ST.MAR'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DETERMINANTS OF CUSTOMER SATISFACTION

ON THE CASE OF CITY GOVERNMENT OF ADDIS ABABA DRIVER AND VEHICLE LICENSING AND CONTROL AUTHORITY

BY

ABINET DANIEL SEYOUM

MAY 30, 2022

ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY COLLEGE, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADIMINISTRATION.

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ACKNOWLEDGEMENTS

ACRONYMS AND ABBREVIATIONS

AADVLCA: City government of Addis Ababa Drivers and Vehicles Licensing and Control Authority

FTA: Federal Transport Authority (Ethiopian)

STD: Standard deviation

WHO: World Health Organization

SERVQUAL: Service Quality Scale/Model

VMS: Vehicle Management System

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ABSTRACT

The main objective of this study is to investigate and analyze degrees of the determinant factors that has effect on customer satisfaction in AADVLCA. Accordingly, this study was used the descriptive cross-sectional research design to examine the effect of independent variable on dependent variables. The study used both primary and secondary data type and source. By using Simple random sample technique total of 384 questionnaires were distributed to ten branches of the offices and 309 questionnaires were returned and indicated 80.5% response rate. The study used descriptive research design and employed random sampling techniques to select the customers. The study had found variables that can determine customer satisfaction and retention in AADVLCA. Three variables are regressed with the dependent variable, i.e. Customer satisfaction; these variables include Service Quality, Price and Image and Reputation. Multiple Regressions test was used to test the effect of service quality, corporate image and price on customer Satisfaction and customer retention. The descriptive analysis result indicated that AADVLCA scored low mean score such as corporate image, perceived value, existing Vehicle management system/VMS and basic facility /equipment. The results further depicted that there was significant positive relationship in between corporate image, service quality, perceived value, price, and customer satisfaction in AADVLCA. Based on the findings the study recommended the improvements are to be made on the areas of corporate image, vehicle management system and basic facility.

Key words: *Service delivery, Customer satisfaction, service quality, perceived value, price factor, corporate image, AADVLCA*

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of----------------------------------. 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.

_____   _____

Name   Signature

St. Mary's University College, Addis Ababa   **MAY 2022**

ENDORSEMENT

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

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Advisor   Signature

St. Mary's University College, Addis Ababa   **MAY 2022**

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Customer satisfaction is expressed in different ways by different scholars. Kotler& Keller, (2009) explained that satisfaction is "a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations". Authors elaborate, if performance fails to meet what is expected, then the customer will feel disappointed or dissatisfied whereas, if the performance is able to meet what is expected, then the customer will feel satisfied and if the performance could exceed what is expected, then the customer will feel very satisfied or delighted.

Based on disconfirmation point of view, Customers have positive confirmation when they find that actual performance is somewhat equal or falls above their expected performance of products and services. But when the actual performance falls below the expectation, customers have negative confirmation which leads to dissatisfaction. Hence, satisfied customers have positive confirmation resulting in their positive feedback from products and services.

Customer satisfaction is a function of expectations and service quality performance. It occupies a strategic position for the well-being of a company and then existence, because a lot of benefits to be gained: First, many researchers agree that a satisfied customer tends to be loyal. Second, according to Anderson, Formelo& Lehmann (1994), satisfaction is a factor that would encourage positive word of mouth communication. Third, the effect of customer satisfaction lets one to consider buying/using other offerings of the firm if it is able to meet or exceed the customer's first impression of expectation.

Anderson et al. (1994) found a significant relationship between customer satisfaction and return on assets. High quality leads to high levels of customer retention, increase loyalty, and positive word of mouth, which in turn are strongly related to profitability (Reich held and Sasser, 1990).

Therefore, experts say that customer satisfaction should be the fundamental principle of all the service firms as it is the key indicator of firm's performance. As said by Sakthivel et al, (2005) Customer loyalty and satisfaction is proved to be the major determinant for long term survival and

financial performance of the company (Jones and Sasser,1995) also customers are considered as final judges to judge the quality level of product and services offered.

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

Therefore, the purpose of this study is to investigate the effect of the determinant factors on customer satisfaction in a case of Addis Ababa city Administration drivers and vehicle licensing and control authority. The determinant factors towards customer satisfaction were examined through variables such as corporate image, service quality, price factor, perceived value, vehicle management system and basic facility.

It is known that the transport sector is the blood stream of the economic growth. So that without modernizing the sector it is not possible to achieve the economic growth. The previous transport organization and systems of service delivery was not accessible, efficient and modernized. It could not scope up with the fast-economic growth and customers fast and modern service needs.

Because of this Addis Ababa city Administration has been working to improve and reorganize the transport bureau and to make the vehicles and drivers service delivery highly efficient and modernized. In order to solve this serious problem, based on Addis Ababa City Government Executive and Municipal Service Organs Re-Establishment Proclamation No 35/2012 and Re-Amendment Proclamation No. 43/2014, the city government has newly organized the drivers and vehicles License and control Authority. And it has ten branches in each sub cities. From total vehicles in Ethiopia 70% of vehicles registered in Addis Ababa drivers and vehicles License and control Authority.

1.1.1. AA Driver and Vehicle Licensing and Control Authority powers and functions

 The Authority, being accountable to the Roads and Transport Bureau, shall have the following powers and functions based on delegation from concerned body: -

1. Register vehicles; perform services of transfer of ownership, collect fee related to these services;
2. Perform annual inspection of vehicles by itself or through legally delegated body;

3. Take appropriate measure on drivers who violate transport regulation and law;

4. Issue and renew driving proficiency license; collect fee thereof;

5. Issue working license and control persons or organizations offering training on driving motorized vehicles; take appropriate corrective measure in case inappropriate functions performed thereof;

6. Issue competency license to and make the necessary control on individuals or organizations involved in transport service, drivers training service institution, and garage service

Table 1.0.1- Service for motor vehicle owners (source AADVLCA vehicle management system 2022)

NO.	Service for Motor vehicle owners
1.	Temporary/ Transit Plate issuance
2.	New Motor vehicle inspection and Registration (permit, License plate and sticker)
3.	Motor vehicle cost valuation service
4.	Vehicle owner ship transfer (change owner or title holder particulars for a vehicle)
5.	Change service type of motor vehicle
6.	registration service for change of body of Motor vehicle
7.	Annual motor vehicle inspection sticker
8.	Vehicle debt and suspension registration service
9.	suspension and debt Cancellation service
10.	By revenues and customs order tax free lift service
11.	Replacement for damaged annual inspection stick, plate and owner ship registration book.
12.	Replacement for lost Annual inspection sticker
13.	Replacement for lost/ missing plate
14.	Replacement for lost ownership registration book
15.	Motor vehicle File transfer from Regions to Addis Ababa
16.	Motor vehicle File transfer from Addis Ababa to Regions
17.	Registration service for change of chassis of motor vehicle
18.	Motor change Registration service of motor vehicle
19.	Plate returning (deregister motor vehicle service)

In AADVLCA there are ten branch offices on each sub-city so the table below shows the number of vehicles and drivers registered on each sub-city.

Table 1.0.2 Source of data: (Vehicle management system of AADVLCA 2022)

Branch office	No of Vehicles registered	No of Driver registered
Bole	117061	82929
Yeka	30015	102000
Arada	72223	71000
Kirkos	65000	80000
Nifas silk	90000	45000
Akaki kality	110000	36000
Kolfe keraniyo	39373	52031
Adis Ketema	38887	48436
Lideta	27000	38600
Gulele	24150	76400
Total	613,709	632,396

No	Service for drivers
1.	New Driver License issuance
2.	Convert foreign driving License
3.	Convert Military driving license
4.	Driving License renewal
5.	Replacement for damaged driving license
6.	Replacement for lost driving license
7.	International Driving License Authentication Service
8.	Drivers file transfer from Regions to Addis Ababa

Table 1-0.2 Number of vehicles and drivers registered in Addis Ababa (indicates population size of the study)

This three tables show types of services delivered by AADVLCA and number of vehicles and drivers registered, that directly shows minimum number of customers.

1.2. Statement of the Problem

In Ethiopian Rule Vehicles and drivers are registered by the government, in two city administrations (Addis Ababa and Dire Dawa) and nine Regional states.

The city of Addis Ababa is the economic and political center of Ethiopia, the diplomatic Center of Africa and the seat for many international organizations. Therefore, the role of transport in running economic, social and political activities smoothly and the number of vehicle owners and the number of drivers could not be easily valued.

Because of above reasons peoples who live in regional states, embassies, social organizations, governmental and private organizations register their vehicles in Addis Ababa. In addition, the population of Addis Ababa is increasing significantly and the size of the city is expanding horizontally. As the number of populations increases, the numbers of vehicle owners and drivers also increases. Because of this 70% of total vehicles in Ethiopia are registered in Addis Ababa. [*Federal transport data 2019*]. This indicates AADVLCA is not only serving customers from Addis, it is from all over the country. So, delivering service for these customers will be quite a challenge. Over the years, public sector of Ethiopia has been faced with serious customer dissatisfaction (Ethiopian Fortune, 2013). Based on the preliminary assessment made, the researcher identified that customers are dissatisfied for various reasons. Based on assessment made on A.A Driver & Vehicle licensing & control authority documents such as customer suggestion box and complain resolution handling books and other journals, annual report of the organization the researcher identified the main determinant factors of customer satisfaction are raised from corporate image, service quality, perceived value, price factor, vehicle management system and basic facility. So, this research is designed to investigate the main determinant factors that affect customer dissatisfaction.

There are also many discouraging challenges in its mission to deliver quality services. Among these are excessive bureaucracy, political instability, political interference, corruption, nepotism, unattractive working conditions and poor work ethics. AADVLCA (Addis Ababa Drivers and vehicles licensing and control authority) is one of the most public sectors that publics complain on its service.

