

PT - Perception Tangibility

PR - Perception Reliability

PRE - Perception Responsiveness

PA - Perception Assurance

PE - Perception Empathy

SERVPERF - Service Performance

SERVQUAL - Service Quality

SPSS - Statistical Package for the Social Sciences

Abstract

The main aim of this thesis was to assess the customers' satisfaction on the service delivery of RIDE in Addis Ababa, Ethiopia. It identifies the level of customer satisfaction by measuring the gap between customers' expectation and actual performance on the quality of service delivered by RIDE using the five service quality dimensions which are Tangibles, Reliability, Responsiveness, Assurance and Empathy. The study is basically a survey that used Descriptive research design. For the purpose of data collection SERVQUAL model questionnaire was adopted, pre-tested and disseminated to the target population by following the appropriate ethical procedures. Out of the distributed 384 questionnaires only 363 were returned constituting 94.53% response rate. The findings of this study show that customers of RIDE are not satisfied in all the service quality dimensions which shows expectation of customers exceed the actual performance of the company. The result also proves that Tangibles, Reliability, Responsiveness, and Empathy service quality dimensions are very weak but positively correlated to customers' satisfaction. , the results also indicate that, there is a negative and insignificant relationship between Assurance and customer satisfaction Based on this, it is recommended that RIDE should give greater attention to improve its service quality and satisfy its customers by meeting or exceeding customers expectation through assessing and improving the gaps on all the service quality dimensions to stay competitive in the industry and to increase its market share and profit.

Keywords: *Service*, *Service quality*, *Customer*, *Customer satisfaction*, *Customer expectations*, and *Customer perception*

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Transportation online is one of the newest service innovation in m-commerce. Online transportation service or ride-sharing is an individual transportation services where a customer can order a ride through mobile application and the driver can respond the order through the apps (Wallsten, 2015). It provides several benefits such as driver and customer can know each other's location accurately, customer can see the driver and vehicle information, and customer can easily find transportation to commute to other places (time efficiency) (Farin, 2016). These benefits make ride sharing gain popularity among urban people easily. There are already a number of popular online transportation services in Europe and USA such as Lyft, UberX, Sidecar, and Carpool. (Okezone.com, 2015).

Service quality is an important aspect in m-commerce (Salameh & Hassan, 2015) that can determine customer behavior, satisfaction, and intention to use certain product/service (Bolton & Drew, 1991; Parasuraman et al., 1988; Parasuraman et al., 1994). It is argued that service quality provides long-term success and can be competitive advantage (Caro & Garcia, 2007). Therefore, it is important to assess and measure the service quality especially services provided in m-commerce environment (Huang et al., 2015).

Service quality and customer satisfaction are thus the two core concepts of contemporary marketing theory and practice in service industries. As Shemwell et al., (1998) have stated, the key to sustainable competitive advantage lies in delivering high-quality service that result in satisfied customers. The link between service quality and customer satisfaction is now firmly established, and it has been shown that this link subsequently produces higher revenues, increased cross-sell ratios, higher customer retention, repeat purchasing behavior, and expanded market share.

Service quality and customer satisfaction take on paramount importance as the main drivers of customer's behavioral intentions. It is broadly accepted that providing superior service quality and higher levels of satisfaction lead to greater customer loyalty, secure future revenues, reduce the costs of future transactions through positive referrals, decrease price elasticity and ultimately affect company's bottom line (Anderson et al., 1994). Companies therefore, first must examine the

impact of their service quality provision on customers' responses, including intentions signaling behaviors that are potentially favorable or unfavorable to the company. For most companies, a set of behavioral-intentions questions could be incorporated easily into the measurement systems currently used to capture service-quality assessments. Doing so provides a continuous source of information relating to such questions as: - what are the key constructs that characterize customers' assessments of services? What levels of service quality must we deliver to retain customers? What service initiatives should we undertake to encourage customers to recommend the company, spend more with the company? What attributes should we focus on to reduce the likelihood of customers' spreading negative word-of-mouth communications when service problems occur? To retain customers, should we spend our money on proactive service improvements or on handling complaints? (Aklilu Gudeta, 2014)

Service quality "has become as one of the key driving forces for business sustainability and is vital for firms' accomplishment" (Rust and Oliver, 1994). "Customer service quality is a crucial source of distinctive competence and often considered a key success factor in sustaining competitive advantage in service industries" (Palmer, 2001).

Kotler (1999) defined satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectation as the definition makes clear, satisfaction is a function of perceived performance and expectation. If the performance falls short of expectations, the customer is dissatisfied. If the performance matches the expectations; the customer is satisfied if the performance exceeds expectation the customer is highly satisfied or delighted. An evaluation has been the chosen alternative consistent with prior beliefs with respect to that option. Satisfaction implies a conscious and deliberate evaluation of outcome. Oliver (1997) argues that service quality can be described as the result of customer comparisons between their expectations about the service they will use and their perceptions about the service company. That means if the perceptions would be higher than the expectations the service will be considered excellent if the expectations equal the perceptions the service is considered good and if the expectations are not met the service will be considered bad. There are many ways to improve customer satisfaction. Some strategies are building relationships with customers, superior customer service, unconditional guarantees,

efficient complaint handling. Customer satisfaction leads to competitive advantage in marketplace by product differentiation, product quality, speed, unified corporate purpose etc. (Schnaars, 1991). The service management literature argues that customer satisfaction is the effect of a customer's understanding of the value received in a transaction or relationship where value equals perceived service quality relative to price and customer acquisition costs relative to the value estimated from contact or relationships with challenging vendors.

“Service quality and customer satisfaction are unarguably the two core concepts that are at the root of the marketing theory and practices” (Spreng and Mackoy;1996). In today’s world of intense competition, the key to sustainable competitive advantage lies in delivering high quality services that will in turn result in satisfied customers. When competition increases and environmental issue becomes dynamic, the importance of service quality is increased (Asubonteng: 1996).

Service quality and customer satisfaction are very important concepts, which must understand by companies that want to grow while keeping their competitive edge. In the modern competitive environments, delivering high service quality is the key for a sustainable competitive advantage. Customer satisfaction has a positive effect on an organization’s profitability. Satisfied customers of any business repeat purchase, show brand loyalty, and give positive word of mouth.

Many models have been developed to measure service quality delivered by firms in numerous businesses. It is important to review service quality models because of its relation with customer satisfaction. Customer satisfaction a term frequently used in marketing is a measure of how products & services supplied by a company meet or surpass customer expectation.

“Today customer’s takes good customer service for granted and customers are now the rules and that goes for business as much as customer market. All business customers want the same thing; better access to service, more competitive price better customer service and compliant handling process”. (Douglus and Basto; 2002).

Definition given for the term service quality may differ from person to person. Generally, it is defined as thing that meets customer’s expectations which is key gaining and retaining customers

(Ijaz.A.T& Ali.A, 2013). Service quality is a recent and more dynamic decisive issue in management thought. It helps to control competitive position and consequently determines profits (Shabib.A, 2002).

1.2 Statement of the Problem

In the world of competition, service quality is the most important parameter that needs critical attention for an organization to exceed its competitors. This is especially true in the service sector where there is frequent interaction with customers which hold the highest stake in ensuring the organization exceeds its competitors and excel in the service it provides. In winning this competition, it is obvious that customer satisfaction is a critical issue as it is highly correlated with the quality of services provided by competing organizations. (SeyedJavadian & Kimasi 2005)

RIDE is a first Ethiopian company to provide transportation service to passengers/customers by using technological devices. Currently RIDE company is facing aggressive competition from other similar transportation service providers like Feres, ZAY ride, Taxiye, Seregela, WEZ, Ilift, ShuuFare, Little and others, these competitors are winning the customers mind and challenging RIDE. Many customers are shifting to these competitors. Some loyal and longtime customers are also demonstrating their dissatisfaction in some part of the RIDE service delivery. The researcher observes that the quality of the service is declining as compared to its previous time.

In these challenging circumstances, a study on the satisfaction of RIDE customers in service delivery is obviously pertinent and important. The profitability of service firms is significantly influenced by customer's satisfaction, and there is a close relationship among quality service delivery and satisfaction. The present study therefore undertakes assessment of service delivery and customer's satisfaction in the context of Ethiopian ride hailing transportation market.

1.3 Objective of the study

1.3.1 General Objective

The general objective of this paper is to assess and analyze service delivery and customer satisfaction of RIDE organization.

1.3.2 Specific Objective

The specific objectives are:

1. To assess customers' expectations from the service delivered.
2. To assess level of service delivery by measuring the RIDE's service in terms of tangibility, reliability, responsiveness, assurance, and empathy.
3. To assess customer satisfaction in service delivery.

1.4 Research Question

- ✓ What are the customers' expectations from the service to be delivered?
- ✓ What is the level of service delivery in RIDE organization in terms of tangibility, reliability, responsiveness, assurance, and empathy.?
- ✓ What is the level of customer satisfaction in the current service delivery of RIDE organization?

1.5 Significance of the study

The output of this study will help RIDE organization to find out the level of service delivery quality it provides to customers based on the information that is gathered from customers/passengers in the area of customer satisfaction and service delivery. Based on the data to be collected, analyzed and interpreted from customers, the result will allow the RIDE organization to find out the gap by showing current level of customer's satisfaction and service delivery expectation on the current delivery of service. The organization will be able to improve its service delivery standards and competency in this highly competitive environment. For future, the research paper will give information about the level of satisfaction of RIDE customer's satisfaction and expectation in quality service delivery.

1.6 Scope of the study

This study focus on the area of service delivery related to customer satisfaction of RIDE's ride-hailing organization. The study focus on passengers found on the geographical location of Addis Ababa. The scope includes assessing and analyzing service delivery and customer satisfaction, and suggesting improvement on the service delivery.

1.7 Definition of key operational terms

- ✓ ***Service*** is a transaction in which no physical goods are transferred from the seller to the buyer.
- ✓ ***Service quality*** is a comparison of perceived expectations of a service with perceived performance, giving rise to the equation Service Quality =Performance - Expectation.
- ✓ ***Customer satisfaction*** is defined as a measurement that determines how happy customers are with a company's products, services, and capabilities.
- ✓ ***Customer expectations*** are any set of behaviors or actions that individuals anticipate when interacting with a company's service or product
- ✓ ***Customer*** is an individual or business that purchases the goods or services produced by a business.

1.8 Organization of the study

The paper is organized into five chapters. The first chapter deals with introductory part consisting of the introduction, background of the study, statement of the problem, objectives of the study, Basic research questions, Objectives of the study, Significance of the Study, Scope of the study and definition of key operational terms

The second chapter reviews literature related to the study. In this chapter, various theoretical concepts that relate to service, related to customer satisfaction and expectation are discussed. The third chapter present the methodology of the study, the fourth chapter the data presentation, analysis and interpretation the fifth chapter focuses on the conclusions of major findings and the possible recommendations

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2. Theoretical review

2.1 Service

A service is a process consisting of a series of more or less intangible activities that normally, but not necessarily always, takes place in interaction between the customer and the service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems. Services are more or less subjectively experienced process where production and consumption activities take place simultaneously. Interactions, including a series of moments of truth between the customer and the service provider, occurred (Gronroos, 2006).

A service is any activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything (Kotler, et.al, 1999). Manufactures supply service alongside their products and in turn service providers use products in delivering their services so it is having been said that there are no pure services. Services are deeds, processes, and performances provided or coproduced by one entity or person for another entity or person. Services can also involve high customer contact, where the service is directed at people, as in the case of hairdressing and healthcare. Or there is low customer contact, as in dry cleaning and automated car-washes, where the services arc directed at objects. Services can be people-based (e.g. consultancies, education) or equipment-bound (e.g. vending machines, bank cash dispensers). People-based services can be further distinguished according to whether they rely on highly professional staff, such as legal advisers and medical practitioners, or unskilled labor, such as porters and caretakers.

Services are processes where a set of firm resources interacts with the customers so that value is generated in the customers' activities and processes. Hence, unlike goods that are value supporting resources, services are value supporting processes, i.e. processes that support customers' value generation (Gronroos, 2006).

The services literature highlights differences in the nature of services versus products which are believed to create special challenges for services marketers and for consumers buying services. To help understand these differences a number of characteristics that describe the unique nature of services have been proposed (Wolak et.al 1998).

2.1.1 Nature and Characteristics of Services

Services have the following four key distinguishing characteristics.

Intangibility: - Because services are nonphysical it is hard to determine, record, calculate or to test the service prior to the sale in order to protect the quality on its delivery (Zeithaml, et.al, 2009).

Inseparability: - Production and consumption of services are inseparable. Services are not manufactured remotely and then delivered intact to the customer. Service require the involvement and commitment of employee and customer.

Variability: - Due to heterogeneity services performance often varies from producer to producer, from customer to customer and from day to day.

Perishability: - Services are performances rather than objects. Most services cannot be counted, measured, inventoried, tested and verified in advance of sale to assure quality.

2.2 Service Delivery and Customer Satisfaction

2.2.1 Service Delivery

Services are defined as the means of delivering intangible economic activities that add value to customers, implying interaction between service provider and consumer through a process of transaction (Frauendorf, 2006). In order for a company's offer to reach the customers there is a need for services. These services depend on the type of product and it differs in the various organizations. Service can be defined in many ways depending on which area the term is being used. An author defines service as "any intangible act or performance that one party offers to another that does not result in the ownership of anything" (Kotler & Keller, 2009: 789). In all, service can also be defined as an intangible offer by one party to another in exchange of money for pleasure.