This study focus on determinant factors of customer satisfaction in the AADVLCA by analyzing factors (corporate image, service quality , price factor, basic facility, perceived value and vehicle management system) and measuring authority's Corporate image, vehicle and driver service system (service software), authority's in relation to location, facilities, requirements and forms,

transparency and participation, employees' effect on service delivery and satisfaction on their job (salary, benefit and trainings), customer satisfaction and complaint handling, which are the best measure of quality service and customer Satisfaction.

It has been seen that customers compliant on the service of the authority such vehicle management system, several influences are behind these factors. Whatever the influences maybe, once these factors affect consumer trust and perception again. In this regard, this research carried out to assess the root causes of those factors, its impact on service quality and customer satisfaction and get the problem rectified.

Therefore, the research addressed what are the effect of determinants on customer satisfaction in case of AADVLCA.

1.3. Basic Research Question

The key research questions to be probed into are:

1. To what extent corporate image affect customer satisfaction in the case of AADVLCA?
2. To what level service quality affect customer satisfaction in the case of AADVLCA?
3. To what degree price factor affect customer satisfaction in the case of AADVLCA?
4. To what extent perceived value affect customer satisfaction in the case of AADVLCA?
5. To what extent vehicle management system affect customer satisfaction in the case of AADVLCA?
6. To what matter basic facility affect customer satisfaction in the case of AADVLCA?

1.4. Objective of the Study

1.4.1. General Objective

The main objective is to study and analyze the determinants of customer satisfaction in Addis Ababa Drivers and Vehicles Licensing and Control Authority.

1.4.2. Specific objectives

In specific terms the study intends

- To examine if corporate image significantly affects customer satisfaction in the case of AADVLCA.
- To investigate whether service quality has an impact on customer satisfaction in the case of AADVLCA.

- To survey if price factor significantly affects customer satisfaction in the case of AADVLCA.
- To examine if perceived value significantly affects customer satisfaction in the case of AADVLCA.
- The researcher looks into if vehicle management system significantly affects customer satisfaction in the case of AADVLCA.
- To examine if basic facility significantly affects customer satisfaction in the case of AADVLCA.

1.5. Significance of the study

Nowadays public enterprises change their traditional attitude and see customers as a key component for their survival. Customer satisfaction plays significant role in the achievement of organizational objectives. Preliminary analysis of customers' needs helps the organization in designing strategic planning. The study having analyzed the theoretical perspectives, and after processing the feedbacks from the various categories, will devise ways to improve service quality and increases customer satisfaction in the region. Moreover, the study is believed to have the following importance:

- It enables AADVLCA officials know customers view of their service delivery quality
- AADVLCA will get feedback about its customers' satisfaction level and help to take the necessary actions
- It helps those interested in this area to have an insight on theoretical understanding of the issue under discussion.

It is expected to expand the limits of knowledge with respect to how service quality influences or impacts on customer satisfaction, elements of service quality and other determinants of customer satisfaction.

It is also expected to find out how best practices in achieving customer satisfaction can be recommended for adoption by AADVLCA to suit it peculiar circumstances.

It is therefore in this regard expected to make concrete recommendations to AADVLCA to enable it satisfy its wide range of customers.

1.6. Scope of the study

The study was only carried out on Addis Ababa driver and vehicle licensing and control authority, not other service delivery organizations. The actual and majority of contacts with customers are conducted by Ethiopian federal transport at the receiving end of almost all service this study focus on the customers of AADVLCA. Conducting the study to all regional and federal transport customers in Ethiopia is difficult because the population is infinite and it is hard to manage all of these customers so the study was focused only on AADVLCA. As the method of primary data collection, only questionnaire used to conduct the study. Since compared to ADVLCA has large amount of flows of customers are large in number so it helps to see the relationship between determinant factors and customer satisfaction using the six determinant factors (corporate image, service quality, price factor, perceived value, vehicle management system, & basic facility) of customer satisfaction measures. In This research the determinant factors of customer satisfaction in the contest of AADVLCA customer satisfaction relationship is examined. Also, it tries to look at the effect of determinant factors on customer's satisfaction.

This study is methodologically delimited to descriptive cross-sectional research with quantitative and qualitative data analysis similarly, the researcher reviewed the past 3 years customer service data of the case office from July 2018 to march 2022 in order to gather the recent information.

1.7. Limitation of the study

The study encountered a number of challenges. Key among them was the issue of funding. Activities such as transportation, printing of questionnaires, pretesting of questionnaires and other relevant documents proved financially burdensome.

Another limitation was the relatively short period (five months) within which the research was carried out. As a student who is also a full-time worker, the researcher was constrained with time and this was quite challenging.

1.8. Organization of the Paper

This paper was organized in to five chapters. The first chapter presented about the introduction: including, the background of the study, statement of the problem, objectives the significance, scope and limitation of the study.

The second chapter dealt about the literature review part that includes certain theoretical reviews and an empirical study and the conceptual framework of the study.

The third chapter covered the research methodology. This chapter comprises, the target population of the study, sampling technique, the data source and acquiring methods, the data analysis methods and presentation.

The fourth chapter presented about data analysis, discussion and interpretation.

The fifth chapter address the research conclusions and recommendations.

CHAPTER TWO

LITRATURE REVIEW

This chapter discus literature review from research work done by other researchers, theoretical orientation and conceptualization as it relates to the study.

2.1. Theoretical review

2.2. Corporate image

Corporate image (CI) is a perception that consumers hold in their minds which is related to the organizations (Connor & Davidson, 1997). A corporate image varies in different situation and media coverage. CI is the observation of regulars toward the specific brand (Connor & Davidson, 1997). Generally, a considerable time and efforts required to organization to build the image in the people. Johnson et al., (2001) considered CI as insolence which have greater impact on loyalty because of its practical mechanisms. Signaling theory provide a way to measure the relationship of corporate image and loyalty. According this theory view, organizational communication builds organizational reputation and capability in the society (Kim & Lee, 2010) that create indicators. Regulars practice these indicators to examine the superiority and worth of immaterial facilities which is offered by the organization. Kim and Lee (2010) reveals that CI as organizations observation which is hold by customers in their mind, because it enables the customers to perceive and evaluate the whole operations of the organization. Furthermore, they suggested that CI has a greater encouragement on allegiance. In this tactic, Nukpezah and Nyumuyo (2010) and Islam (2010) showed that CI is directly associated to different organizational attributes such as brand name, products or service category and the quality of its product or services which communicated with each customer. Furthermore, they concluded that corporate image has positive impact on loyalty as they gain evidence from different services sectors like telecommunication, education and retailing. CI is chief aspect that helps customers to evaluate organizations performance and its offered services, it has a greater inspiration on customer gratification (Wu, 2011), on brand loyalty (Davies & Chun, 2002; Nguyen & LeBlanc, 2001), and on reiteration patronage also (Andreassen & Lindestad, 1998; Raj, 1985).

2.3. Perceived value

The construct of perceived value (PV) has been established by researcher and practitioners with considerable attention due to its ability of customer prediction, customer satisfaction, decision making and to gain competitive edge (Day, 2002; Holbrook, 1994; Woodruff, 1997). PV is the inclusive evaluation of efficacy of the services grounded on the, what is customary and what is assumed (Zeithaml, 1988). Customers perceive performance, stability, economy, presence, and protection with the service, and customers includes time and money in the total cost incurred (Day,

2002). Customer satisfaction will be high when customer compare input to output and cost to benefits fairly (Oliver & DeSarbo, 1988). PV has demonstrated to be a problematic construct to outline and ration (Woodruff, 1997; Holbrook, 1994; Zeithaml, 1988). Generally well-defined, PV is the outcomes or welfares customers obtain in kin to entire outlays (which include the price remunerated plus other expenses related with the acquisition). Investigation indication reveals that customers who observe that they acknowledged "value for money" are additional gratified than regulars who do not observe they acknowledged "value for money" (Zeithaml, 1988). Customer worth is "the fundamental basis for all marketing activity" (Holbrook, 1994). The additional worth will give enthusiasm to the customers. In this sense, Sirdeshmukh, Singh, and Sabol (2002) reveals that the customers who gain value from the organizations will be more loyal with organization than those who does not gain value. Loyalty can me measure or investigate through purchaser gratification with the brand and purchaser gratification can measure through perceived customers value. Ishaq et al., (2014), study on the relationship of PV and brand loyalty and reveals that PV has optimistic and significant impression on brand loyalty. On the base above discussed literature, we hypothesize:

H2: customer satisfaction is positively influenced by customer perceived value.

The impact of perceived price toward Customer Satisfaction Previous research conducted by Adi and Tjokorda [3] found that there is an influence given by perceived price to customer satisfaction. This shows that the better the price perceived by the customer, the more customer satisfaction will increase. The same thing was stated by Widagdo [19] where the perceived price proved to have a positive influence on customer satisfaction. This means that if the perceived price increases then customer satisfaction will also increase. Han & Ryu [1] in their research also found a significant and positive effect of perceived price on customer satisfaction. Based on the results of previous studies stated above, author formulated the first hypothesis (H2) as follows: H3: Perceived price had a positive impact on Customer Satisfaction.

2.4. Customer satisfaction

Customer satisfaction is the extent to which a product's perceived performance matches a buyer's expectations (Kotler, 1999). Highly satisfied customers produce several benefits for the company. Satisfied customers are not price sensitive, remain customers for a long period of time and talk favorably to others about the company and its products/ services.

The ultimate goal of total quality is to improve customer value; therefore, an organization's quality concept should evolve into one of total customer satisfaction. As such a company will gain an edge over competitors by consistently and profitably meeting customer's needs and preferences of quality (Kotler& Armstrong, 1999). Improving customer satisfaction is a worthwhile goal for companies.

Customer satisfaction has been a central theme of managerial decision making worldwide over the last 20 years and it is remarkably that the popular business excellence tools, such as the Malcolm Bald ridge Award and the European Foundation of quality management put considerable emphasis on the significance of both assessing customer satisfaction and using sound assessment methodologies for such task. Customer satisfaction has also gained popularity via the National Customer Satisfaction Indices originally inspired by the works of the Andersen et al (1994), which have become part of continuous reporting and development in countries such as Sweden, USA, and Denmark.

Over that time period, the focus on customer satisfaction has progressed from being a simple measurement issue to a strategic imperative that affects firm competitiveness, (Schneider and Bowen 1999a, 1999b).

2.5. Service quality

Service quality is defined as the gap between the consumers' expectations and perceptions, that is, the quality of a service will be rated high when the service delivered exceeds the consumers' expectations and will be rated low when it falls short of customers' expectations. If the performance exceeds expectations, the customer is highly satisfied (Kotler 1999). One of the major ways to differentiate a service firm is to consistently deliver higher quality service than competitors (Kotler 1999). The key target is to meet or exceed customer's quality expectations. Their expectations are formed by their past experience, word of mouth and service firm advertising. Customers choose providers on this basis, after receiving the service; they compare the perceived service with the expected service

2.6. Disconfirmation Theory on Customer satisfaction

Disconfirmation theory argues that satisfaction is related to the size and direction of the disconfirmation experience that occurs as a result of comparing service performance against expectations. Szymanski and Henard found in the meta-analysis that the disconfirmation paradigm

is the best predictor of customer satisfaction. Ekinci et al (2004) cites Oliver's updated definition on the disconfirmation theory, which states "Satisfaction is the guest's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment".

2.6.1. Theoretical framework
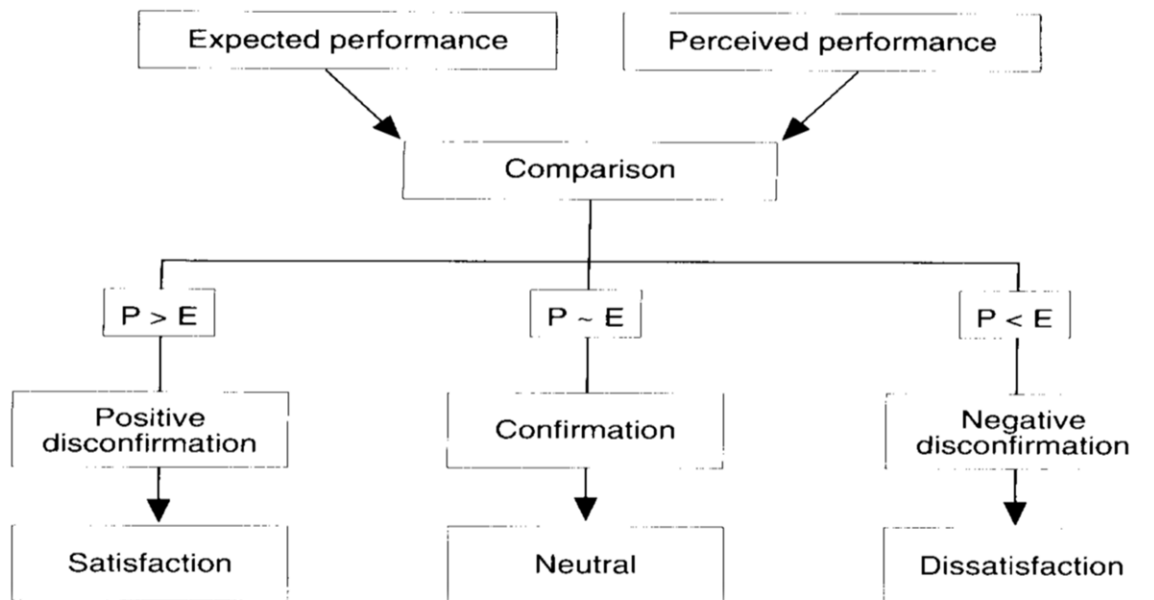
Fig: Disconfirmation Theory Model (source, Oliver 1980)

2.6.2. Customer perceptions

Perception is defined as the process by which an individual receives, selects and interprets stimuli to form a meaningful and coherent picture of the world (schiffman et al, 2001, p148). In customer satisfaction and service quality literature, perceptions are defined as the consumer's judgment of the service organization's performance.

The perceived quality construct developed by parasuraman et al in 1988 with its SERVQUAL instrument, is defined as the difference between perceptions and expectations. Boulding and Karla (1993), in their process model of service quality, conceptualize customers' perception of each of the dimensions of service quality as a cumulative construct. This means that the perception is updated each time a customer is exposed to the service. They argue, therefore, that customer perceptions are not only influenced by expectations of the service but also by the decency of the

service encounter. Sue (2001) in her analysis of student's perceptions of study outcomes asserts that the length of experience with an educational service can influence student's perceptions.

If two customers enter the encounter with different expectations, they would have different cumulative perceptions of the service, even if both customers experience an identical service. The main argument is that a person's expectations can change the way he or she perceives reality. Boulding and Karla (1993) concluded that it is important to understand the type of expectation of the customer in order to manage the perception of service quality and satisfaction.

The customer perceptions of post consumption performance are appraisals and feelings about a chosen alternative and consumers react to it on an objective (product or service- attribute) level as well as on subjective(emotional) level (Neelamegaham and jain,1999). Because of this, researchers acknowledge diversity of perception as one of the most fundamental concepts on intercultural communication (Limaye, 2000)

According to Jandt (1995), perception is unique to each person, it being a three- step process of selection, organization and interpretation. It has also been found that perception differs due to differences in gender (Ndhlov and Senguder, 2002; Lin et al, 2001), physical environment of service settings (Wakefield and Blodgett, 1999), and cultural background (Limaye, 2000). These findings indicate that a clear understanding of how perceptions are formed is critical to any service business as it facilitates formulation of strategies to manage customer perceptions of service performance.

2.6.3. Expectations of customers

Customer expectations are pre-trial beliefs about a product or service (Olson and Dover, 1976). Expectations are formed with the aid of different sources of information, which include prior exposure to service, word of mouth, expert opinion, publicity, and communications controlled by the firm or institution (for example, advertising, personal selling and price) as well as prior exposure to competitive services (Zeithmal et al,1990).

Though there is consensus among researcher on expectation as a comparison standard for customer satisfaction, differences with regard to the conceptual definitions of the expectations construct are presented. A comparison standard refers to the referent used by customers to evaluate product or service performance and form disconfirmation and satisfaction judgment's (Halstead, 1999). Oliver (1980) was the first to conceptualize the notion of predictive expectations (predictions about

a product's overall performance or attribute levels) as a pre-purchase standard. The consumer judgments of satisfaction or dissatisfaction result from the process of confirming or disconfirming prior expectations. The expectancy-disconfirmation paradigm was a major issue in the early research by Cardozo (1965): Olson and Dover (1976); Latour and Peat (1979); Oliver (1980); Churchill and Suprenant (1982); and Bearden and Teel (1983)

Bearden and Teel (1983) and Westbrook and Newman (1987) view expectations as primary perception of the likelihood (or probability of occurrence) of some event while some others (Churchill and Suprenant; 1982; Oliver, 1980 and 1981; Tse and Wilton, 1988) contend that expectations are both estimate of the likelihood of an event and an evaluation of the "goodness" and "badness" of the event.

The evaluative element of the latter description of expectations may confound a person's judgment of an event with an expectation of likelihood of its occurrence (Spreng et al 1996). This is because such evaluations could involve several other standards of comparison (e.g. desires, industry norms, equity, and best brand). Spreng et al, 1996) argue that one should avoid confounding predictive expectations (what a person believes is likely to happen in the future) with these judgment's and agree with the definition of Olson and Dover (1976) of expectations as beliefs about product attributes or performance at some time in the future.

Miller (1977), identified four types of expectations; the ideal (what performance can be), the expected (what performance will be) the minimum tolerable (what performance must be) and the desired (what performance should be). According to miller (1977), the satisfaction process "sort out" different types of expectations in purchase and consumption situations, the end results being different. Miller suggests 'latitudes' of satisfaction and dissatisfaction is based on this premise.

2.7. Relationship between service quality and customer satisfaction

Haksik Lee, Yongki Lee and DongkeumYoo (2000) demonstrated that service quality is an antecedent of customer satisfaction and that customer satisfaction exerts a strong influence on product performance and purchase intention while not affecting customers' perception of service quality (Cronin and Taylor, 1992), because its more cost effective to retain customers than attract new ones (Fornell and Wernerfelt,1987).

Strong emphasis is placed on the importance of service quality perceptions and the relationship between customer satisfaction and service quality (for example Bitner and Hubbert, 1994; Cronin

and Taylor, 1992; Taylor and Baker,1994; Rust and Oliver,1994).Service quality has been described as a form of attitude that results from the comparison of expectations with the performance (Cronin and Taylor, 1992; Parasuraman et al., 1985).Gronroos (1982) argued that customers ,while evaluating the quality of a service, compare the service they expect with the perceptions of the services they actually receive. It has been argued that quality of a service is not a one-dimensional contract rather; service quality incorporates various dimensions that relate to both core and augmented service offerings (Bitran and Lojo, 1993; Gronroos, 1984; Lewis, 1993).