The service concept refers to the outcome that is received by the customer (Lovelock & Wirtz, 2004) and is made up of a "portfolio of core and supporting elements" (Roth & Menor, 2003) which can be both tangible and intangible (Goldstein et al., 2002). It is a description of the service in terms of its features and elements as well as in terms of the benefits and value it intends to provide customers with (Heskett, 1987; Scheuing & Johnson, 1989). As alternatives to service

concept, academics coined the terms service offering, service package, and service or product bundle (Roth & Menor, 2003).

Since a service process leads to an outcome resulting in the customer being either satisfied or dissatisfied with the service experience (Mayer et al., 2003), it is of paramount importance that service organizations pay attention to designing the system by which service concepts are produced and delivered to customers (Brown et al., 1994). It is the role of 'delivery' to ensure that the expected service outcome is received by the customer (Goldstein et al., 2002). A service delivery system is made up of multiple, interdependent service processes (Johnston & Clark, 2001). The entire set of interrelated service processes constitutes a hierarchically-organized process architecture. A service process can, in turn, be described as the sequence of activities and steps, the flows and interactions between these activities, and the resources required for producing and designing a service delivery system involves defining the roles of people, technology, facilities, equipment, layout, and processes that generate the service outcome.

Over the past thirty years' service blueprinting and service maps have gained widespread support as a holistic tool used for service process design (Kim & Kim, 2001; Lynch & Cross, 1995; Shieff & Brodie, 1995). Although this modeling technique has its origins in systems-thinking and production management where flowcharts are commonly used to design manufacturing processes, Shostack (1982; 1984; 1987) demonstrated its applicability to service situations by integrating the view of the customer into the model. A service blueprint is an enhanced flowchart that represents all the steps, flows, and the role of employees involved in the delivery of the service as well as all the interactions that occur between the customer and the organization in the process of service delivery (Zeithaml et al., 2006).

The blueprinting technique enables the depiction of an entire process from a holistic perspective. This emphasizes the relationships between the parts of the process instead of focusing on specific, individual elements in isolation (Shostack, 1987). Southern (1999) showed that adopting a systems-approach through the use of service system maps facilitates the understanding of the way operational processes function within the overall service system.

A study carried out by Johns, (1998) points out that the word 'service' has many meanings which lead to some confusion in the way the concept is defined in management literature, service could

mean an industry, a performance, an output or offering or a process. He further argues that services are mostly described as 'intangible' and their output viewed as an activity rather than a tangible object which is not clear because some service outputs have some substantial tangible components like physical facilities, equipment's and personnel.

Edvardsson,(1998) thinks that the concept of service should be approached from the customer's perspective because it is the customer's total perception of the outcome which is the 'service' and customer outcome is created in a process meaning service is generated through that process. He points out the participation of the customer in the service process since he/she is a co-producer of service and the customer's outcome evaluated in terms of value added and quality meaning the customer will prefer service offered to be of high value and quality.

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According to a study carried out by (Johns; 1998), service is viewed differently by both the provider and the consumer; for the provider, service is seen as a process which contains elements of core delivery, service operation, personal attentiveness and interpersonal performance which are managed differently in various industries. While customer views it as a phenomenon meaning he/she sees it as part of an experience of life which consists of elements of core need, choice, and emotional content which are present in different service outputs and encounters and affect each individual's experience differently. However, factors that are common for both parties include; value (benefit at the expense of cost), service quality and interaction.

Service experience is defined by (John;1998) as the balance between choice and perceived control which depends upon the relative competences of customer and service provider (that is to make the choice or to exert control). Aspects of service experience include core benefit, performance,

approaching the service, departing from it, interacting with other customers and the environment in which the service transaction takes place (services cape), Service interaction involves interpersonal attentiveness from the service personnel who are to provide core services and this contributes to customer satisfaction with the service offered, John, (1998:963)

According to Murray and Evans (2003), comprehensive measurement to access requires a systematic physical, financial, social and psychological access to services.

Availability refers to physical access to or reachability of services that meet a minimum standard. The reachability of service often requires specification in term of the elements of service delivery such as basic equipment, drugs and commodities, health workforce (presence and training), and guideline for treatment. Data on the population disruption are required to estimate physical access. More precise estimate of physical access use travel time and Cost rather than distance though it is difficult to measure.

Affordability, on the other hand refers to the ability of the client to pay for the service. Data can be collected by facilitating visits or by household interview. Household interview is affordable though it depends on the client ability to pay which complicates measurement.

Acceptability of the service predominantly has a socio psychological dimensions which can best be measured through household surveys. These dimensions of access are a precondition for quality. Monitoring service delivery is not about the coverage of intervention, which is defined as the proportion of people who receive a specific intervention or service among those who need it. Coverage depends on service delivery and the utilization of the service by the target population (Murray and Evans;2003).

2.2.2 Customer Satisfaction

2.2.2.1 Definition of Customer Satisfaction

A customer is defined as anyone who receives the output or products of our works and who makes value judgment about the service provided or those who buy the goods or services provided by companies are customers. Sometimes the term customer and consumer are confusing. A customer can be a consumer, but a consumer may not necessarily be a customer. Another author explained

this difference. I.e. a customer is the person who does the buying of the products and the consumer is the person who ultimately consumes the product (Solomon, 2009: 34.)

When a consumer/customer is contented with either the product or services it is termed satisfaction. Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations (Kotler & Keller, 2009:789). As a matter of fact, satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of people; or it can be the state of being happy with a situation. Satisfaction varies from one person to another because it is utility. "One man's meal is another man's poison," an old adage stated describing utility; thus highlighting the fact that it is sometimes very difficult to satisfy everybody or to determine satisfaction among group of individuals.

Client happiness, which is a sign of customer satisfaction, is and has always been the most essential thing for any organization. Customer satisfaction is defined by one author as "the consumer'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" (Tse & Wilton, 1988: 204) hence considering satisfaction as an overall post-purchase evaluation by the consumer" (Fornell, 1992: 11). Some authors stated that there is no specific definition of customer satisfaction, and after their studies of several definitions they defined customer satisfaction as "customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post-consumption)". (Giese & Cote, 2000: 15).

This definition is supported by some other authors, who think that consumer's level of satisfaction is determined by his or her cumulative experience at the point of contact with the supplier (Sureshchander et al., 2002:364). It is factual that, there is no specific definition of customer satisfaction since as the years passes, different authors come up with different definitions. Customer satisfaction has also been defined by another author as the extent to which a product's perceived performance matches a buyer's expectations (Kotler et al., 2002: 8). According to (Schiffman & Karun;2004). Customer satisfaction is defined as "the individual's perception of the performance of the products or services in relation to his or her expectations" (Schiffman & Karun 2004: 14). In a nutshell, customer satisfaction could be the pleasure obtained from consuming an

offer. Dictionary definitions attribute the term “satisfaction” to the Latin root satis, meaning “enough”. Something that satisfies will adequately fulfill expectations, needs or desires, and, by giving what is required, leaves no room for complaint. Two points arise from these definitions **Avis** et al. (1995)

First, a feeling of satisfaction with a service does not imply superior service, rather than an adequate or acceptable standard was achieved. Dissatisfaction is defined as discontent, or a failure to satisfy. It is possible that consumers are satisfied unless something untoward happens, and that dissatisfaction is triggered by a critical event.

Secondly, satisfaction can be measured only against individuals’ expectations, needs or desires. It is a relative concept: something that makes one person satisfied (adequately meets their expectations) may make another dissatisfied (falls short of their expectations).

Customer **s**atisfaction is a psychological concept which is defined in different ways. Sometimes satisfaction is considered as a judgment of individuals regarding any object or event after gathering some experience over time. According to some theorists, satisfaction is a cognitive response whereas some others consider satisfaction as emotional attachment of individuals.

Howard and Sheth (1969) explained customer satisfaction as a cognitive response of customers. Hunt (1977) defined consumer satisfaction on the basis of consumers’ evaluation of consumption experience. Newman et al. (2001) opined that customer service is a prerequisite for customer satisfaction. The value of service consists of eight dimensions viz. reliability, assurance, access, communication, responsiveness, courtesy, empathy, and tangibles (Brown, 1997; Cooke, 1998; Homburg and Garbe, 1999; Clemes et al., 2001; Sower et al., 2001; Yang et al., 2003).

In some literatures, customer satisfaction has been defined as a cyclical model which explains the relationship between customer satisfaction and customer loyalty. According McAlexander (2003) customer satisfaction is an antecedents of loyalty whereas Compton (2004) opined that the customer loyalty drives the expectation value that eventually drives the value of customer satisfaction in future purchase (Compton, 2004). Lee (2004) defined customer satisfaction as a ratio of customer perception and customer expectation. According to the Centre for the Study of Social Policy (2007), satisfaction is a personal assessment of customers which is affected by both the expectation and experience of customers. As noted from the above writings, there is no

consensus on defining the response to satisfaction. In short, satisfaction is an emotional response (Zineldin 2006).

Some theoretical concepts point out the disconfirmation of expectations model (Oliver, 1980, Carson et.al.1998). Satisfaction is also described on the basis the value of products and services that customers evaluate depending on customers' experience and perception (Liljinder and, Strandvik, 1995). Smith and Swinehart (2001) pointed out a strong relationship between quality of product or service and satisfaction of customers. According to them, customers' perception regarding quality of products or services brings about satisfaction in their mind.

2.2.2.2 Measuring Customer Satisfaction

Measuring customer satisfaction could be very difficult at times because it is an attempt to measure human feelings. It was for this reason that some existing researcher presented that "the simplest way to know how customers feel, and what they want is to ask them" this applied to the informal measures (Levy 2009: 6; NBRI, 2009). Levy 2009: 6 in his studies suggested three ways of measuring customer satisfaction:

- ✓ A survey where customer feedback can be transformed into measurable quantitative data.
- ✓ Focus group or informal where discussions orchestrated by a trained moderator reveal what customers think.
- ✓ Informal measures like reading blocs, talking directly to customers.

Asking each and every customer is advantageous in as much as the company will know everyone's feelings, and disadvantageous because the company will have to collect this information from each customer (NBRI, 2009). The National Business Research Institute (NBRI) suggested possible dimensions that one can use in measuring customer satisfaction, e.g.: quality of service, Innocently, speed of service, pricing, complaints or problems, trust in your employees, the closeness of the relationship with contacts in your firm, other types of services needed, and your positioning in clients' minds.

There exist two conceptualizations of customer satisfaction; transaction-specific and Cumulative (Boulding, et al., 1993; Andreessen, 2000). Following the transaction specific, customer satisfaction is viewed as a post-choice evaluation judgment of a specific purchase occasion (Oliver, 1980) until present date, researchers have developed a rich body of literature focusing on this

antecedents and consequences of this type of customer satisfaction at the individual level (Yi, 1990). Cumulative customer satisfaction is an overall evaluation based on the total purchase and consumption experiences with a product or service over time. (Fornell, 1992, Johnson & Fornell 1991) This is more fundamental and useful than transaction specificity customer satisfaction in predicting customer subsequent behavior and firm's past, present and future performances. It is the cumulative customer satisfaction that motivates a firm's investment in customer satisfaction. Parasuraman et al., (1988), later developed the SERVQUAL model which is a multi-item scale developed to assess customer perceptions of service quality in service and retail businesses. The scale decomposes the notion of service quality into five constructs as follows: Tangibles, Reliability, Responsiveness, Assurance and Empathy. It bases on capturing the gap between customers' expectations and experience which could be negative or positive if the expectation is higher than experience or expectation is less than or equal to experience respectively.

The SERVPERF model developed by Cronin & Taylor, (1992), was derived from the SERVQUAL model by dropping the expectations and measuring service quality 40 perceptions just by evaluating the customer's the overall feeling towards the service. In their study, they identified four important equations: SERVQUAL =Performance – Expectations, Weighted SERVQUAL = importance x (performance – expectations), SERVPERF = performance, Weighted SERFPERF = importance x (performance). Implicitly the SERVPERF model assesses customers experience based on the same attributes as the SERVQUAL and conforms more closely on the implications of satisfaction and attitude literature, Cronin et al., (1992 p.64).

Later, Teas, (1993:23) developed the evaluated performance model (EP) in order to overcome some of the problems associated with the gap in conceptualization of service quality (Grönroos, 1984; Parasuraman et al., 1985, 1988). This model measures the gap between perceived performance and the ideal amount of a feature not customer's expectation. He argues that an examination indicates that the P-E (perception – expectation) framework is of questionable validity because of conceptual and definitional problems involving the conceptual definition of expectations, theoretical justification of the expectations component of the P-E framework, and measurement validity of the expectation. He then revised expectation measures specified in the published service quality literature to ideal amounts of the service attributes (Teas, 1993:18)

Brady & Cronin, (2001), proposed a multidimensional and hierarchical construct, in which service quality is explained by three primary dimensions; interaction quality, physical environment quality and outcome quality. Each of these dimensions consists of three corresponding sub-dimensions. Interaction quality made up of attitude, behavior and expertise; physical environment quality consisting of ambient conditions, design and social factors while the outcome quality consists of waiting time, tangibles and valence. According to these authors, hierarchical and multidimensional model improves the understanding of three basic issues about service quality: (1) what defines service quality perceptions; (2) how service quality perceptions are formed; and (3) how important it is where the service experience takes place and this framework can help managers as they try to improve customers' service experiences Brady & Cronin, (2001, p.44).

Saravanan & Rao, (2007), outlined six critical factors that customer-perceived service quality is measured from after extensively reviewing literature and they include; (1) Human aspects of service delivery (reliability, responsiveness, assurance, empathy) (2) Core service (content, features) (3) Social responsibility (improving corporate image) (4) Systematization of service delivery (processes, procedures, systems and technology) (5) Tangibles of service (equipment's, machinery, signage, employee appearance) (6) Service marketing, from their study, they found out that these factors all lead to improved perceived service quality, customer satisfaction and loyalty from the customer's perspective.

According to Brady & Cronin, (2001), based on various studies, service quality is defined by either or all of a customer's perception regarding 1) an organizations' technical and functional quality; 2) the service product, service delivery and service environment; or 3) the reliability, responsiveness, empathy, assurances, and tangibles associated with a service experience. Mittal and Lassar's SERVQUAL-P model reduces the original five dimensions down to four; Reliability, Responsiveness, Personalization and Tangibles. Importantly, SERVQUAL-P includes the Personalization dimension, which refers to the social content of interaction between service employees and their customers (Bougoure & Lee, 2009). association between perceived service quality and other key organizational outcomes, (Cronin et al., 2010), which has led to the development of models for measuring service quality.

The aim of providing quality services is to satisfy customers. Measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with it. A researcher listed in his study: “three components of service quality, called the 3 “Ps” of service quality” (Haywood 1988:19-29). In the study, service quality was described as comprising of three elements: “Physical facilities, processes and procedures; Personal behavior on the part of serving staff, and; Professional judgment on the part of serving staff but to get good quality service. “Haywood 1988: 19-29). He stated that “an appropriate, carefully balanced mix of these three elements must be achieved.” (Haywood, 1988: 9-29) What constitutes an appropriate mix, according to him will, in part, be determined by the relative degrees of labor intensity, service process customization, and contact and interaction between the customer and the service process. From the look of things, this idea of his could be design to fit with evaluating service quality with the employee perspective.

One of the most useful measurements of service quality is the dimensions from the SERVQUAL model. In the creation of this model for the very first time, “Parasuramanet al. (1985) identified 97 attributes which were condensed into ten dimensions; they were found to have an impact on service quality and were regarded as the criteria that were important to access customer’s expectations and perceptions on delivered service (Kumar et al., 2009: 214).

The SERVQUAL scale which is also known as the gap model by Parasuraman, et al. (1988) has been proven to be one of the best ways to measure the quality of services provided to customers. This service evaluation method has been proven consistent and reliable by some authors (Brown et al., 1993). They held that, when perceived or experienced service is less than the expected service; it implies less than satisfactory service quality; and when perceived service is more than expected service, the obvious inference is that service quality is more than satisfactory (Jain et al., 2004: 27). From the way this theory is presented, it seems the idea of SERVQUAL best fits the evaluation of service quality form the customer perspective. This is because when it is stated “perceived” and “expected” service, it is very clear that this goes to the person, who is going to or is consuming the service; who definitely is the consumer/customer. The original study by Parasuraman et al., (1988) presented ten dimensions of service quality.

- Tangibles: the appearance of physical artefacts and staff members connected with the service (accommodation, equipment, staff uniforms, and so on).

- Reliability: the ability to deliver the promised service.
- Responsiveness: the readiness of staff members to help in a pleasant and effective way.
- Competence: the capability of staff members in executing the service.
- Courtesy: the respect, thoughtfulness, and politeness exhibited by staff members who are in contact with the customer.
- Credibility: the trustworthiness and honesty of the service provider.
- Security: the absence of doubt, economic risk, and physical danger.
- Access: the accessibility of the service provider.
- Communication: an understandable manner and use of language by the service provider.
- Understanding the customer: efforts by the service provider to know and understand the customer.

In first SERVQUAL model that came had 22 pairs of Likert-type items, where one part measured perceived level of service provided by a particular organization and the other part measured expected level of service quality by respondent. (Kuo-YF, 2003:464- 465). Further investigation led to the finding that, among these 10 dimensions, some were correlated. After refinement, these ten dimensions above were later reduced to five dimensions as below:

- **Tangibility**: physical facilities, equipment, and appearance of personnel
- **Reliability**: ability to perform the promised service dependably and accurately
- **Responsiveness**: willingness to help customers and provide prompt service
- **Assurance**: knowledge and courtesy of employees and their ability to inspire trust and Confidence
- **Empathy**: caring individualized attention the firm provides to its customers

2.2.3 Customer Satisfaction and Service Quality

Since customer satisfaction has been considered to be based on the customer's experience on a particular service encounter, (Cronin & Taylor, 1992) it is in line with the fact that service quality is a determinant of customer satisfaction, because service quality comes from outcome of the services from service providers in organizations. Another author stated in his theory that "definitions of consumer satisfaction relate to a specific transaction (the difference between predicted service and perceived service) in contrast with 'attitudes', which are more enduring and

less situational-oriented," (Lewis, 1993: 4-12) This is in line with the idea of Zeithaml et al (2006: 106-107).

According to Oliver (1980), in both the service and manufacturing industries, quality improvement is the key factor that affects customer satisfaction and increases purchase intention among consumers (Oliver, 1980). Some other theorists have also mentioned that the quality is the key determinant of consumer satisfaction (Omar and Schiffman, 1995, Gremler et.al., 2001, Radwin, 2000). Many companies are focusing on service quality issues in order to drive high level of customer satisfaction (Kumar et.al., 2008).

Regarding the relationship between customer satisfaction and service quality, Oliver (1993) first suggested that service quality would be antecedent to customer satisfaction regardless of whether these constructs were cumulative or transaction-specific. Some researchers have found empirical supports for the view of the point mentioned above (Anderson & Sullivan, 1993; Fornell et al 1996; Spreng & Macky 1996); where customer satisfaction came as a result of service quality. According to Sureshchandar et al., (2002: 363), customer satisfaction should be seen as a multi-dimensional construct just as service quality meaning it can occur at multi levels in an organisation and that it should be operationalized along the same factors on which service quality is operationalized.

Parasuraman et al., (1985) suggested that when perceived service quality is high, then it will lead to increase in customer satisfaction. He supports that fact that service quality leads to customer satisfaction and this is in line with Saravana & Rao, (2007:436) and Lee et al., (2000:226) who acknowledge that customer satisfaction is based upon the level of service quality provided by the service provider.

According to Negi, (2009:33), the idea of linking service quality and customer satisfaction has existed for a long time. He carried a study to investigate the relevance of customer-perceived service quality in determining customer overall satisfaction in the context of mobile services (telecommunication) and he found out that reliability and network quality (an additional factor) are the key factors in evaluating overall service quality but also highlighted that tangibles, empathy and assurance should not be neglected when evaluating perceived service quality and customer satisfaction. This study was based only on a specific service industry (mobile service) and we think

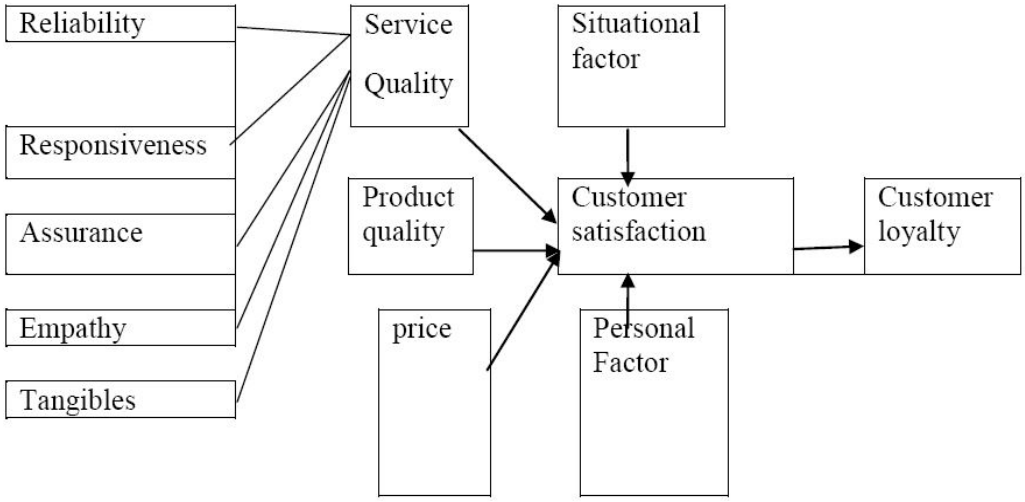
it is very important to identify and evaluate those factors which contribute significantly to determination of customer-perceived service quality and overall satisfaction.

Fen & Lian, (2005:59-60) found that both service quality and customer satisfaction have a positive effect on customer's re-patronage intentions showing that both service quality and customer satisfaction have a crucial role to play in the success and survival of any business in the competitive market. This study proved a close link between service quality and customer satisfaction.

Sureshchandar et al., (2002:372) carried a study to find out the link between service quality and customer satisfaction, from their study, they came up with the conclusion that, there exist a great dependency between both constructs and that an increase in one is likely to lead to an increase in another. Also, they pointed out that service quality is more abstract than customer satisfaction because, customer satisfaction reflects the customer's feelings about many encounters and experiences with service firm while service quality may be affected by perceptions of value (benefit relative to cost) or by the experiences of others that may not be as good.

In relating customer satisfaction and service quality, researchers have been more precise about the meaning and measurements of satisfaction and service quality. Satisfaction and service quality have certain things in common, but satisfaction generally is a broader concept, whereas service quality focuses specifically on dimensions of service. (Wilson et al., 2008: 78). Although it is stated that other factors such as price and product quality can affect customer satisfaction, perceived service quality is a component of customer satisfaction (Zeithaml et al. 2006:106-107). This theory complies with the idea of Wilson et al. (2008) and has been confirmed by the definition of customer satisfaction presented by other researchers.

Figure 1: Customer perceptions of quality and customer satisfaction Wilson et al. (2008)



Source: Customer perceptions of quality and customer satisfaction (Wilson et al., 2008: 79)

The above figure shows the relationship between customer satisfaction and service quality. The author presented a situation that service quality is a focused evaluation that reflects the customer's perception of reliability, assurance, responsiveness, empathy and tangibility while satisfaction is more inclusive and it is influenced by perceptions of service quality, product quality and price, also situational factors and personal factors (Wilson, 2008: 78).

It has been proven from past researches on service quality and customer satisfaction that Customer satisfaction and service quality are related from their definitions to their relationships with other aspects in business. Some authors have agreed to the fact that service quality determines customer satisfaction. Parasuraman et al., (1985) in their study, proposed that when perceived service quality is high, then it will lead to increase in customer satisfaction. Some other authors did comprehend with the idea brought up by Parasuraman (1995) and they acknowledged that "Customer satisfaction is based upon the level of service quality that is provided by the service providers" (Saravana & Rao, 2007, p. 436, Lee et al., 2000, p. 226). Looking into (figure 1), relating it to these authors' views, it is evident that definition of customer satisfaction involves predicted and perceived service; since service quality acted as one of the factors that influence satisfaction.

2.3 Customer Perception and Expectation of Service Quality

The main objective of delivering high service quality is to satisfy customers. The ideal point resulting in customer satisfaction is where customer expectations equal to customer perceptions. The major challenge of service providers is the constant and ever changing expectations of their

customers. According to Zeithamlet al (2009), customer expectations are beliefs about a service that serves as standards or reference points to which the performance of the service is judged. Knowing what the customer expects is the first and possibly most critical factor in delivering quality service. Getting what customers want wrong, can result in losing a customer to another company who meets the target, expending money and resources in wrong places and not surviving in a fiercely competitive market.

Together with customer expectations come customer perceptions. It is another focal point of service quality on which service providers have to ponder on. Customer perception refers to the way in which customers feel about the services being provided. It is actually this element that shapes customers' expectations from the company. Parasuraman et al (1985) believed that perception and expectation are strongly relative concepts. Berry et al. (1988) and Parasuramanet al. (1985) viewed quality as the customers' perception of service excellence. This implies that customers shape their perception of the quality of service based on their past experience, word of mouth and even their closed one's experience. Moreover, Schneider and White (2004) stated that perceive service quality and service qualities are two concepts that deal together in the concept of marketing. Zeithaml et al., (2006) considered perceived service quality as a scale for firm to measure how much they were successful to cover their customer purpose. In the publication of Parasuraman et al., (1985) service quality was conceptualized as a gap between consumers' expectations and perceptions. Thus service providers that are not able to meet their customer's expectation will most probably experience a decline in customer retention and unfavorable corporate image.

2.4 The Service Quality Model

"What the company thinks its customer wants is not necessarily the same as, What the company thinks it has to offer is not necessarily the same as, What the company actually offers is not necessarily the same as, How the customer experiences this is not necessarily the same as, What the customer really wants" (Rampersad, 2001). According to the formulation of Parasuraman et al (1985) there are five gaps that cause unsuccessful service delivery.

1. Gap between Customer Expectation and Management Perception (Knowledge Gap): - management does not always perceive correctly what customers' want. Electricity company manager might think that consumer's judge the company service by the quality of employees' performance in the technique department, whereas customers may be more concerned with the courtesy and responsiveness.

2. **Gap between Management Perception and Service Quality Specification (The Standard Gap**): - Management might correctly perceive the customers' wants but not set a specified performance standard. For example, hospital administrators may tell the nurses to give "fast" service without specifying it quantitatively.

3. Gap between Service Quality Specification and Service Delivery (The Delivery Gap): -The personnel might be poorly trained or in capable or unwilling to meet the standard or they may be held to conflicting standards such as taking time to listen to customers and serving them fast. For example, a bank officer who is told by the operations department to work fast and by the marketing department to be courteous and friendly to each customer.

4. Gap between Service Delivery and External Communication: - Consumer expectations are affected by standards made by company representatives and advertising. If a hospital brochure shows a beautiful room, but the patient arrives and finds the room to be cheap and tack looking, external communications have distorted the customers' expectations.