It is generally accepted that customer satisfaction often depends on the quality of product or service offering (Anderson and Sullivan, 1993; Levesque and McDougall, 1996). For this reason, research on customer satisfaction is closely associated with the measurement of quality (East, 1997). Thus both service quality and customer satisfaction share a close relationship, though they are normally conceptualized as unique (or separate) constructs (Bitner and Hubbert, 1994); Cronin and Taylor, 1992; Patterson and Johnson, 1993; Taylor and Baker, 1994). There is some empirical evidence suggesting that service quality is a casual antecedent of customer satisfaction (Cronin and Taylor, 1992; Woodside et al., 1989).

In a recent study, Levesque and McDougall, (1996) found that the performance of the service provider on core and relational dimensions of service was an important driver for customer satisfaction in retail banking in the UK. However, in a non-Western context, the link between core and relational dimensions of service and customer satisfaction is yet to be established empirically. Moreover, the literature dealing with services outlines some major characteristics of service that make them unique and different from physical products (Bitran and Lojo, 1993; Leblanc and Nguyen, 1988; Parasuraman et al., 1985; Zeithaml and Bitner, 1996). Services are often characterized by their intangibility, inseparability, heterogeneity, and perishability.

The implications of these characteristics are that it is difficult for customers to evaluate services at pre-consumption stages of the consumer decision –making (Legg and Baker, 1996). Because of the intangible nature of services, it becomes difficult for an organization to understand how its customers perceive and evaluate the quality of its services (Parasuraman et al., 1985; Zeithaml, 1981). Customers however make inferences about the service quality on the basis of intangibles (the buildings, the physical layout etc.) that surround the service environment.

2.8. Empirical review

2.8.1 Service quality on Driver and Vehicles licensing and control Authority

The Ethiopian service delivery policy (2001:1) service delivery refers to the systematic arrangement of activities in service giving institutions with the aim of fulfilling needs and expectations of service users and other stakeholders with the optimum use of resources. In short, improvement of service delivery means increasing the cost effectiveness, coverage and impact of services. Although the Ethiopian civil service has had a long tradition and experience of serving various governments, it has been until recently given little attention to improving public service delivery. Unfortunately, the idea that the civil service exists to serve the public good has been neglected in Ethiopian public institutions. Therefore, in order to overcome the problem and to overhaul and enhance the civil service system the embarked on a comprehensive civil service reform program of which service delivery is a component. one of the primary causes of service quality design failure is the lack of understanding of the evolving need and preferences of targeted customers.

2.8.2 Service quality and its relationship with customer satisfaction towards customer loyalty

Ilhaamie (2010) examined the level of service quality, expectation and perception of the external customers towards the Malaysian public services using the SERVQUAL instrument. The study found that tangible is the most important dimension. It also had the lowest scores of perceptions. On the other hand, service quality gap is neither the lowest nor the highest. Finally, these external customers have the highest expectation on the reliability of the Malaysian public service.

2.8.3 Service quality impact on customer loyalty

Kheng et al, (2010) employed the SERVQUAL model developed by Parasuraman et al., 1988 with five dimensions to evaluate the impact of service quality on customer loyalty among bank customers in Penang, Malaysia. Customer satisfaction was used as an intermediate variable. The findings showed that improvement in service quality can enhance customer loyalty. The service quality dimensions that play a significant role in the equation are reliability, empathy, and

assurance. The findings indicated that the overall respondents evaluate the bank positively, but still there are rooms for improvements.

2.9. Research gap

The determinants factors of customer satisfaction is an important factor in the determination of the level of customer satisfaction in organizations, since it is through determinant factor that an organization can meet customer needs. However, though many researchers have made efforts to research about service quality, little has been done on the determinant factors of customer satisfaction and hence the gap the researcher is seeking to fill.

2.10.   Conceptual Framework

This study investigates how determinant factors affect customer satisfaction. Customer satisfaction is a dependent variable which occurs when the service provided by case service provider were rated by customers as high quality and satisfactory.

The independent variables were the determinant factors. Corporate image, service quality, price factor, perceived value, vehicle management system and basic facility.

Shown below is the researcher's conceptual framework

Independent variable

Corporate image

Service quality

18

price factor

Dependent variable

Customer Satisfaction

Vehicle management
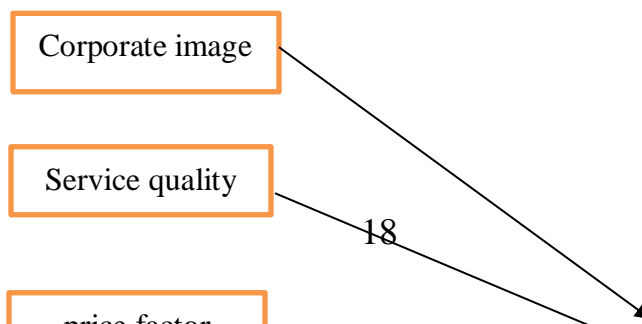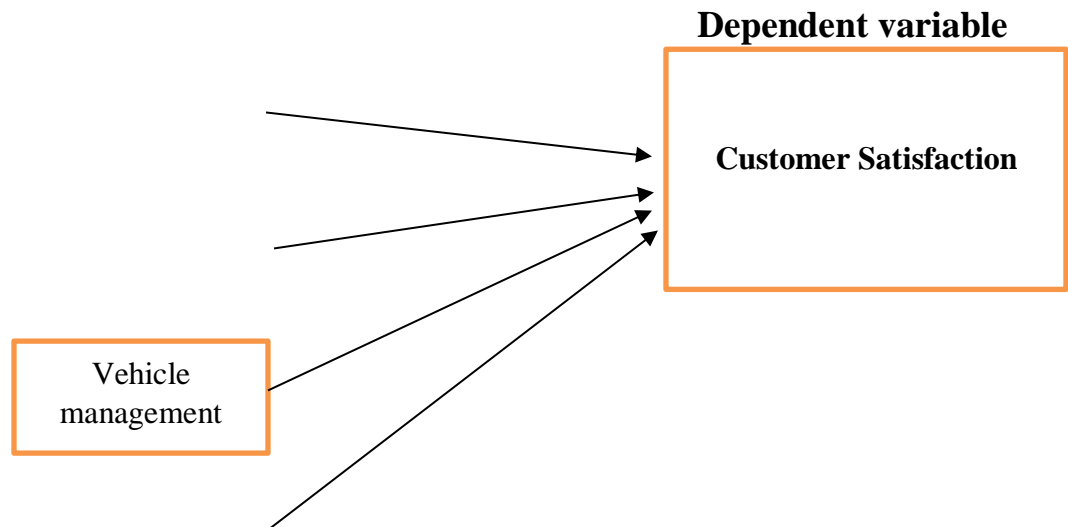
Figure: 2.9.1 Source: (Researcher, 2014)

As shown in the above figure, customer satisfaction will be affected by price, communication quality, service diversity and special offers in the following ways:

2.10.1 Price

An important factor that organizations should keep in mind when introducing a new service/product into the market is price. The price of a service can has an impact on the success of a business (Foust 2002). Price is the amount paid by customers for products or services. The price range of services can affect customer satisfaction, even if customers are provided with a high level of service quality (Balasubramanian, et al. 2003)

2.10.2 Communication quality

Network speed: if there is something that the customers are keen on is the speed they get when they are using the services. For example, how fast is it to reach the person next line? Does it take for ever before one can connect?

Coverage: For example, a company that has the reputation of poor signal stands a chance of losing customers as opposed to a company that has good signals. This will not only bring about customer satisfaction but also customer retention.

Voice service quality: efficient voice quality will be leading to good results to the service provider as this will be leading to good results in sense of retention as well as loyalty.

2.11. Summary of variables
2.11.1. Independent Variables

Determinants of customer satisfaction is the independent variable of the study which involves of corporate image, service quality, price factor, perceived value, vehicle management system, and basic facility.

2.11.2 Dependent Variable

Customer satisfaction is the dependent variable of the study, and where be measured using the six determinant factors as discussed above.

Lane, (2000) states that New Public Management (NPM) became the most popular during the 1980 and 1990s in reforming the public sector. It is a theory of the most recent paradigm change in how the public sector is to be governed, and is part of the managerial revolution that has gone throughout the world affecting all countries. AvashiandMaheshwari, (2007:86) also indicated that NPM is amongst the latest concepts to enter the lexicon of public administration in a bid to transform it completely. It is a merger of public and business administrations by taking the "what and "why" from public administration and "how" from business administration. The needs and nature of service of a particular reform program determines the choice of strategies to be used.

Schacter (2000:5) has identified the success factors for public sector reforms in developing countries. The local leadership and ownership of reforms, popular pressure for reform, a strong bond of accountability between citizens and the public sector, wide dissemination of information, creating organizational culture that is outcome oriented and mission driven, capacity building on policymaking and implementation, and integrating downsizing programs into a large frame of reference are the factors identified.

As **Gaster and Squires,** (2003:8) state public service delivery is the most important element of NPM driven public sector reforms. Public service is a term often used to mean services provided

by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the service.

Measuring service quality and customer satisfaction is a central issue to evaluate public sectors reform implementation even though there is a challenge that arises from the absence of universal definition of quality services and measurement indicators. But there is a general agreement among scholars in the area that quality of service should be measured or judged by the customers. However, they differ on the techniques or methods of how custom er satisfaction is measured.

As **Leisen and Vance, (2001:308)** indicated there are two schools of thought namely the European school of thought, which includes both process and outcome; and the US school of thought which focuses on process aspects of services.

Customer service is task that involves interaction with customer in person or mail. It is designed, performed and communicated with two goals in mind; operational efficiency and customer satisfaction essentially, it embraces all personnel whose jobs bring them in to contact with customer on routine as well as on exception basis. Such personnel become part of the overall service product even though their jobs may have been defined in strictly operational term. Hence, the need to balance operational efficiency against customer satisfaction should be considered.