5. Gap between Perceived Service and Expected Service: - This gap occurs when the consumer misperceives the service quality. The physician may keep visiting the patients to show case, but the patient may interpret this as an indication that something really is wrong.

2.5 Empirical Literature

This section presents various studies that were carried out to test the above theories and models. Their findings, conclusions and recommendations.

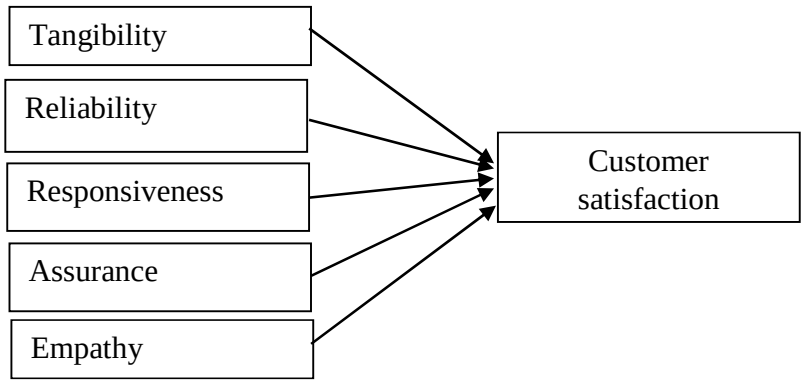
Dachyar and Rusyidina (2015) conducted a study on customer satisfaction and the link between customer satisfaction and service quality in Jakarta's taxi industry in Indonesia. It was found that customer satisfaction is greatly affected by 6 factors; company image, perceived value and perceived quality, customer expectations, customer trust and customer complaints. They

concluded that company image has the greatest effect on customer satisfaction. The study focused on three taxi companies and not the entire industry.

Horsu and Yeboah (2015) did a study that focused on the impact of service quality and customer satisfaction in the minicab taxi services in Ghana and found out that service quality variables especially reliability, influenced the customer satisfaction. They also found that customers (commuters) satisfaction is highly influenced by comfort comfortable seat, clean and good conditioned vehicles, reasonable entertainment and enough air circulation.

Aklilu Gudeta (2014) conduct a study that focused on the influence of service quality and passenger satisfaction on behavioral intention: in case of Ethiopian airlines. The research stated the finding as: Airline service quality was found to have significant and positive influences on airline passengers' satisfaction and their behavioral intentions. Failure to provide quality services to passengers may cause negative impact on passengers' behavioral intentions. Furthermore, the findings of the study have shown that passenger satisfaction has a mediating effect on the relationship between perceived service quality and behavioral intention.

2.6 Conceptual framework



Source: Parasuraman et al. (1994) and Caruana (2002)

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

The researcher conducts a cross-sectional Descriptive research design, which is a quantitative research that will adopt the survey strategy through convenience samples of non-probability sampling technique. Since a descriptive study establishes association between variables which the researcher is trying to do; creating an accurate profile of a situation about customer satisfaction and service delivery. The other point that caused the researcher to have designed a descriptive study is because the researcher is not making any attempt to change the behavior of the variables measured. Following the research approach also, with the idea that the researcher will not generate new theories.

3.2 Population of the Study

All individuals of interest to the researcher are called population (Alan and Kaufman, 2005). The target populations for this study are customers/passengers of RIDE. The study is conducted in Addis Ababa the capital city of Ethiopia

Unit of analysis is related with the population (specific population) that is used to collect data. The unit of analysis for this study are passengers found on the geographical location of Addis Ababa during the data collection. The data is gathered from customers/ passengers who had use RIDE service at least once in recent months.

3.3 Sampling Techniques

According to Saunders et al., (2009: 213) there exist two types of sampling: probability, where the chances of each case being selected from the population is known and is usually equal for all cases, and non-probability - sampling where the chances of each case selected from the total population is not known, making it impossible to answer research questions.

Therefore, the researcher used a non-probability sampling strategy called convenience sampling for this study. “A convenience sampling is available to the researcher by virtue of its accessibility” (Bryman & Bell, 2003: 105), the researcher was interested in customer satisfaction and service delivery in a service sector. Because, a convenience sample is simply one in the researcher will use any subjects that are available to participate in the research study.

3.4 Sample size

For this study the researcher chooses to use Cochran formula. The Cochran formula allows to calculate an ideal sample size given a desired level of precision, desired confidence level, and the estimated proportion of the attribute present in the population. Cochran formula is considered especially in the situations with large population. For populations that are large, Cochran (1963:75) developed equation to yield a representative sample for proportions as:

$$n_0 = \frac{Z^2 pq}{e^2}$$

Which is valid where n0 is the sample size, Z2 is the abscissa of the normal curve that cuts off an area α at the tails (1 - α equals the desired confidence level, e.g., 95%)1, e is the desired level of precision, p is the estimated proportion of an attribute that is present in the population, and q is 1-p. The value for Z is found in statistical tables which contain the area under the normal curve.

Since there is a larger population the researcher assumes p=.5 (maximum variability). Furthermore, it is desired to have a 95% confidence level and ±5% precision. The resulting sample size is demonstrated as:

$$n_0 = \frac{Z^2 pq}{e^2} = \frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2}$$

$$= \frac{3.84 * 0.5 * 0.5}{0.0025} = \frac{0.96}{0.0025}$$

$$= \mathbf{384}$$

3.5 Data Collection

There are two main types of data which can be collected during a research project: primary data and secondary data. Primary data is information collected by the researchers themselves for a specific purpose whereas secondary data is information collected by others for their own purpose. Thus, to conduct this research, the researcher uses primary data to collect primary data. To achieve this a structured questionnaire is used as an instrument for data collection. The questionnaire consists different parts. The questionnaire contain parts contained general data of the customers, questions to measure customers' expectation and perception level, questions to measure the general satisfaction level of customers and in the last part comprised customers' suggestions regarding the service quality improvement.

3.6 Data Analysis

After carefully gathering the appropriate data using the relevant instrument of data collection, the analysis is carried out by using frequency counting and percentage so as to make it ready for presentation in table form. A simple software Statistical package for social sciences (SPSS Version 20) is used for data analysis.

3.7 Validity and Reliability

3.7.1 Validity

Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested, (*Kothari,2004*). Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. In order to ensure the quality, the researcher checked content and construct validity of the research. Content validity, according to Kohtari (2004**),** is a measure of the extent to which a measuring instruments provides adequate coverage of the topic under investigation and how well it provides adequate coverage of the topic understudy whereas construct validity is the degree to which scores on a test can be accounted by the defining construct of a sound theory.

To check validity for this paper, questionnaire was checked and commented. A pilot-test were distributed for 30 RIDE customers before the main questionnaire distributes. Based on pilot test feedback, adjustments were made on wording, clarification and content of the questionnaire.

3.7.2 Reliability

Reliability is an indicator of measures internal consistency. Internal consistency represents a measure's homogeneity or the extent to which each indicator of a concept converges on some common meaning. For this study Cronbach's alpha is used to test reliability. The result will be judged by using the following ranges:

- ✓ if Cronbach's alpha is $\alpha \geq 0.9$, internal consistency = Excellent
- ✓ if Cronbach's alpha is $0.9 > \alpha \geq 0.8$, internal consistency = Good
- ✓ if Cronbach's alpha is $0.8 > \alpha \geq 0.7$, internal consistency = Acceptable
- ✓ if Cronbach's alpha is $0.7 > \alpha \geq 0.6$, internal consistency = Questionable
- ✓ if Cronbach's alpha is 0.6 $\alpha \geq 0.5$, internal consistency = Poor

- ✓ if Cronbach's alpha is 0.5 >α, internal consistency = Unacceptable

Accordingly, reliability analysis was run to check the reliability of the instrument used in this research, and the results are presented as follows.

Table 1. Reliability Statistic of Cronbach's Alpha result

Variables	N of Items	Cronbach's Alpha Result expectation	Cronbach's Alpha Result perception	N of Respondents
Tangibility	4	.946	.961	363
Reliability	5	.732	.709	363
Responsiveness	4	.860	.907	363
Assurance	4	.708	.935	363
Empathy	5	.714	.896	363
Total	22	.858	.820	

As indicated from the above table 1, the reliability test is acceptable and reliable. Because Cronbach's Alpha result of all the variables found under each of the service quality dimension are greater than the value of 0.6.

3.8 Ethical consideration

Prior to this study an official letter from the college of business and economics department of Business administration graduate programs coordination office of St. Mary's university was written to RIDE to conduct the study that the researcher is currently undertaking a master's thesis research entitled as "Assessment on service delivery and customer satisfaction: in the case of RIDE)". Also, all information gotten from the respondents was treated with confidentiality without disclosure of the respondents' identity. Moreover, no information was modified or change.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS & INTERPRETATION

4.1. Introduction

This chapter consists of the presentation, analysis and the interpretation of data gathered through primary data, i.e., self-administered questionnaire distributed to customers of RIDE. The data considered in this chapter were obtained by using SERVQUAL model. Under this section, demographic characteristics of respondents, the relationship between the five service quality dimensions and customer satisfaction, the frequency and mean score of customers' expectation and perceived performance, gap score of customers' response and the overall customer satisfaction rating were presented and analyzed.

4.2. Samples and Response rate

A total of 384 questioners were distributed, and 378 were received back (98.43%). After excluding 15 incompletes and 6 not filled questionnaires, a total of 363 valid questionnaires were accepted for a response rate of 94.53%.

4.3. Demographic Profile of respondents

The samples of this study have been classified according to four demographic background information collected during the questionnaire survey. The purpose of the demographic analysis in this research is to describe the characteristics of the sample such as the number of respondents' proportion of gender in the sample, range of age, current occupation and education status of respondents. The demographic composition of the respondents is summarized as follow:

Table 2: Frequency and Percent score of respondents' demographic background

		Frequency	Percent	Cumulative Percent
Gender	Male	153	42.1	42.1
	Female	210	57.9	100.0
Total		**363**	**100.0**	
Age	18 – 25	69	19.0	19.0
	26 – 35	118	32.5	51.5
	36 – 45	75	20.7	72.2
	46 – 55	81	22.3	94.5
	56 and above	20	5.5	100.0
Total		**363**	**100.0**	
	Self Employed	106	29.2	29.2

Current occupation	Private Sector	124	34.2	63.4
	Public Sector	49	13.5	76.9
	Student	21	5.8	82.6
	Others	63	17.4	100.0
Total		**363**	**100.0**	
Educational status	Grade 8 and below	33	9.1	9.1
	High school completed	75	20.7	29.8
	Diploma	72	19.8	49.6
	bachelor Degree	121	33.3	82.9
	Master's Degree and above	62	17.1	100.0
Total		**363**	**100.0**	

Source own survey, 2021

It is evident from the table that the majority respondents were Females 210 (57.9%), whilst 153 (42.1%) of the participants were males. Regarding Age of respondents, the majority of Ride customers are between the ages of 26-35 (32.5%). Regarding current occupation of respondents, the majority of Ride customers are occupied in private sector 124 (34.2%). Furthermore, the educational status of the respondents dominated by bachelor degree holders which consists 121 (33.3 %).

Table 2.1: Frequency and Percent score of respondents' waiting time and travel per week

		Frequency	Percent	Cumulative Percent
Vehicle waiting time	5 – 7 minutes	92	25.3	25.3
	8 – 10 minutes	114	31.4	56.7
	above 11 minutes	157	43.3	100.0
Total		**363**	**100**	
Travel per month by RIDE	1 -3 times	45	12.4	12.4
	4-6 times	92	25.3	37.7
	7-10 times	77	21.2	59.0
	11 and above	149	41.0	100.0
Total		**363**	**100**	

Source own survey, 2021

As per the above Table 2.1, 92 (25.3%) of the respondents waiting time fall within the range of 5-7 minutes, 114 (31.4%) of the respondents waiting time fall within the range of 8-10 minutes, while the rest of customers 157 (43.3%) waited for above 11 minutes. Regarding the frequency of travel, 45 (12.4%) respondents respond they travel 1-3 times per month, 92 (25.3%) respondents

respond they travel 4-6 times per month, 77 (21.2%) respondents respond they travel 7-10 times per month, and 149 (41%) respondents respond they travel 11 and above times per month

4.4 Frequency, Mean and Gap score of respondents' response

4.4.1 Frequency and Mean score of respondents' response on their expectation

Table 3: Frequency and Mean score of customers' expectation on service Tangibility

	Customers' expectation on Tangibility	1	2	3	4	5	Total	Mean
ET1	RIDE have to use modern cars	0	0	8	198	157	363	4.41
ET2	RIDE's car have to provide safety equipment	0	0	0	178	185	363	4.51
ET3	RIDE cars have to be comfortable	0	0	0	157	206	363	4.57
ET4	RIDE drivers have to dress properly	0	7	12	171	173	363	4.40

Source own survey, 2021

As shown in the above table 3, for the question ET1, out of the total 363 respondents 157 of them responds strongly agree, 157 of them agree, 14 were neutral and none of them responds disagree and strongly disagree. And the mean score for question ET1 **4.41**.

As indicated in the above table 3, for the question ET2, out of the total 363 respondents, 185 of them responds strongly agree, 178 of them agree and none of them responds neutral, disagree and strongly disagree. And the mean score for question ET1 **4.51**.

As indicated in the above table 3, for the question ET3, out of the total 363 respondents, 206 of them responds strongly agree, 157 of them agree, and none of them responds neutral, disagree and strongly disagree. And the mean score for question ET1 **4.57**.

As indicated in the above table 3, for the question ET4, out of the total 363 respondents, 173 of them responds strongly agree, 171 of them agree, 12 of them were neutral, 7 of them disagree and none of them responds strongly disagree. And the mean score for question ET4 **4.40**.