Donald Water (2002:9) defines quality as the ability of a product or service to meet and preferablyexceeds customer expectation. **Kotler (2003:57)** also defines quality as "the totality of features and characteristics of a product or service, which bear up on its ability to satisfy stated and implied needs. The quality of services can be particularly difficult to measure as it relies more on the subjective opinions of customers. But among other things, it is dominated   by judgments about availability, responsiveness to customer's needs, competence of staff, courtesy and help fullness of staff, communication between participants, timeliness, and, fairness.

The Ethiopian service delivery policy (2001:1) service delivery refers to the systematic arrangement of activities in service giving institutions with the aim of fulfilling needs and expectations of service users and other stakeholders with the optimum use of resources. In short, improvement of service delivery means increasing the cost effectiveness, coverage and impact of services. Although the Ethiopian civil service has had a long tradition and experience of serving various governments, it has been until recently given little attention to improving public service delivery. Unfortunately, the idea that the civil service exists to serve the public good has been neglected in Ethiopian public institutions. Therefore, in order to overcome the problem and to

overhaul and enhance the civil service system the government embarked on a comprehensive civil service reform program of which service delivery is a component.

2.12 Hypothesis

In addition to the research questions stated above, the following hypotheses are also stated:

H1: Corporate image has statistically significant impact on Customer satisfaction.

H2: Service quality has statistically significant impact on Customer satisfaction.

H3: Price factor has statistically significant impact on customer satisfaction.

H4: Perceived value has statistically significant impact on Customer satisfaction.

H5: Vehicle management system has statistically significant impact on Customer satisfaction

H:6 Basic facility has statistically significant impact on customer satisfaction.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter describes the research diagnostic techniques that used to carry out this study. In case, it starts by discussing the research design and approaches. The subsequent section presents and discusses Population, Sample and Sampling Technique. Finally, definition of study variables with their measurement and model specifications are presented.

3.1. Research design

This study used the descriptive cross-sectional research design. A descriptive study involves a description of phenomena associated with a subject population regarding: who, what, when, where and how of a topic of study. Descriptive studies attempt to obtain complete and accurate description of situations, persons or events. It allows description of phenomena as well as collection of a large amount of data from a sizeable population in a highly economic way.

Descriptive statistics is the discipline of quantitatively describing the main features of a collection of data and aim to summarize a sample, rather than use the data to learn about the population that the sample of data is thought to represent (Mugenda & Mugenda, 2003).

A descriptive cross-sectional research design facilitates checking for significant associations between variables to make-generalizations concerning the target population (Kotler& Keller, 2006). The research design therefore offered an opportunity to establish the relationships between determinant factors of service quality and customer satisfaction. Thus, this study used descriptive cross-sectional survey research design.

3.1.1 Research approach

To identify important determining factors of customer satisfaction the researcher used quantitative and qualitative approaches. Quantitative approach was used to examine, through statistical procedures, the primary data which was collected from sample customers by means of structured questionnaire.

3.2. Population, sample size and sampling techniques

3.2.1 Population of the study

The target populations for this research were all customers of the AA Driver vehicle licensing and control authorities. Since the respondents are all the customer of the10 branch office, were use questioner methods for the data collection process.

3.2.2 Sample size determinations

Addis Ababa driver & vehicle licensing & control Authority register more than 600,000 vehicles and more than 700,000 drivers. Considering this the population of the study is considered large population.

To determine the sample size of the study, the total populations are under taken as unknown population with the confidence level of 95% determined using Cochran (1963, 1975) sample size determination formula and developed the equation to yield a representative sample for proportions of large sample.

For large population sample size, $n_o = Z^2 \, p \, q \, / \, e^2$

Which is valid where n_o is the sample size, Z^2 is the abscissa of the normal curve that cuts off an area α at the tails (1 - α equals the desired confidence level is 95%), **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.

Assuming there is a large population but that we do not know the variability in the proportion that was adopt the practice; therefore, assume p=.5 (maximum variability). Furthermore, suppose we desire a 95% confidence level and ±5% precision. The resulting sample size is

$$no = \frac{Z^2 pq}{e^2}$$

$$n_o = (1.96)^2 *.5 *.5 / .05^2$$

$$= 3.8416 *.5 *.5 / .0025 = 0.9604 / .0025 = 384$$

For 95 % confidence level, **Z** value is 1.96 (table value), q=1-q

Based on the above formula the sample size for this study were 384 customers of Addis Ababa Drivers and vehicles licensing and Control Authority. Based on the above calculation, the researcher was distributed 384 customers of the 10 branches of Addis Ababa driver and vehicle licensing and Control Authority operating in Addis Ababa. All individuals have equal chance to be selected on the sector.

3.2.3 Sampling techniques

The sample size for this study was made up of 384 customers of the 10 branches of Addis Ababa Drivers and vehicles licensing and Control Authority. The questionnaires were distributed to 384 customers of the authority to get a good response rate. To select these 384 respondents out of the total population the researcher was deploy random sampling technique in ten branch office. Those who visits in the office at that time of data collection.

According to Cohen (1988) in random sampling, each member of the population under study has an equal chance of being selected and the probability of a member of the population being selected is unaffected by the selection of other members of the population, i.e. each selection is entirely independent of the next. The method involves selecting at random from a list of the population (a sampling frame) the required number of subjects for the sample. Because of probability and chance, the sample should contain subjects with characteristics similar to the population as a whole; some old, some young, some tall, some short, some fit, some unfit, some rich, some poor etc.

Therefore, the researcher intended to give equal chance to each member of population and assuming that the populations under study are homogenous and the samples are representative to the target population the researcher applied random sampling techniques to select the required which sated the above sample sizes.

3.3. Data Source

The study used mainly primary data sources to investigate the effect of service delivery on customer satisfaction in the AADVLCA. Primary data were collected from customers of the 10 branches of A.A Driver & vehicle licensing & control authority. Moreover, A.A Driver & vehicle licensing & control authority documents such as customer suggestion box and other related sources, books, journals, annual report of the organization, research articles had been reviewed to build both theoretical and empirical study and the formulate conceptual framework.

3.3.1. Data collection instruments

Primary data sources were gathered using standardized questionnaires as instruments. Questionnaire is quite popular because it requires low cost even when the universe is large and large samples can be made use of and thus the results can be made more dependable and reliable. In this study, closed ended questionnaire design was formulated. Moreover, the questionnaire was administered using enumerators to collect data from the respondents.

3.4. Data collection procedures

The questionnaires have two sections. The first section was formulated to collect the general information of the respondents. The second section of the questionnaire the questions which addressed data about determinants of customer satisfaction from the respondents of the study. Each

item in the questionnaires was rated on a 5point Likert scale ranging from 1= strongly disagree,2= disagree, 3= neutral, 4= agree, 5= strongly agree. The Likert scale method was preferred to make questions interesting to respondents and thereby enhance their cooperation, ultimately to ensure maximum response rate (Robinson, 2002).

3.5. Method of Data Analysis

Returned questionnaires were checked initially to find out whether they had complete answering. The analysis was done using the SPSS20 software. This study analyzed descriptive statistics correlation and regression analysis to address the research objective. The descriptive statistics involving the computation of frequencies, percentages, means and standard deviations often presented graphically. Brief explanations of the main data analysis techniques used would suffice.

The data which were collected from the respondents were screened and refined on the basis of the relevance of the study. After that it was organized and summarized using tables, percentages and graphic forms. In analyzing the data, the study used both descriptive and inferential analysis.

Descriptive statics mainly concerned with mean and standard deviation, which helps the researcher to compare and contrast different categories of sample unit with respect to the desired characteristics so as to draw some important implication of the data. Beside the descriptive analysis the study used inferential analysis like correlation and regression analysis.

3.5.1. Reliability Test

Reliability is defined as the extent to which a scale is free from random errors and thus yields consistent results (Hair et al., 1995). Calculating Cronbach's alpha is the most commonly used procedure to estimate reliability, and Nunnally (1978) recommends 0.7 as the accepted benchmark for Cronbach's alpha. According to Nunnally (1978), if the coefficient alpha is too low, the indication is that the items measuring the scale have very little in common. He noted that, in such a case, the researcher must return to the domain of the concept under investigation and select other items.

The Cronbach's Alpha test result depicted for each category ranges between 0.7426 up to 0. 8302.That means the questionnaires are a good reliability. If Cronbach's Alpha result is below

than 0.7 the questionnaire showed be rejected (Mohsen, 2004). Thereby, it can be said that it is proved that the questionnaire is valid, reliable, and ready for evaluation.

Table 3-0.1Cronbach's alpha test result from SPSS Software for each category questionnaires

Items category	Number of items in the scale	Scale reliability coefficient
Corporate image	5	0.854
Service quality	6	0.957
Perceived value	4	0.782
Price factor	3	0.831
Information system	4	0.869
Basic facility	4	0.746
Customer satisfaction	4	0.752

Source: Survey result, 2022

The overall reliability of the scale is acceptable as its coefficient (0.873) is greater than 0.5. Moreover, the scale consistency of each dimensions is also acceptable for the corporate image, coefficient of service quality, perceived value, price factor, information system, basic facility and customer satisfaction are of value 0.854, 0.957, 0.782, 0.831,0.869, 0.746 and 0.752 respectively which are more than 0.5 and closer to 1. Therefore, it is logical to conclude that reliability of the scales is acceptable as indicated above.

3.5.2. Descriptive Analysis

To analyze the pattern of respondent's background, descriptive analysis was applied. Frequencies and tables were used to show the results of the analyses. In generating the actual results, frequency tables were generated to determine the number of respondents who expressed their opinion on a particular item. Based on the frequency tables generated from SPSS20, descriptive statistic was used to analyze and describe the findings.

3.5.3 Correlation Analysis

Correlation analysis was used to measure linear association between two variables (Hair et al., 1995). In a situation where the correlation between two variables is positive and close to 1, it is assumed that the variables have a strong positive linear correlation. If the correlation between two variables is positive but close to zero, then the variables have a weak positive linear correlation.

On the other hand, if the correlation between two variables is negative and close to – 1, then the variables are assumed to have a strong negative correlation. Again, if the correlation between variables is negative but close to zero, that means a weak negative correlation exists between the variables.

Finally, the econometrics analysis using ordered logistic Model was customer to investigate the effect and influence of satisfaction.

3.5.4. Model Specification

All the data except for the demographic variables are cross sectional and categorical, they are naturally ordered or ranked so 1st Low, 2nd Medium, and 3rd higher. For such data analysis, the econometric model called 'Ordered logit Model' is the appropriate and fit. According to the model, the relationship of variables both the dependent and independent variables presented as follows:

The Estimated Regression Model of the study is as follow:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + +e_i$$

Where:
Y=Dependent variable (customer satisfaction)

Independent variables $(X_1, X_2, X_3, X_4, X_5, X_6,)$
Based on the literature reviewed the independent variables selected for this study are corporate image, service quality, price, perceived value, information system and basic facility.

3.6 Ethical considerations

The informed consent of all participants was obtained before starting the study. Respondents were given a clear explanation about the nature of the study. In addition, participants are informed about data collecting procedure and techniques. The anonymity of the subjects is protected and guaranteed by preventing to write their names and providing clear instruction. Furthermore, the information obtained thorough the questionnaire is only used for the research purpose and the confidentiality is maintained. Therefore, any information obtained from the survey where be treated with strict confidentiality.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

This chapter presents the analysis of the data gathered in the survey using the questionnaire. It discusses the questionnaire response rate, general information of respondents and the major determinant factors of customer satisfaction in Addis Ababa drivers and vehicles licensing and control Authority.

4.1. Response rate Respondent

To make the analysis a total of 384 questionnaires were distributed to customers of Addis Ababa drivers and vehicles licensing and control Authority (AADVLCA), out of which 309 questionnaires were properly filled and returned back to the researcher which shows 80.5% response rate.

According to Kothari (2004) the collected questionnaire response rate should be 70% and above from the total of distributed questionnaires. Based on this the collected data from the respondents

were adequate and capable of addressing the objective of the research. So, it was possible to proceed to data analysis and interpretation.

4.2. General information of respondents

The general information of the respondents incorporated respondents' gender, age, education level and work experiences. The purpose of this profile is to obtain a visualization of the AADVLCA customers responding to the questionnaire. The findings were indicated below

Table 4-0.1Frequency and percent of the respondents

Gender	Frequency	Percent
Male	181	58.58
Female	128	41.42
Total	309	100.00
Age	**Frequency**	**Percent**
20- 30 years	129	41.75
31-40 years	138	44.66
41-50 years	32	10.36
>50 years	10	3.23
Total	309	100.00
Level of education	**Frequency**	**Percent**
Below diploma	64	20.71
Diploma	98	31.72
Degree	105	33.98
Master's degree and above	42	13.59
Total	309	100.00
Customer type	**Frequency**	**Percent**
Home/private	183	59.22
Partner	24	7.77
PLC	55	17.80
Enterprise	47	15.21
Total	309	

Source: Survey result, 2022

Table 4.1 result indicated that out of the total participants 181(58.58%) of the respondents were males and the remaining 128(41.42%) of the respondents were female customers. This shows the majority of participants in this study were male customers. Related to age out of the total respondents 129(41.75%) customers age were between 20-30 years, 138(44.66%) were between 30-40 years old, 32(10.36%) were between 41-50 years and the remaining 10(3.23%) were above 50 years old. The result indicated that above 85% of the participant age in this study are below 40 years and below. Hence, the majority of customers of AADVLCA are the youngest generation. Concerning of educational level of the respondents, 64(20.71%) were less than diploma, 98(31.72%) were diploma holders, 105(33.98%) were first degree holders, and the remaining 42(13.59%) of the respondents were master's degree and above. This indicates around 80% percent of the participants are college diploma holders and more. This implies they can understand the questionnaires and able to give accurate answers to the questions. Concerning to customers the type of the respondents, 183(59.22%) were owners of home, 24(7.77%) were partners, 55(17.80%) were PLC, 47(15.21%) were enterprises. This indicated that the more than of the participants in this study are home owners and followed by partners.

4.3. Descriptive analysis of study variables

To measure the determinants of customers' satisfaction in AADVLCA, the study directly analyzed and measures the customer' opinion toward corporate image, service quality, price factor, perceived value, information system, basic facility and customers satisfaction. All dimensions contain a total of 35questions and a five-point Likert scale is used to measure the determinants of customer satisfaction in the organization. Each dimension means score and standard deviation values have been computed in the next tables below 4.2 up to 4.7 represents the results.

The descriptive analysis result of the SPSS is calculated based on the respondent's agreement and disagreement level toward each item and the result was interoperated based on Best and khan (1995) rating scale. Besides, the decision rules used in the analysis was average mean less than 3 was considered as low, average mean equal to 3 was considered as medium and average mean greater than 3 was considered as high throughout the study (Best and khan, 1995).

4.3.1 Corporate image

To analyze and discuss corporate image related questions in AADVLCA, five items were asked the participants to know their degree of agreement toward each item. Table 4.2 presents the results of these responses in terms of mean and standard deviation.

Table 4-0.2Frequency, percent, mean and standard deviation value for corporate image

Corporate image	SD	D	N	A	SA	Mean	St.Dev.
AADVLCA frequently appears in media channels (newspaper, television...).	28 (9.6%)	72 (23.3%)	105 (33.4%)	94 (30.4%)	10 (3.3%)	2.96	1.015
AADVLCAhas a good reputation since it is always involved in corporate social responsibility (CSR) activities.	26 (8.4%)	103 (33.3%)	110 (35.6%)	62 (20.1%)	8 (2.6%)	2 .75	.956
Corporate image	**SD**	**D**	**N**	**A**	**SA**	**Mean**	**St.Dev.**
AADVLCA is very innovative and pioneering	42 (13.6%)	81 (26.2%)	74 (24.0%)	101 (32.7%)	11 (3.5%)	2.86	1.123
AADVLCA is open and always interacts well with customers	12 (4.2%)	85 (27.5%)	116 (37.5%)	88 (28.5%)	7 (2.3%)	2.97	.906
AADVLCA always shows government business ethics	15 (4.9%)	56 (18.1%)	130 (42.1%)	82 (26.5%)	26 (8.4%)	3.15	.998
Overall mean score value						2.94	.815

Source: Survey result 2022

Table 4.2 result indicated that concerning the corporate image of the mean score value of the five items ranges from to 2.75 to 3.15. The overall mean score value of all the five items is equal to 2.94 with standard deviation value .815. The fifth item scored the highest mean score value 3.15 with SD value .998 and the second item scored the lowest mean score value 2.75 with standard deviation value .956. This implies according to Best and Khan (1995) the overall mean score value of corporate image of AADVLCA is considered as was approximately considered as medium and average or low.

The frequency distribution result also indicated that out of the total customers 9.6% were strongly disagreed, 23.3% were disagreed, the majority 33.4% were neutral, 30.4% were agreed and the remaining 3.2% were strongly agreed that the AADVLCA frequently appears on media channels. That mean the majority of the respondents are neutral followed by agree toward the authority appearance on the media. This implies according to Best and khan, (1995) the result is low.

Concerning the authority reputation and involvement in corporate social responsibility (CSR) out of the total respondents or customers, 8.4% were strongly disagree, 33.3% disagree, 35.6% were neutral, 20.1% agree and 3.6% were strongly agreed. This indicated that the majority of respondents were neutral and followed by disagree toward the reputation and the involvement in social corporate activities. This implies the AADVLCA participation in social activities and reputation is low.

Related to the third item result out of the total respondents 13.6% were strongly disagreed, 26.2% were disagreed, 24% were neutral, 32.7% were agreed and the remaining 3.6% of the customers were strongly agreed. This indicated that relatively one third of the participants are agreed the organization is very innovative and pioneering, but the remaining around 40% of the customers are strongly disagreed and disagreed on the innovativeness of the AADVLCA.

Concerning the forth item out of the total respondents, 4.2% were strongly disagreed, 27.5% were disagreed, 37.5% were neutral, 28.5% were agreed and the remaining 2.3% were strongly agreed. This implies the majority of the respondents have neutral attitude toward and showing average toward openness to its customers. Finally, the fifth item result also indicated that out of the total respondents, 4.8% were strongly agreed, 18.1% were disagreed, 42.1% were neutral, 26.5% were agreed and the remaining 8.4% were strongly agreed. The result similarly shows the majority of the respondents were neutral or average toward authority always shows government business ethics. However, according to Best and khan, (1995) the mean score value is high related to the fifth item.

4.3.2 Service quality

To analyze and discuss service quality related questions in AADVLCA, six items were asked the participants to know their degree of agreement toward each item. Table 4.3 presents the results of these responses in terms of mean and standard deviation.