Table 4: Frequency and Mean score of customers' expectation on service reliability

	Customers' expectation on Reliability	1	2	3	4	5	Total	Mean
ER1	RIDE system and mobile application have to be stable	0	0	66	244	53	363	3.96
ER2	RIDE drivers have to reach to starting and destination point correctly	0	0	40	271	52	363	4.03
ER3	RIDE drivers have to make you feel safe during the ride	0	0	17	198	148	363	4.36

ER4	RIDE application/text have to show drivers information clearly	0	0	93	247	23	363	3.81
ER5	RIDE company have to give quick support when you face problem during service delivery.	0	0	137	156	70	363	3.82

Source own survey, 2021

As illustrated on table 4, for the question ER1, out of the total 363 respondents ,53 of the respondents responds strongly agree, 244of them responds agree, 66 were neutral, and none of them responds strongly disagree and disagree. the mean score is 3.96.

As shown in the above table 4, for the question ER2, out of the total 363 respondents 52 of them responds strongly agree, 271 of them agree, 40 were neutral, and none of them responds highly disagree, disagree and the mean score is 4.03.

As indicated on table 4, for the question ER3, out of the total 363 respondents ,148 of them respondents respond strongly agree, 198 of them agree, 17 were neutral, and none of them responds strongly disagree and disagree. In addition, the mean score is 4.36.

According to table 4, for the question ER4, out of the total 363 respondents ,23 of them respondents respond strongly agree, 247 of them agree, 93 were neutral, and none of them responds highly disagree and disagree. In addition, the mean score is 3.81.

As indicated on table 4, for the question ER5, out of the total 363 respondents ,70 of them respondents respond strongly agree, 156 of them agree, 137 were neutral, and none of them responds disagree and strongly disagree. In addition, the mean score is 3.82.

Table 5: Frequency and Mean score of customers' expectation on service responsiveness

	Customers' expectation on Responsiveness	1	2	3	4	5	Total	Mean
ERE1	RIDE drivers have to deliver their service promptly (on time)	0	0	0	94	269	363	4.74
ERE2	RIDE have to provides various payment method	0	0	6	259	98	363	4.25
ERE3	RIDE have to ask reasonable and affordable charges	0	0	0	203	160	363	4.44
ERE4	Call center employees have to pick up and answer calls faster/ RIDE application have to work properly to order service	0	0	0	259	104	363	4.29

Source own survey, 2021

As shown in the above table 5, for question ERE1, out of the total 363 respondents, 269 of them responds strongly agree, 94 of them responds agree and none of them responds neutral, disagree,

and strongly. In addition, the mean score is 4.74.

As indicated on table 5, for the variable ERE2, 98 of respondents responds strongly agree, 259 of them responds agree, 6 were neutral, and none of them responds disagree and strongly disagree. In addition, the mean score is 4.25.

As illustrated on table 5 above, for question ERE3, out of the total 363 respondents, 160 of the respondents responds strongly agree, 203 of them agree, and none of them responds neutral, disagree, and strongly disagree. In addition, the mean score is 4.44.

As illustrated on table 5 above, for question ERE4, out of the total 363 respondents, 104 of the respondents responds strongly agree, 259 of them agree, and none of them responds neutral, disagree, and strongly disagree. In addition, the mean score is 4.29.

Table 6: Frequency and Mean score of customers' expectation on service assurance

	Customers' expectation on Assurance	1	2	3	4	5	Total	Mean
EA1	RIDE driver has to have knowledge of the routes	0	0	0	54	309	363	4.85
EA2	RIDE driver have to drive safely	0	0	0	144	219	363	4.60
EA3	RIDE drivers have to take responsibility while driving	0	0	17	251	95	363	4.21
EA4	RIDE drivers have to make you feel safe in transaction with them	0	9	89	199	66	363	3.89

Source own survey, 2021

As shown in the above table 6, for question EA1, out of the total 363 respondents, 309 of them responds strongly agree, 54 of them agree, and none of them responds neutral, disagree, and strongly disagree. In addition, the mean score is 4.85.

As indicated on the above table 6, for the question EA2, out of the total 363 respondents, 219 of the respondents responds strongly agree, 144 of them responds agree and none of them responds neutral, disagree and strongly disagree and the mean value is 4.60.

As depicted on table 6, for the question EA3, out of the total 363 respondents, 95 of them responds strongly agree, 251 of them agree, 17 were neutral, and none of them responds disagree and strongly disagree with mean score 4.21.

According to the above table 6, for the question EA4, out of the total 363 respondents, 66 of the respondents responds strongly agree, 199 of them agree, 89 were neutral, 9 disagree and none of

them responds strongly disagree with mean score 3.89.

Table 7: Frequency and Mean score of customers' expectation on service empathy

	Customers' expectation on Empathy	1	2	3	4	5	Total	Mean
EE1	RIDE drivers/call center employees has to be friendly	0	9	57	244	53	363	3.94
EE2	RIDE drivers/call center employees has to have willingness to help	0	0	40	271	52	363	4.03
EE3	RIDE company has to accept and address complaints effectively	0	0	17	198	148	363	4.36
EE4	RIDE's driver must ask apologies in case of delay on arrival	0	14	79	247	23	363	3.77
EE5	RIDE's driver/call center employees have to be happy to serve customers	0	39	96	159	69	363	3.71

Source own survey, 2021

As indicated on the above table 7, for question EE1, out of total 363 respondents, 53 of the respondents responds strongly agree, 244 of them agree, 57 were neutral, 9 responds disagree and none of respondents respond strongly disagree. A mean score for question EE1 is 3.94.

As shown in the above table 7, out of the total 363 respondents for the question EE2, 52 of them responds strongly agree, 271 of them agree, 40 were neutral, and none of respondents respond disagree and strongly disagree. The mean score is 4.03.

As illustrated on table 7 above, regarding the question EE3, out of total 363 respondents, 148 of the respondents responds strongly agree, 198 of them agree, 17 were neutral, and none of respondents respond disagree and strongly disagree. The mean score is 4.36.

As shown on the above table 7, regarding the question EE4, out of the total 363 respondents, 23 of the respondents responds strongly agree, 247 of them responds agree, 79 were neutral, 14 of them responds disagree and none of them respond strongly disagree. The mean score is 3.77.

According to the above table, for the question EE5, out of the total 363 respondents, 69 of the respondents responds strongly agree, 159 of them responds agree, 96 were neutral, 39 disagree and none of them responds strongly disagree. Adding up to the above data the mean score is 3.71

4.4.2 Frequency and Mean score of respondents' response on their pereption

Table 8: Frequency and Mean score of customers' perception on service tangibility

	Customers' perception on Tangibility	1	2	3	4	5	Total	Mean
PT1	RIDE uses modern cars	14	89	55	142	63	363	3.42
PT2	RIDE car's provides safety equipment	0	93	47	190	33	363	3.45
PT3	RIDE cars are comfortable and clean	23	58	19	218	45	363	3.56
PT4	RIDE drivers dress properly	6	17	141	105	94	363	3.73

Source own survey, 2021

As shown in the above table 8, for the question PT1, out of the total 363 respondents 63 of them responds strongly agree, 142 of them agree, 55 were neutral, 89 of them responds disagree and 14 of them strongly disagree. And the mean score for question PT1 3.42.

As indicated in the above table 8, for the question PT2, out of the total 363 respondents, 33 of them responds strongly agree, 190 of them agree, 47 were neutral, 93 of them responds disagree and none of them respond strongly disagree. And the mean score for question PT2 3.45.

As shown in the above table 8, for the question PT3, out of the total 363 respondents 45 of them responds strongly agree, 218 of them agree, 19 were neutral, 58 of them responds disagree and 23 of them strongly disagree. And the mean score for question PT3 3.56.

As indicated in the above table 8, for the question PT4, out of the total 363 respondents, 94 of them responds strongly agree, 105 of them agree, 141 of them were neutral, 17 of them disagree and 6 of them responds strongly disagree. And the mean score for question PT4 **3.73**.

Table 9: Frequency and Mean score of customers' perception on service reliability

	Customers' perception on Reliability	1	2	3	4	5	Total	Mean
PR1	RIDE have stable system and mobile application	4	3	65	238	53	363	3.92
PR2	RIDE driver arrive to starting and destination point correctly	4	5	38	265	51	363	3.98
PR3	RIDE driver's make you feel safe during the ride	10	7	17	186	143	363	4.23
PR4	RIDE application/text shows drivers information clearly	3	6	91	241	22	363	3.75
PR5	RIDE company give quick support when you face problem during service delivery.	1	4	136	152	70	363	3.79

Source own survey, 2021

As illustrated on table 9, for the question PR1, out of the total 363 respondents 53 of them responds strongly agree, 238 of them agree, 65 were neutral, 3 of them responds disagree and 4 of them respond strongly disagree. And the mean score for question PR1 **3.92**.

As shown in the above table 9, for the question PR2, out of the total 363 respondents 51 of them responds strongly agree, 265 of them agree, 38 of them were neutral, 5 of them responds disagree and 4 of them respond strongly. The mean score is 3.98.

As indicated on table 9, for the question PR3, out of the total 363 respondents ,143 of them respondents respond strongly agree, 186 of them agree, 17 were neutral, 7 disagree and 10 of them responds strongly disagree. In addition, the mean score is 4.23.

According to table 9, for the question PR4, out of the total 363 respondents ,22 of them respondents respond strongly agree, 241 of them agree, 91 were neutral, 6 of them agree and 3 of them responds strongly disagree. In addition, the mean score is 3.75.

As indicated on table 9, for the question PR5, out of the total 363 respondents ,70 of them respondents respond strongly agree, 152 of them agree, 136 were neutral, 4 of them responds disagree and 1 of them responds strongly disagree. In addition, the mean score is 3.79.

Table 10: Frequency and Mean score of customers' perception on service responsiveness

	Customers' perception on Responsiveness	1	2	3	4	5	Total	Mean
PRE1	RIDE drivers deliver their service promptly (on time)	8	5	154	147	49	363	3.62
PRE2	RIDE provides various payment method	0	0	172	187	4	363	3.54
PRE3	RIDE asks reasonable and affordable charges	0	0	14	182	167	363	4.42
PRE4	Call center employees are fast to pick up and answer calls / RIDE application work properly to order service	79	109	86	55	34	363	2.60

Source own survey, 2021

As illustrated on table 10, for the question PRE1, out of the total 363 respondents 49 of them responds strongly agree, 147 of them agree, 154 were neutral, 5 of them responds disagree and 8 of them respond strongly disagree. And the mean score for question PRE1 3.62.

As indicated on table 10, for the variable PRE2, 4 of respondents responds strongly agree, 187 of them responds agree, 172 were neutral, and none of them responds disagree and strongly disagree. In addition, the mean score is 3.54.

As illustrated on table 10 above, for question PRE3, out of the total 363 respondents, 167 of the respondents responds strongly agree, 182 of them agree, 14 of them were neutral, and none of them responds disagree and strongly disagree. In addition, the mean score is 4.42.

As illustrated on table 10, for the question PRE4, out of the total 363 respondents 34 of them responds strongly agree, 55 of them agree, 86 were neutral, 109 of them responds disagree and 79 of them respond strongly disagree. And the mean score for question PRE4 2.60

Table 11: Frequency and Mean score of customers' perception on service assurance

	Customers' perception on Assurance	1	2	3	4	5	Total	Mean
PA1	RIDE driver have knowledge of the routes	6	13	71	199	74	363	3.89
PA2	RIDE drivers drive safely	2	4	192	151	14	363	3.47
PA3	RIDE drivers take responsibility while driving	0	0	184	145	34	363	3.59
PA4	You feel safe in your transaction with RIDE drivers	5	17	176	148	17	363	3.43

Source own survey, 2021

As illustrated on table 11, for the question PA1, out of the total 363 respondents 74 of them responds strongly agree, 199 of them agree, 71 were neutral, 13 of them responds disagree and 6 of them respond strongly disagree. And the mean score for question PA1 is 3.89.

As illustrated on table 11, for the question PA2, out of the total 363 respondents 14 of them responds strongly agree, 151 of them agree, 192 were neutral, 4 of them responds disagree and 2 of them respond strongly disagree. And the mean score for question PA2 is 3.47.

As illustrated on table 11 above, for question PA3, out of the total 363 respondents, 34 of the respondents responds strongly agree, 145 of them agree, 184 of them were neutral, and none of them responds disagree and strongly disagree. In addition, the mean score is 4.59.

As illustrated on table 11, for the question PA4, out of the total 363 respondents 17 of them responds strongly agree, 148 of them agree, 176 were neutral, 17 of them responds disagree and 5 of them respond strongly disagree. And the mean score for question PA4 is 3.43.

Table 12: Frequency and Mean score of customers' perception on service empathy

	Customers' perception on Empathy	1	2	3	4	5	Total	Mean
PE1	RIDE drivers/call center employees are friendly	14	81	55	148	65	363	3.47
PE2	RIDE drivers/call center employees are willing to help	0	87	45	196	35	363	3.49

PE3	RIDE company accept and address complaints effectively	23	53	17	221	49	363	3.61
PE4	RIDE's driver ask apologies in case of delay on arrival	6	17	133	114	93	363	3.75
PE5	RIDE's driver/call center employees are happy to serve customers	0	42	96	156	69	363	3.69

Source own survey, 2021

As illustrated on table 12, for the question PE1, out of the total 363 respondents 65 of them responds strongly agree, 148 of them agree, 55 were neutral, 81 of them responds disagree and 14 of them respond strongly disagree. And the mean score for question PE1 is 3.47.