Table 4-0.3Frequency, percent, mean and standard deviation value for service quality

Service Quality	SD	D	N	A	SA	Mean	St.Dev.
AADVLCAprovides access to information on products or services offered.	13 (4.2%)	67 (21.7%)	74 (24%)	127 (41%)	28 (9.1%)	3.3	1.038

Service Quality	SD	D	N	A	SA	Mean	St.Dev.
The terms and the clauses of annual vehicle inspection are clear and easy to understand.	4 (1.3%)	33 (10.7%)	110 (35.6%)	136 (44%)	26 (8.4%)	3.5	.843
AADVLCAperforms the services as promised.	17 (5.5%)	67 (21.7%)	87 (28.2%)	112 (36.3%)	26 (8.4%)	3.21	1.047
The Authority always provides documentation correctly.	4 (1.3%)	82 (26.5%)	86 (27.8%)	115 (37.2%)	22 (7.1%)	3.22	.963
The authority provides customer service quickly and gives attention to each customer's needs.	14 (4.5%)	82 (26.5%)	88 (28.5%)	98 (31.7%)	27 (8.7%)	3.14	1.048
The authority always provides various transport policies to customers	9 (2.9%)	64 (20.7%)	139 (45%)	80 (25.9%)	17 (5.5%)	3.1	.891
Overall mean score						3.24	0.920

Source: Survey result, 2022

Table 4.3 result indicated that concerning the service quality of the mean score value of the six items ranges from 3.1 to 3.5. The overall mean score value of all the six items is equal to 3.24 with standard deviation value .920. The second item scored the highest mean score value 3.5 with SD value .843 and the sixth item scored the lowest mean score value 3.1 with standard deviation value .891. This shows the overall mean score value implies according to Best and Khan (1995) is considered as high. Concerning the service quality of AADVLCA the majority of customers scored above the average mean value.

The frequency distribution analysis result indicated that for the first item out of the total respondents, 4.2% of the customers was strongly disagreed, 21.7% were disagreed, 24% were neutral, 41% were agreed and the remaining 9.1% were strongly agreed. The result revealed that the majority or 50 percent of the respondents were agreed and strongly agreed that the authority

provides access to information on products or services offered. However, around 25 percent of the customers are strongly disagreed and disagreed with the provision of the information provided by the AADVLCA. The mean score value also indicated 3.3 with standard deviation value 1.038. This shows the organization provide adequate information.

Concerning the second items out of the total respondents, 1.3% of the respondents were strongly disagree, 10.7% were disagreed, 35.6% were neutral or average, 44% were agreed and the remaining 8.4% were strongly agreed that the terms and the clauses of annual vehicle inspection are clear and easy to understand. This implies the majority of the respondents agreed with the terms and clauses of vehicle inspections and they are clear and easy to understand. The mean score value result also shows 3.5 with standard deviation value .843. The mean score value indicated high.

Related to the third item out of the total respondents, 5.5% were strongly disagree, 21.7% were disagreed, 28.2% were neutral,36.3% were agreed and 8.4% were strongly agreed that the authority performs the services as promised. This implies the majority of the respondents were agreed and happy on the promised services of the office with the mean score value 3.21 and standard deviation value 1.047. This implies the office keeps the promises to do so.

Concerning the forth item out of the total, 1.3% were strongly disagree, 26.5% were disagree, 27.8% were neutral, 37.2% were agreed and the remaining 7.1% were strongly agreed that the office provide documentation correctly to the customers. The mean score value result revealed that 3.22 with standard deviation value .963. This indicated that the majority of the respondents are agreed with the provision of correct document by the authority which means the office provide correct document to its customers and scored high service.

Related to the fifth item out of the total respondents, 4.5% were strongly disagree, 26.5% were disagree, 28.5% were neutral, 31.7% were agreed and the remaining 8.7% were strongly agreed that the authority provides quick services to its customer and gives attention to each customer's needs. The mean score value indicated that 3.14 with standard deviation value 1.048. The result revealed that the majority of the customers are agreed with the quick service and attention of the office which scored high.

Concerning the last item out of the total, 2.9% were strongly disagreed, 20.7% were disagree, 45% were neutral, 26% were agreed and 5.5% were strongly agreed with the provision of policies. The mean score value also scored the least out of the six items but relatively the scored low mean value.

4.3.3 Price Factor

To analyze and discuss price factor related questions in AADVLCA, three items were asked the participants to know their degree of agreement toward each item. Table 4.4 presents the results of these responses in terms of mean and standard deviation.

Table 4-0.4 Frequency, percent, mean and standard deviation value for price factor

Price factors	SD	D	N	A	SA	Mean	St.Dev.
Annual vehicle payment charges are very reasonable.	16 (5.2%)	50 (16.2%)	79 (25.6%)	128 (41.4%)	36 (11.7%)	3.38	1.052
The vehicle sell value is reasonable	8 (2.6%)	70 (22.7%)	133 (43.0%)	86 (27.8%)	12 (3.9%)	3.08	.872
New vehicle registration fee is fair	9 (2.9%)	59 (19.1%)	81 (26.2%)	118 (38.2%)	42 (13.6%)	3.40	1.036
Overall mean score value						3.29	0.856

Source: Survey result, 2022

Table 4.5 result shows the three items of price related factors in AADVLCA, which ranges from 3.08 to 3.40 and the overall mean score value of all the questions equal to 3.29 with standard deviation value 0.856. The result of the three items shows relatively their little difference in their mean score value. Among these the third item has the highest mean score value 3.40 with standard deviation value 1.036 while the second has the lowest mean score value 3.08 with standard deviation value.872. The overall mean score value for price factor is equal to 3.29 with standard deviation value 0.856. This implies concerning the price factor all respondents were scored high value.

The frequency distribution for the first item indicated that out of the total respondents, 5.2% were strongly disagree, 16.2% were disagreed, 25.6% were neutral, 41.4% were agreed and the reaming 11.7% were strongly agree. The result revealed that the majority of the respondents agreed with the fairness of the annual vehicle charges offered by the office.

Concerning the second item out of the total respondents, 2.6% were strongly disagree, 22.7% were disagreed, 43.0% were neutral, 27.8% were agreed and the remaining 3.9% strongly agreed that the sell value of vehicles is reasonable. This implies relatively the majority of the customers are agreed on the sell value of the vehicles.

Regarding the third item out of the total respondents 2.9% were strongly disagreed, 19.1% were disagreed, 26.2% were neutral, 38.2% were agreed and the remaining 13.6% were strongly agreed that the price of the new vehicle registration fee is fair. The result revealed that the majority of the respondents are agreed with the new vehicle registration fees and the result also in lined with the mean score analysis.

4.3.4 Perceived value

This section incorporated four items and the participants were asked to know their degree of agreement toward each item. Table 4.6 presents the results of these responses in terms of mean and standard deviation.

Table 4-0.5Frequency, percent, mean and standard deviation value for perceived value

Perceived value	SD	D	N	A	SA	Mean	St.Dev
The authority's policy provides additional benefits	26 (8.4%)	106 (34.3%)	117 (37.9%)	52 (16.8%)	8 (2.6%)	2.71	.932
The authority policies are flexibility	10 (3.2%)	84 (27.2%)	117 (37.9%)	92 (29.8%)	6 (1.9%)	3.00	.873
The authority policies meet my expectations	5 (1.6%)	120 (38.8%)	102 (33.0%)	79 (25.6%)	3 (1.0%)	2.854	.854
Generally, I am aware about the value of transport control authority that I had serve	7 (2.3%)	57 (18.4%)	136 (44.0%)	99 (32.0%)	10 (3.2%)	3.155	.838
Overall mean score value						**2.93**	**.682**

Source: Survey result, 2022

Four questions were presented to the respondents to assess their feeling towards the perceived value of the organization. According Table 4.6 the mean score value for the four items ranges from 2.71 to 3.155, the overall mean score value result shows 2.93 with standard deviation value .682. Out of the four items the first item scored the lowest mean score value 2.71 with standard deviation value .932 while the fourth item scored the highest mean score value 3.155 with standard deviation value.838. The result indicated that regarding organizational policy or perceived value customers have lower mean score value which means the organizational policy of the AADVLCA relatively do not provide additional benefits and it is not flexible.

Regarding the first item frequency distribution out of the total respondents, 8.4% were strongly disagree, 34.3% were disagree, 37.9% were neutral, 16.8% were agreed and the remaining 2.6% were strongly agreed that the organizational policy do not provide additional benefit to the customers. This indicated the majority of them are neutral and disagreed as compared to agree and strongly agree.

Concerning the second item out of the total respondents, 3.2% were strongly disagree, 27.2% were disagree, 37.9% were neutral, 29.8% were agree, 1.9% were strongly agree. This indicated the majority of the respondents were neutral or the organization is scored average result related to flexibility of the policy.

Related to the third item out of the total respondents, 1.6% were strongly disagreed, 38.8% were disagreed, 33.0% were neutral, 25.6% were agree and 1.0% were strongly agreed that the authority policy meet the customers expectation. This indicated the majority of the respondents are disagreed or do not meet the organization policy the customers expectation.

 Related to the forth item out of the total respondents 2.3% were strongly disagreed, 18.4% were disagree, 44.0% were neutral, 32.0% were agreed and the remaining 3.2% were strongly agree. This indicated that the majority of the respondents were agreed and followed by the agreed customers.

4.3.6 AADVLCA service system /VMS

To analyze and discuss concerning available service providing information system/VMS in AADVLCA, four items were asked the participants to know their degree of agreement toward each item. Table 4.8 presents the results of these responses in terms of mean and standard deviation.