As shown in the above table 12, for the question PE2, out of the total 363 respondents 35 of them responds strongly agree, 196 of them agree, 45 of them were neutral, 87 of them responds disagree, and none of respondent respond highly disagree. The mean score is 3.49.

As shown in the above table 12, for the question PE3, out of the total 363 respondents 49 of them responds strongly agree, 221 of them agree, 17 of them were neutral, 53 of them responds disagree, and 23 respondents respond highly disagree. The mean score is 3.61.

According to table 12, for the question PE4, out of the total 363 respondents ,93 of them respondents respond strongly agree, 114 of them agree, 133 were neutral, 17 of them respond disagree and 6 of them responds strongly disagree. In addition, the mean score is 3.75.

As indicated on table 12, for the question PE5, out of the total 363 respondents ,69 of them respondents respond strongly agree, 156 of them agree, 96 were neutral, 42 of them disagree and none of them responds strongly disagree. In addition, the mean score is 3.69.

4.5 Mean difference of respondent's response

Table 13: Gap score of customers' response on Tangibility

	Tangibility	Mean of perceived (P)	Mean of expected (E)	Mean (P – E)
1	PT1 – ET1	3.42	4.41	-0.99
2	PT2 – ET2	3.45	4.51	-1.06
3	PT3 – ET3	3.56	4.57	-1.01
4	PT4 – ET4	3.73	4.40	-0.68
		3.54	**4.47**	**-0.93**

Source own survey, 2021

As shown in the above table 13 in relation to tangibility variables: row 1 show that the difference

of mean score between PT1 – ET1 is **-0.99,** which shows that expectation of RIDE customers exceeds the perceived performance of RIDE about the modernity of RIDE's cars. The negative gap score result implies that customers are not satisfied with the modernity of RIDE's cars.

Row 2 show that PT2 – ET2 describes a mean difference of **-1.06** which shows that expectation of customers exceeds the perceived performance of RIDE about car's safety equipment's. In addition, the result indicates customers are dissatisfied on the stated variable and RIDE's cars did not provide safety equipment's as expected by its customers.

In row 3 the difference of mean **-1.01** indicated in PT3 – ET3 shows that the mean expectation score of customers exceeds the mean perceived performance score of RIDE. This result indicates that customers of RIDE are not satisfied regarding comfortableness of RIDE's cars.

Row 4 shows that the difference between PT4 – ET4 is -0.68. From this we can understand that dressing of RIDE drivers are not satisfactory as expected by customers.

Finally, when we sum up all the results, the average mean difference for service Tangibility is -0.93. This implies that all the elements of tangibles dimension of service quality customers' expectations are higher than the actual performance of RIDE. The above result also implies that the modernity of cars, safety equipment's provided by RIDE cars, comfortableness of RIDE cars and dressing of drivers are not satisfactory to customers.

Table 14: Gap score of customers' response on reliability

	Reliability	Mean of perceived (P)	Mean of expected (E)	Mean (P – E)
1	PR1 – ER1	3.92	4.74	-0.82
2	PR2 – ER2	3.98	4.25	-0.28
3	PR3 – ER3	4.23	4.44	-0.21
4	PR4 – ER4	3.75	4.29	-0.53
5	PR5 – ER5	3.79	4.08	-0.29
		3.93	4.36	-0.43

Source own survey, 2021

As shown on the above table 14, the gap between PR1 – ER1 is **-0.82**. The result indicated that the mean of customers' expectation about stability of RIDE's mobile application and RIDE's system

is greater than the perceived performance by 0.82. This implies that RIDE have a problem in stability of its system and mobile application which create dissatisfaction in customers

According to the above table 14, row 2 shows that the difference of mean scores between PR2 – ER2 is **-0.28** which shows that expectation of customers exceeds the perceived performance regarding the arrival of drivers into starting and destination correctly. From this we can understand that customers are dissatisfied because they didn't get service as they expect regarding the arrival of drivers into starting and destination correctly.

In the above table 14 row 4 shows the reliability attributes PR3 – ER3 results with a gap score of **-0.21**. It proves that the actual performance is less than the expectation of customer regarding to the ability of drivers to make customers safe during ride. From the result we can understand that customers are dissatisfied.

As shown in the table 14 row 4 the difference of mean scores between PR4 – ER4 is **-0.53** which shows that expectation of customers exceeds the perceived performance of RIDE about providing driver information to customers by using application or text. The negative gap score implies that RIDE is not providing drivers information as expected by customers which results customer dissatisfaction.

As shown in the table 14 row 5, customers' perceived performance regarding reassuring and sympathetic of RIDE is less than the expected performance by **-0.29**. This result implies there is customer dissatisfaction regarding sympathetic and reassuring.

Finally, when we sum up all the results, the average mean difference for service Reliability is -0.43. the above result shows that RIDE is not providing reliable service to its customers and customers are not satisfied regarding the ability of RIDE to provide reliability dimensions.

Table 15: Gap score of customers' response on responsiveness

	Responsiveness	Mean of perceived (P)	Mean of expected (E)	Mean (P – E)
1	PRE1 – ERE1	3.62	4.74	-1.12
2	PRE2 – ERE2	3.54	4.25	-0.72
3	PRE3 – ERE3	4.42	4.44	-0.02
4	PRE4 – ERE4	2.60	4.29	-1.68

		3.54	4.43	-0.89

Source own survey, 2021

In the above table 15 row 1, PRE1 – ERE1 which is about service delivery in promptly manner is illustrated by the mean difference of **-1.12.** This implies that RIDE company have problem in relation to delivering services promptly. In addition, the negative gap score also shows customers are dissatisfied by the prompt service delivery of RIDE.

According to the above table 15 row 2, the difference of mean scores between PRE2 – ERE2 is **-0.72** which shows that expectation of customers exceeds the perceived performance of RIDE regarding various methods of payment. The result indicates there is a shortage of payment methods which results in creating dissatisfaction on customers.

The mean gap score indicated on table 15 row 3 for PRE3 – ERE3 **-0.02** represents the mean of expectation exceeded the mean of perceived performance score with regard to reasonable and affordable price of service. Therefore, the analysis implies that customers of RIDE were expecting more than the realized price for services.

As illustrated on table 15 above, the difference of mean scores between PRE4 – ERE4 is **-1.68** which shows that expectation of customers exceeds the perceived performance of RIDE which implies employees of RIDE are not quickly responding to customers' request.

According to the above results RIDE is performing below the expectation of customers on all the responsiveness elements. In addition, customers are dissatisfied regarding employee's ability to provide prompt service and their willingness to help customers.

Table 16: Gap score of customers' response on assurance

	Assurance	Mean of perceived (P)	Mean of expected (E)	Mean (P – E)
1	PA1 – EA1	3.89	4.85	-0.96
2	PA2 – EA2	3.47	4.60	-1.13
3	PA3 – EA3	3.59	4.21	-0.63
4	PA4 – EA4	3.43	3.89	-0.46
		3.59	4.39	-0.80

Source own survey, 2021

As shown in the above table 16: The gap scores PA1 – EA1 (**-0.96)**, PA2 – EA2 (**-1.13)**, PA3 – EA3 (**-0.63)**, and PA4 – EA4 (**-0.46)** indicates that the difference of mean scores between customers' expectation and perceived performance of RIDE regarding the behavior of drivers, security of transaction, courtesy and knowledge of drivers respectively. As we see above all of the gap scores are negative which implies that the knowledge and courtesy of the RIDE drivers are not as good as expected by customers. Based on this we can conclude that customers are not satisfied with the performance of the RIDE regarding assurance dimension of the service quality.

Table 17: Gap score of customers' response on empathy

	Empathy	Mean of perceived (P)	Mean of expected (E)	Mean (P – E)
1	PE1 – EE1	3.47	3.94	-0.47
2	PE2 – EE2	3.49	4.03	-0.54
3	PE3 – EE3	3.61	4.36	-0.75
4	PE4 – EE4	3.75	3.77	-0.02
5	PE5 – EE5	3.69	3.71	-0.02
		3.60	3.96	-0.36

Source own survey, 2021

As shown in the above table 17, the gap scores PE1 – EE1 (**-0.47)**, PE2 – EE2 (**-0.54)**, PE3 – EE3 (**-0.75)**, PE4 – EE4 (**-0.02)** and PE5 – EE5 (**-0.02)** signifies that the difference of mean scores between customers' expectation and perceived performance of RIDE concerning how well RIDE drivers are friendly to customers, the willingness to help customer, the ability of drivers to apologies in case of delay on arrival, the ability of drivers to give personal attention, how well RIDE company accept and address complaints effectively respectively. The negative gap scores imply that RIDE is not performing as expected by customers and customers are not satisfied with the performance of RIDE regarding empathy dimension of the service quality.

Table 18: Overall customer satisfaction level of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	11	3.1	3.0	3.0
	Dissatisfied	236	65.0	65.0	68.0
	Neutral	92	25.3	25.3	93.4
	Satisfied	20	5.5	5.5	98.9
	Highly Satisfied	4	1.1	1.1	100.0
	Total	363	100.0	100.0	

Source own survey, 2021

Table 18 above shows the overall satisfaction of the respondents which indicates that 11 (3.1%) were highly dissatisfied, 236 (65%) were dissatisfied, 92 (25.3%) were neutral, 20 (26.9%) were satisfied and 4 (1.1) % were highly dissatisfied regarding their overall satisfaction level on the service delivery of RIDE. From the response it can be observed that large number of respondents are neutral and dissatisfied which indicates that RIDE company should work more to improve customers' satisfaction.

4.6 Relationship between service quality dimensions and customer satisfaction

The table below shows the nature of correlation exists between customer satisfaction and service quality dimensions.

Table 19: The relationship between Customer Satisfaction and Service quality dimensions

		Tangibility	Reliability	Responsiveness	Assurance	Empathy
Customer satisfaction	Pearson Correlation	.021	.070	.090	.016	.018
	Sig. (2-tailed)	.693	.185	.086	.768	.734
	N	363	363	363	363	363

Source own survey, 2021

The above table 19 shows Pearson's Correlation Matrix relationship between customer service delivery dimensions and customer satisfaction. From the result we can see that there is very weak positive relationship between Tangibility (r =0.021) Versus Customer

satisfaction, Reliability (r =0.070) Versus Customer satisfaction, Responsiveness (r =0. 090) Versus Customer satisfaction, Assurance (r =0. 016) Versus Customer satisfaction, and Empathy (r =0. 018) Versus Customer satisfaction. Thus from this result we can confirmed that there is very weak positive relationship between service quality dimension (Tangibility, Reliability, Responsiveness, Assurance, and Empathy) Versus customer satisfaction. Hence any improvement in one of the dimensions will positively contribute in enhancing the customer satisfaction.

4.7 One sample t-test

The one-sample t-test is used to determine whether a sample comes from a population with a specific mean. This population mean is not always known, but is sometimes hypothesized. If the goal is to measure any difference, regardless of direction, a two-tailed hypothesis is used. The assumption of one sample t test are: data follow the normal probability distribution, and the sample is a simple random sample from its population. Each individual in the population has an equal probability of being selected in the sample.

Table 20: One sample t test

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Test Value
					Lower	Upper	
Tangibility	-0.014	362	0.989	-0.003	-0.46	0.45	32.05
Reliability	0.029	362	0.977	0.005	-0.33	0.34	41.48
Responsiveness	0.005	362	0.996	0.001	-0.34	0.34	31.9
Assurance	-0.01	362	0.992	-0.002	-0.31	0.31	31.93
Empathy	0.007	362	0.994	0.001	-0.34	0.34	36.58

Source own survey, 2021

4.8 Discussion of Results

Moving from left-to-right, table 20 presented with the observed *t*-value ("**t**" column), the degrees of freedom ("**df**"), and the statistical significance (*p*-value) ("**Sig. (2-tailed)**") of

the one-sample t-test. As shown in table 20, for Tangibility dimension p > .05 (it is *p* =. 989), Reliability dimension p > .05 (it is *p* =. 977), Responsiveness dimension p > .05 (it is *p* =. 996), Assurance dimension p > .05 (it is *p* =. 992), and Empathy dimension p > .05 (it is *p* =. 994). Therefore, from the above result it can be inferred that the difference between the sample-estimated population mean and the comparison population mean would not be statistically significantly different.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

5.1 Introduction

The result of the analysis of this study has been discussed in the earlier chapter. The focus of this chapter is going to be in the summaries of the findings, conclusion, recommendation and areas for further researches.

5.2. Summary of Findings

The objective of this research is to asses' service delivery and of customers' satisfaction of RIDE Company. The study was conducted in Addis Ababa town. As such, the researcher studied various quality service dimension such as tangibility, reliability, responsiveness, assurance, and empathy. The study was conducted by distributing a total of 384 questionnaires; i.e. 384 questionnaires were distributed to RIDE customers. 363 questionnaires were valid for the analysis and findings.

Based on collected data from RIDE customers the demographic profile was found that the majority of customers were females 210 (57.9%) followed by 153 (42.1%) male respondents. The majority customers age range 118 (32.5%) was falling in the age range of 26-35 years. In addition, majority of respondents 121 (33.3%) were bachelor degree holders, and majority of respondents were occupied in Private Sector 124 (34.2%).

Regarding the waiting time, majority of customers 157 (43.3%) waited above 11 minutes which shows the delay in picking up customers in timely manner. We can conclude that a huge portion of users are not satisfied with the timely performance of the service provided by RIDE. The other factor worth mentioning here is more than 149 (41%) customers use RIDE service above 11 times per month.

The result of the survey indicated the effect of service delivery dimensions (tangibility, reliability, responsiveness, assurance, and empathy) as perceived by RIDE customers is presented using descriptive statistics. Respondent's perception towards the dimensions and customer's satisfaction level with mean scores gap, and Pearson correlation results are

summarized here under:

- ✓ The overall mean for customers' expectation of service tangibility is 4.47, and overall mean for customers' perception of service tangibility is 3.54. The gap between customers' expectation of service tangibility and customers' perception of service tangibility is **-0.93**.
- ✓ The overall mean for customers' expectation of service reliability is 4.36, and overall mean for customers' perception of service reliability is 3.93. The gap between customers' expectation of service reliability and customers' perception of service reliability is **-0.43.**
- ✓ The overall mean for customers' expectation of service responsiveness is 4.43, and overall mean for customers' perception of service responsiveness is 3.54. The gap between customers' expectation of service responsiveness and customers' perception of service responsiveness is **-0.89.**
- ✓ The overall mean for customers' expectation of service assurance is 4.39, and overall mean for customers' perception of service assurance is 3.59. The gap between customers' expectation of service assurance and customers' perception of service assurance is **-0.80**
- ✓ The overall mean for customers' expectation of service empathy is 3.96, and overall mean for customers' perception of service empathy is 3.60. The gap between customers' expectation of service empathy and customers' perception of service empathy is **-0.36.**
- ✓ The Pearson correlation result shows that there is weak relationship between service dimensions (Tangibility, Reliability, Responsiveness, Assurance and Empathy) and customer satisfaction Therefore, the variables have weak but positive relationship between them.

5.3. Conclusion

Based on the findings of the study variety of outcome were drawn considering the research. This study indicates that customers of RIDE in Addis Ababa have a negative overall perception to the service delivery practices provided by RIDE. Customer satisfaction is an important measure of how well services are provided. The majority of consumers in this study were unsatisfied with the extents of RIDE service characteristics that answers the main research question of this study. Based on the finding it can be concluded that large numbers of customers of RIDE company are not overall satisfied by the service quality of RIDE ride-hailing company. Also based on the findings it is concluded that there is gap in the mean average of customer expectation and perception based on service quality dimensions (tangibility, reliability, responsiveness, assurance, and empathy). This study concluded that RIDE customers are not getting service that match with their expectation which lead them to be unsatisfied by service delivery of RIDE company.

5.4. Recommendation

In this study it has been shown that RIDE service delivery performance was below customers' expectation so that majority of customers were not satisfied. Thus, in order to solve these problems and improve the service delivery the following recommendations are made.

- ✓ RIDE has to keep the current waiting time even lower to build its brand known for being prompt & should maximize its accessibility on those areas where customers/passengers are waiting for longer time.
- ✓ In order to address the gap effectively, each low performances attributes should be seriously analyzed and the root cause should be identified in detail.
- ✓ In this study tangibility have first lowest negative gap score which has a highest effect on customer dissatisfaction therefore RIDE organization have to work on the indicators

of this dimension i.e. RIDE have to use new cars with safety equipment, comfort. In addition, drivers should appear with proper dress to customer.

- ✓ Responsiveness have second lowest negative gap score which has an effect on customer dissatisfaction therefore RIDE organization have to improve in increasing efficiency of responsiveness that matches customer's interest. i.e RIDE has to avail different payment options rather than accepting only cash, to improve in increasing providing prompt service, and to upgrade call center system to be more efficient.
- ✓ Assurance dimension have third lowest negative gap score which has an effect on customer dissatisfaction therefore RIDE organization have to improve driver recruitment stage, studying the background and skill proficiency in every regard since it is the driver who is the frontline employee that has a face to face contact with customers.
- ✓ Reliability dimension have fourth lowest negative gap score which has an effect on customer dissatisfaction. In order to improve this dimension, the company have to work more of on system review, upgrading and creating stable system.
- ✓ Empathy dimension have fifth lowest negative gap score which has an effect on customer dissatisfaction. In order to improve this dimension, the company have to improve hospitality given by drivers and to improve company compliant management system.

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Appendix

✓ ***Appendix – I – English version of Questionnaire for customers***

Dear respondents,

My name is Abdulwasse Yenus, I am a graduate student of St.Mary's University in department of Masters of Business Administration . I am conducting a research on a topic "Service Delivery and Customer Satisfaction in The case of RIDE" in a partial fulfillment of the requirements for the award of Master's degree. I kindly request you to spend some minutes of your time in answering the questionnaire designed to assess the RIDE service delivery and customer satisfaction. Your responses will be used only for academic research and any information which you provide will be kept confidential. Your genuine response will have significant effect on the result of the study. I thank you very much for your valuable opinion & time. Please contact me for any questions you might have.

Name - Abdulwasse Yenus Sultan

Mobile: +251 910899167

E-mail: abdulyenus@gmail.com

Part I: General Information

Please put a tick ("√") mark in the box relating to the opinion that identifies your response.

1. Gender: O Male O Female
2. Age: O 18 – 25 O 26-35 O 36-45 O 46 – 55 O 56 and above
3. Current Occupation: O Self Employed O Private Sector O Public Sector O Student O Others
4. Educational status

O Grade 8 and below O High school completed O Diploma O bachelor Degree O Master's Degree and above

5. how long did you wait for your ride (from the time you made the request to the time the vehicle arrived)?

   O 2 – 4 minutes O 5 – 7 minutes O 8 – 10 minutes O above 11 minutes

6. How many times have you traveled by RIDE transport per month?

   O 1 -3 times O 4-6 times O 7-10 times O 11 and above

Part II: Survey of your expectations and perceptions of service quality.

Please respond to each item by putting a tick ("√") mark in the box relating to the opinion that identifies your level of agreement: Table "A" contain questions to measure your expectation and Table "B" contain questions to measure your perception. Please be informed that: 1= Strongly Disagree; 2= Disagree; 3=Neutral; 4= Agree; 5= Strongly Agree.

	Table "A":						Table "B":					
1	***Tangibility***	*1*	*2*	*3*	*4*	*5*		*1*	*2*	*3*	*4*	*5*
1.1	RIDE have to use modern cars						RIDE uses modern cars					
1.2	RIDE's car have to provide safety equipment						RIDE car's provides safety equipment					
1.3	RIDE cars have to be comfortable						RIDE cars are comfortable and clean					
1.4	RIDE drivers have to dress properly						RIDE drivers dress properly					
2.	***Reliability***	*1*	*2*	*3*	*4*	*5*		*1*	*2*	*3*	*4*	*5*
2.1	RIDE system and mobile application have to be stable						RIDE have stable system and mobile application					
2.2	RIDE drivers have to reach to starting and destination point correctly						RIDE driver arrive to starting and destination point correctly					
2.3	RIDE drivers have to make you feel safe during the ride						RIDE driver's make you feel safe during the ride					
2.4	RIDE application/text have to show drivers information clearly						RIDE application/text shows drivers information clearly					
2.5	RIDE company have to give quick support when you face problem during service delivery.						RIDE company give quick support when you face problem during service delivery.					
3.	***Responsiveness***	*1*	*2*	*3*	*4*	*5*		*1*	*2*	*3*	*4*	*5*
3.1	RIDE have to deliver their service promptly						RIDE deliver their service promptly					

3.2	RIDE have to provides various payment method						RIDE provides various payment method					
3.3	RIDE have to ask reasonable and affordable charges						RIDE asks reasonable and affordable charges					
3.4	Call center employees have to pick up and answer calls faster/ RIDE application have to work properly to order service						Call center employees are fast to pick up and answer calls / RIDE application work properly to order service					
4	***Assurance***	*1*	*2*	*3*	*4*	*5*		*1*	*2*	*3*	*4*	*5*
4.1	RIDE driver has to have knowledge of the routes						RIDE driver have knowledge of the routes					
4.2	RIDE driver have to drive safely						RIDE drivers drive safely					
4.3	RIDE drivers have to take responsibility while driving						RIDE drivers take responsibility while driving					
4.4	RIDE drivers have to make you feel safe in transaction with them						You feel safe in your transaction with RIDE drivers					
5	***Empathy***	*1*	*2*	*3*	*4*	*5*		*1*	*2*	*3*	*4*	*5*
5.1	RIDE drivers has to be friendly						RIDE drivers are friendly					
5.2	RIDE drivers has to have willingness to help						RIDE drovers are willing to help					
5.3	RIDE company has to accept and address complaints effectively						RIDE company accept and address complaints effectively					
5.4	RIDE's driver must ask apologies in case of delay on arrival						RIDE's driver ask apologies in case of delay on arrival					
5.5	RIDE's driver have to give you individual attention						RIDE's driver give you individual attention					

Part III: Overall customer satisfaction.

7. In general, your feeling towards RIDE's service delivery can be described as:

   (Choose one)

   O Highly dissatisfied

   O Dissatisfied

   O Neutral

   O Satisfied

   O Highly Satisfied

Part VI: Customer suggestions.

8. What do you suggest to improve the service delivery of RIDE?

……

……

……

……

……

……

THANK YOU FOR YOUR KIND COOPERATION

✓ ***Appendix –II – Amharic version of Questionnaire for customers***

ውድ የመጠይቁ ተሳታፊዎች;

ስሜ አብዱልዋስ የኑስ ይባላል:: በአሁኑ ሰዓት በቅድስተ ማርያም ዩንቨርሲቲ በቢዝነስ አድሚንስትሬሽ የትምህርት ዘርፍ የማስተርስ ዲግሪ ተመራቂ ተማሪ ስሆን፣ ለዚሁ የድህረ-ምረቃ ትምህርት ማሟያነት የሚውል ጥናት በመስራት ላይ እገኛለሁ፡፡ ስለሆነም ውድ ጊዜያችሁን ሰውታችሁ ለምታደረጉልኝ ትብብር በቅድሚያ እያመሰገንኩ መጠይቁን በመሙላት ትተባበሩኝ ዘንድ በአክብሮት እጠይቃለሁ:: የጥናቱ ዓላማ በአዲስ አበባ በሚገኙ የራይድ ታክሲ ተጠቃሚዎች ድርጅቱ በሚሰጠዉ አገልግሎት የደንበኞች እርካታ መጠን ምን ያህል እንደሆነ ማወቅ ነው፡፡ የዚህ ጥናት አድራጊ ድርጅቱ ስለሚሰጠው አገልግሎት ትክክለኛ መረጃ የሚያገኘው ከእናንተ ውድ የድርጅቱ ደንበኞች እንደሆነ በፅኑ ያምናል:: በተጨማሪም የምትሰጡት ምላሽ ሚስጥራዊነቱ የተጠበቀ መሆኑንና ከላይ ከተገለፀው የመመረቂያ ጽሁፍ ማሙያነት ውጭ የማልጠቀምበት መሆኑን አረጋግጥላችኋለሁ:: ስለዚህ ውስን ደቂቃዎችን ሰጥታችሁኝ ይህን መጠይቅ ትሞሉልኝ ዘንድ እና በተቻለ መጠን ትክክለኛና የተሟላ መረጃ በመስጠት ትተባበሩኝ ዘንድ በትህትና እጠይቃለሁ:: እባክዎ ሁሉንም ጥያቄዎች ለመመለስ ይሞክሩ:: ለሚኖርዎት ማንኛውም ጥያቄ እባክዎ ያነጋግሩኝ

ስም - አብዱልዋስ የኑስ

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ኢሜል - abdulyenus@gmail.com

<u>ክፍል አንድ: አጠቃላይ መረጃ</u>

መመሪያ: ከታች በምትመለከቷቸው ቁጥሮች ላይ ለቀረቡት ጥያቄዎች የእናንተን ሃሳብ የበለጠ ገላጭ የሆነውን አማራጭ በያዘው የምርጫ ሳጥን (O) ውስጥ የ(√) ምልክት ያድርጉ;

1. ፆታ: O ወንድ O ሴት

2. ዕድሜ: O 18 – 25 O 26-35 O 36-45 O 46 – 55 O 56 ዓመትና በላይ

3. ስራ: O የግል O መንግስታዊ ያልሆነ ድርጅት O መንግስታዊ ድርጅት O ተማሪ O ሌላ

4. የትምህርት ደረጃ: O 8ኛ ክፍል እና ከዚያ በታች O ሁለተኛ ደረጃ ትምህርት ቤት ያጠናቀቀ

O ዲፕሎማ O የመጀመሪያ ዲግሪ O የማስተርስ ዲግሪ እና ከዚያ በላይ

5. የራይድ ትራንስፖርት አገልግሎትን ከጠየቁበት ጀምሮ አገልግሎቱን እስከሚያገኙበት ድረስ ለስንት ደቂቃ ያህል ይጠብቃሉ?

O ከ 2-4 ደቂቃ O ከ 5-7ደቂቃ O ከ 8-10ደቂቃ O ከ 11 ደቂቃና በላይ

6. የራይድ ታክሲ ትራንስፖርት አገልግሎትን በወር ምን ያህል ጊዜ ይጠቀማሉ?

O ከ 1-3 ጊዜ O ከ 4-6 ግዜ O ከ 7-10 ግዜ O ከ 11 ጊዜና በላይ

<u>ክፍል ሁለት; ከራይድ አገልግሎት ስለሚጠብቁት እና ስለ አገልግሎት ጥራት ግንዛቤዎ ዳሰሳ</u>

መመሪያ: ከታች ለቀረቡት ጥያቄዎች የዕናንተን እይታ የበለጠ ገላጭ የሆነውን አማራጭ አረፍተ ነገር የያዘው የምርጫ ሰንጠረዝ ውስጥ የ(√) ምልክት ያድርጉ:: ሰንጠረዥ "ሀ" እርስዎ ከአገልግሎቱ ምን እንደሚጠብቁ ለመመዘን የቀረቡ ጥያቄዎችን የያዘ ሲሆን ሰንጠረዥ "ለ" የእርስዎን የግንዛቤ መጠን ለመመዘን የቀረቡ ጥያቄዎችን የያዘ ነው:: በተጨማሪም 1="በጣም አልስማማም" 2 ="አልስማማም" 3= "ገለልተኛ ነኝ" 4= "እስማማለሁ" 5 = "በጣም እስማማለሁ" የሚል ውክልና የያዙ መሆኑን ልብ ይበሉ::

	ሠንጠረዥ "A":						ሠንጠረዥ "B":					
1	***ተጨባጭነት***	***1***	***2***	***3***	***4***	***5***		***1***	***2***	***3***	***4***	***5***
1.1	ራይድ ዘመናዊ መኪኖችን መጠቀም አለበት።						ራይድ ዘመናዊ መኪኖችን ይጠቀማል					
1.2	የራይድ መኪና የደህንነት መሳሪያዎችን ማቅረብ አለበት።						የራይድ መኪና የደህንነት መሳሪያዎችን ያቀርባል					
1.3	የራይድ መኪናዎች ምቹ መሆን አለባቸው						የራይድ መኪኖች ምቹ እና ንጹህ ናቸው።					
1.4	የራይድ አሽከርካሪዎች በትክክል መልበስ አለባቸው						የራይድ አሽከርካሪዎች በትክክል ይለብሳሉ					
2.	***አስተማማኝነት***	***1***	***2***	***3***	***4***	***5***		***1***	***2***	***3***	***4***	***5***
2.1	የራይድ የአሰራር ስርዓት እና የሞባይል መተግበሪያ የተረጋጋ መሆን አለበት።						ራይድ የተረጋጋ የአሰራር ስርዓት እና የሞባይል መተግበሪያ አላቸው።					

2.2	የራይድ አሽከርካሪ ወደ መነሻ እና መድረሻ ነጥብ በትክክል መድረስ አለባቸው						የራይድ አሽከርካሪ ወደ መነሻ እና መድረሻ ቦታ በትክክል ይደርሳል					
2.3	የራይድ አሽከርካሪዎች በጉዞው ወቅት ደህንነት እንዲሰማዎት ማድረግ አለባቸው						የራይድ አሽከርካሪዎች በጉዞው ወቅት ደህንነት እንዲሰማዎት ያደርግዎታል					
2.4	የራይድ አፕሊኬሽን/የጽሑፍ መልእክት የአሽከርካሪዎችን መረጃ በግልፅ ማሳየት አለበት።						RIDE መተግበሪያ/የጽሑፍ መልእክት የአሽከርካሪዎችን መረጃ በግልፅ ያሳያል					
2.5	በአገልግሎት አሰጣጥ ወቅት ችግር ሲያጋጥም ራይድ ኩባንያ ፈጣን ድጋፍ መስጠት አለበት።						ራይድ ኩባንያ በአገልግሎት አሰጣጥ ወቅት ችግር ሲያጋጥመው ፈጣን ድጋፍ ይሰጣል።					
3.	***ምላሽ ሰጪነት***	***1***	***2***	***3***	***4***	***5***		***1***	***2***	***3***	***4***	***5***
3.1	RIDE አገልግሎታቸውን በፍጥነት ማድረስ አለባቸው						RIDE አገልግሎታቸውን በፍጥነት ያደርሳሉ					
3.2	RIDE የተለያዩ የመክፈያ ዘዴዎችን ማቅረብ አለበት።						RIDE የተለያዩ የመክፈያ ዘዴዎችን ያቀርባል					
3.3	RIDE ምክንያታዊ እና ተመጣጣኝ ክፍያዎችን መጠየቅ አለበት።						RIDE ምክንያታዊ እና ተመጣጣኝ ክፍያዎችን ይጠይቃል					
3.4	የጥሪ ማእከል ሰራተኞች ጥሪዎችን በፍጥነት ተቀብለው መመለስ አለባቸው/የ RIDE መተግበሪያ አገልግሎት ለማዘዝ በትክክል መስራት አለበት።						የጥሪ ማእከል ሰራተኞች ጥሪዎችን ለመቀበል እና ለመመለስ ፈጣን ናቸው / የ RIDE መተግበሪያ አገልግሎት ለማዘዝ በትክክል ይሰራል					
4	***ዋስትና***	***1***	***2***	***3***	***4***	***5***		***1***	***2***	***3***	***4***	***5***
4.1	የራይድ አሽከርካሪ ስለ መንገዶቹ እውቀት ሊኖረው ይገባል።						የራይድ አሽከርካሪ የመንገዶቹን እውቀት አለው።					
4.2	የራይድ አሽከርካሪ በደህንነት ማሽከርከር አለበት።						የራይድ አሽከርካሪዎች በደህንነት ያሽከረክራሉ					
4.3	የራይድ አሽከርካሪዎች በሚያሽከረክሩበት ጊዜ ሃላፊነት መውሰድ አለባቸው						የራይድ አሽከርካሪዎች በሚያሽከረክሩበት ጊዜ ሃላፊነት ይወስዳሉ					
4.4	የራይድ አሽከርካሪዎች ከእነሱ ጋር በሚያደርጉት ግብይት						ከራይድ አሽከርካሪዎች ጋር በሚያደርጉት ግብይት ደህንነት ይሰማዎታል					

	ደህንነት እንዲሰማዎት ማድረግ አለባቸው											
5	***መተሳሰብ***	***1***	***2***	***3***	***4***	***5***		***1***	***2***	***3***	***4***	***5***
5.1	የራይድ አሽከርካሪዎች ተግባቢ መሆን አለባቸው						የራይድ አሽከርካሪዎች ተግባቢ ናቸው።					
5.2	የራይድ አሽከርካሪዎች ተሳፋሪዎችን ለመርዳት ፈቃደኛ መሆን አለባቸው						የራይድ አሽከርካሪዎች ተሳፋሪዎችን ለመርዳት ፈቃደኛ ናቸው።					
5.3	ራይድ ኩባንያ ቅሬታዎችን በብቃት መቀበል እና ማስተናገድ አለበት።						ራይድ ኩባንያ ቅሬታዎችን ተቀብሎ በብቃት ይፈታል ： ：					
5.4	የራይድ ሹፌር በመድረሻ መዘግየት ጊዜ ይቅርታ መጠየቅ አለበት።						የራይድ ሹፌር በመድረሻ መዘግየት ምክንያት ይቅርታ ይጠይቃል					
5.5	የራይድ ሹፌር የግለሰብ ትኩረት ሊሰጥህ ይገባል።						የራይድ ሹፌር የግለሰብ ትኩረት ይሰጥዎታል					

<u>ክፍል III አጠቃላይ የደንበኞች እርካታ</u>

6. በአጠቃላይ ፣ ስለ RIDE አገልግሎት አሰጣጥ ያለዎት ስሜት ከሚከተሉት በየትኛው ሊገለፅ ይችላል- (አንዱን ይምረጡ)

O በጣም አልረካሁም

O አልረካሁም

O ገለልተኛ

O ረክቻለሁ

O በጣም ረክቻለሁ

ክፍል VI: የደንበኞች አስተያየቶች.

7. የ RIDE አገልግሎት አሰጣጥን ለማሻሻል ምን ይመክራሉ?

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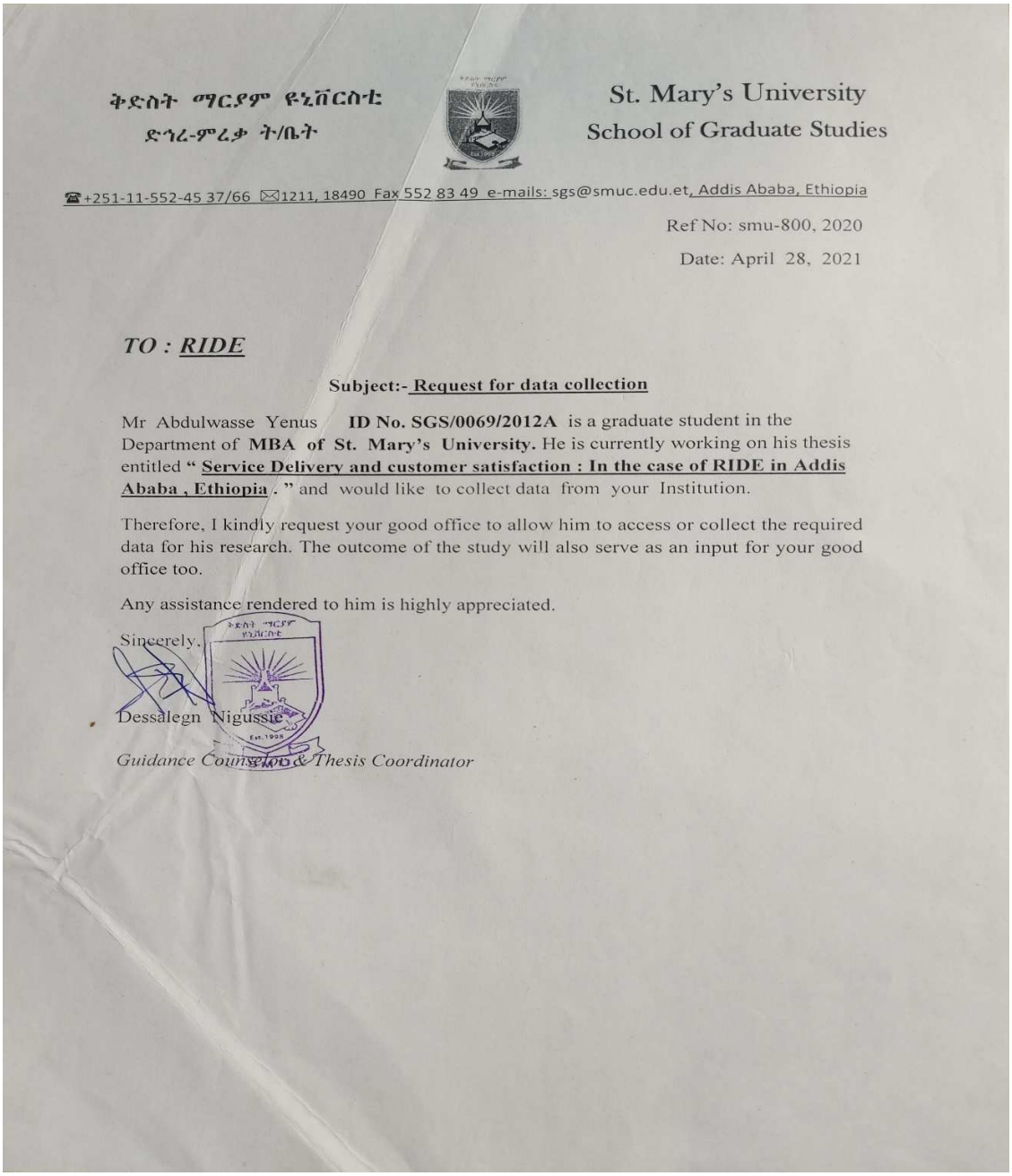
ስለ መልካም ትብብርዎ ከልብ አመሰግናለሁ

✓ ***Appendix – III – Official letter for data collection***



ቅድስት ማርያም ዩኒቨርስቲ
ድኅረ-ምረቃ ት/ቤት

St. Mary's University
School of Graduate Studies

☎+251-11-552-45 37/66 ✉1211, 18490 Fax 552 83 49 e-mails: sgs@smuc.edu.et, Addis Ababa, Ethiopia

Ref No: smu-800, 2020

Date: April 28, 2021

TO : RIDE

Subject:- Request for data collection

Mr Abdulwasse Yenus **ID No. SGS/0069/2012A** is a graduate student in the Department of **MBA of St. Mary's University.** He is currently working on his thesis entitled **" Service Delivery and customer satisfaction : In the case of RIDE in Addis Ababa , Ethiopia . "** and would like to collect data from your Institution.

Therefore, I kindly request your good office to allow him to access or collect the required data for his research. The outcome of the study will also serve as an input for your good office too.

Any assistance rendered to him is highly appreciated.

Sincerely,

Dessalegn Nigussie

Guidance Counselor & Thesis Coordinator

✓ ***Appendix – IV – Pearson correlation Analysis***

		Customer_satsfaction	Tangibility	Reliability	Responsiveness	Assurance	Empathy
Customer_satsfaction	Pearson Correlation	1	.021	.070	.090	.016	.018
	Sig. (2-tailed)		.693	.185	.086	.768	.734
	N	363	363	363	363	363	363
Tangibility	Pearson Correlation	.021	1	.682**	.060	.005	.213**
	Sig. (2-tailed)	.693		.000	.255	.928	.000
	N	363	363	363	363	363	363
Reliability	Pearson Correlation	.070	.682**	1	.653**	.014	.112*
	Sig. (2-tailed)	.185	.000		.000	.794	.033
	N	363	363	363	363	363	363
Responsiveness	Pearson Correlation	.090	.060	.653**	1	.028	.020
	Sig. (2-tailed)	.086	.255	.000		.592	.709
	N	363	363	363	363	363	363
Assurance	Pearson Correlation	.016	.005	.014	.028	1	.795**
	Sig. (2-tailed)	.768	.928	.794	.592		.000
	N	363	363	363	363	363	363
Empathy	Pearson Correlation	.018	.213**	.112*	.020	.795**	1
	Sig. (2-tailed)	.734	.000	.033	.709	.000	
	N	363	363	363	363	363	363

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

*. Correlation is significant at the 0.05 level (2-tailed).