Table 4.6 Frequency, percent, mean and standard deviation value for VMS

Information system/VMS	SD	D	N	A	SA	Mean	St.Dev.
Accuracy of the system	23 (7.4%)	73 (23.6%)	85 (27.5%)	85 (27.5%)	43 (13.9%)	3.165	0.866
Clarity of the system	41 (13.3%)	90 (29.1%)	100 (32.4%)	74 (23.9%)	4 (1.3%)	2.751	0.908
Frequency of the System	31 (10%)	90 (29.1%)	75 (24.3%)	93 (30.1%)	20 (6.5%)	2.815	0.874
Network break down/ weakness of the system	17 (5.5%)	78 (25.2%)	131 (42.4%)	79 (25.6%)	4 (1.3%)	2.919	0.881
Overall mean score value						2.93	0.888

Source: Survey result, 2022

Concerning information system/VMS dimension for the determinants of customer satisfaction dimension, four questions were presented to the respondents to assess their feeling towards each item. Table 4.8 the mean score value for the four items ranges from 2.75 to 3.16, the overall mean score value result shows 2.93 with standard deviation value 0.888. Out of the four items the first item scored the highest mean score value 3.16 with standard deviation value 1.007, while the second item scored the lowest mean score value 2.75 with standard deviation value 1.003. The result indicated that regarding organization's information system or VMS the customers have scored lower mean value as Best and Khan (1995) suggestion.

Related the frequency distribution of the first item out of the total respondents, 7.4% were strongly disagree, 23.6% were disagree, 27.5% were neutral, 27.5% were agree and the remaining 13.9% were have strong agreement toward the accuracy of the system. This shows regarding the accuracy of the information system/VMS the majority of the customers are neutral and some of the respondents agreed and happy. However, regarding the second item out of the total respondents, 13.3% were strongly disagree, 29.1% were disagree, 32.4% were neutral, 23.9% were agreed and the remaining 1.3% were strongly agreed with the clarity of the system. This indicated that

majority of the customers are neutral toward the clarity of the system on which the AADVLCA used.

Concerning the third item out of the total respondents 10% were strongly disagree, 29.1% were disagree, the 24.3% were neutral, 30.1% were agree and the remaining 6.5% were strongly agree with the frequency of the information system/VMS. Regarding the last forth item out of the total respondents 5.5% were strongly disagree, 25.2% were disagree, 42.4% were neutral 25.6% were agree and the remaining 1.3% were strongly agreed with the network break down/weakness. The result indicated that relatively low score and the majority of the customers were neutral and agrees to the network breakdown of the AADVLCA.

4.3.7 Basic facility /equipment

To analyze and discuss concerning basic facility /equipment in AADVLCA, four items were asked the participants to know their degree of agreement toward each item. Table 4.9 presents the results of these responses in terms of mean and standard deviation.

Table 4-0.7Frequency, percent, mean and standard deviation value for basic facility

Basic facility /equipment	SD	D	N	A	SA	Mean	St.Dev.
Sufficiency of seating space	60 (19.4%)	68 (22.0%)	59 (19.1%)	121 (39.2%)	1 (0.3%)	2.615	.866
Lighting	56 (18.1%)	127 (41.1%)	55 (17.8%)	56 (18.1%)	15 (4.9%)	2.738	.886
Sanitation	61 (19.7%)	110 (35.6%)	85 (27.5%)	41 (13.3%)	12 (3.9%)	2.748	0.876
Management of parking	33 (10.7%)	122 (39.5%)	86 (27.8%)	54 (17.5%)	14 (4.5%)	2.812	.914
Overall mean score value						**2.60**	**0.830**

Source: Survey result, 2022

Table 4.9 result indicated that the four items of basic facility/ equipment dimension of determinants of customer satisfaction mean score value which ranges from 2.61 to 2.81, the overall mean score value basic facility result is equal to 2.60 with standard deviation value 0.830. Out of the four items

the forth item scored the highest mean score value 2.81 with standard deviation value 0.914, while the first item scored the lowest mean score value 2.61 with standard deviation value 0.866. The result indicated that regarding organization's basic facilities/equipment's the customers scored lowest mean value as compared to other dimension of determinants of customers satisfaction as Best and Khan (1995) suggestion. That means the basic facilities/equipment provided by AADVLCA are not satisfactory and the majority of the customers are dissatisfied with the seating space, light, sanitation and management of the park.

The frequency distribution for the first item result also indicated out of the total respondents, 19.4% were strongly disagree, 22.0% were disagree, 19.1% were neutral, 39.2% were agree and the remaining 0.3% were strongly agree. This implies the majority of the respondents were neutral and majority of them disagreed with the seat space provided by the organization, however, concerning the second item 18.1% were strongly disagree, 41.1% were disagree, 17.8% were neutral, 18.1% were agreed and the remaining 4.9% were strongly agreed. This indicated concerning among the basic facility regarding light the majority of the customers are disagree and neutral so scored the lowest value.

Concerning the third item out of the total respondents, 19.7% were strongly disagree, 35.6% were disagree, 27.5% were neutral, 13.3% were agreed and the remaining 3.9% were strongly agreed. Similarly, this item scored the lowest value and the majority of the customers are neutral and most of them disagree with the sanitation of the AADVLCA. Regarding the parking management the out of the total respondents, 10.7% were strongly disagree, 39.5% were disagree, 27.8% were neutral, 17.5% were agreed and the remaining 4.5% were strongly agreed. Likewise, this item also scored the lowest value and the majority of the respondents are disagreed with the park management.

4.3.8 Customer satisfaction

To assess the level of the respondent's satisfaction, four statements were presented for respondents to rate them on a Likert scale. The following Table 4.10 presents the responses in each statement and the average reaction of respondents in all of the statements. The mean result is found by computing the responses in each statement.

Table4-0.8Frequency, percent, mean and standard deviation value for customer satisfaction

Customer Satisfaction	SD	D	N	A	SA	Mean	St.Dev.
Overall, I feel satisfied with the transport control authorities'services provided	45 (14.6%)	140 (45.3%)	40 (12.9%)	61 (19.7%)	23 (7.4%)	2.906	0.830
Overall, I feel satisfied after each firm transaction	37 (12.0%)	99 (32.0%)	114 (36.9%)	53 (17.2%)	6 (1.9%)	2.764	1.072
Overall, I feel satisfied with the relationship between me/customer and firm.	48 (15.5%)	111 (35.9%)	55 (17.8%)	68 (22.0%)	27 (8.7%)	2.589	0.906
In short, I feel satisfied with the firm products.	27 (8.7%)	94 (30.4%)	113 (36.6%)	65 (21.0%)	10 (3.2%)	2.796	0.849
Overall mean score value						**2.69**	**0.824**

Source: Survey result, 2022

As table 4.10 depicted that the first item result indicated that out of the total respondents, 14.6% were strongly disagreed, the 45.3% were disagree, 12.9% were neutral, 19.7% were agreed and the remaining 7.4% were strongly agreed. The mean score value also indicated 2.90 with standard deviation value 0.830. This indicated that the near to 60 percent of the customers are disagree or dissatisfied with the service provided by AADVLCA. The overall mean score value also show low score as Best and Khan (1995).

Concerning the second item out of the total respondents, 12.0% were strongly disagree, 32.0% were disagree, 36.9% were neutral, 17.2% were agree and 1.9% were strongly agree and the mean score value also show 2.764 and standard deviation value .1072. The third item also similarly show 15.5% were strongly disagree, 35.9% were disagree,17.8% were neutral, 22.0% were agree and the remaining 8.7% were strongly agree. The mean score value also indicated a mean value 2.589 and standard deviation value 0.906.

The forth and the last item result also depicted that out of the total respondents, 8.7% were strongly disagree, 30.4% were disagree,36.6% were neutral, 21.0% were agree and the remaining 3.2%

were strongly agreed. The mean score value result also indicated 2.796 with standard deviation value .849. The overall result analysis of customer satisfaction result indicated the customers satisfaction level is low and the majority of the respondents were dissatisfied with the service provided by AADVLCA in Addis Ababa.

4.4. Correlation and Regression Analysis

4.4.1 Correlation analysis

A correlation test was performed to assess the strength of association between each field or group of variables (corporate image, service quality, price, perceived value, information system, basic facility and customer satisfaction). As data collected in this study is continuous variables, the powerful method to examine the relationship between pairs of variables is Pearson's correlation. The correlation value coefficient value ranges from -1.0 to +1.0. The closer to +1 or -1is the more closely the two variables are related. The value of positive numbers closes to 1 implies there is strong positive linear relationship between the two variables while the value of negative number close to -1 is a strong negative linear relationship between the two variables (Cohen, 1988).

Different authors suggest different interpretations; however, Cohen (1988) suggests the following guidelines

Strength of associations	Coefficient, r	
	Positive	**Negative**
Small/ weak	0.10 to 0.29	-0.10 to -0.29
Medium/ average	0.30 to 0.49	-0.30 to -0.49
Strong/Large	0.50 to 0.99	-0.50 to -0.99
Very strong	0.70 to 0.99	-0.70 to -0.99
Perfect relation	1	-1

Table 4-0.9 Person correlation matrix
Correlation

		Corporate image	Service quality	price factor	Perceived value	Vehicle management	basic facility	Customer satisfaction
Corporate image	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	309						
Service quality	Pearson Correlation	.753**	1					
	Sig. (2-tailed)	.000						
	N	309	309					
Price factor	Pearson Correlation	.192"	.111	1				
	Sig. (2-tailed)	.008	.050					
	N	309	309	309				
Perceived value	Pearson Correlation	.661**	.749**	.082	1			
	Sig. (2-tailed)	.000	.000	.050				
	N	309	309	309	309			
Vehicle management	Pearson Correlation	.263**	.225**	.006	.180**	1		
	Sig. (2-tailed)	.000	.000	.001	.001			
	N	309	309	309	309	309		
Basic facility	Pearson Correlation	-.050	.006	-.068	.041	-.046	1	
	Sig. (2-tailed)	.378	.914	.235	.475	.420		
	N	309	309	309	309	309	309	
Customer satisfaction	Pearson Correlation	.718**	.738**	.091	.630**	.261**	.047	1
	Sig. (2-tailed)	.000	.000	.008	.000	.000	.006	
	N	309	309	309	309	309	309	309

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

Source: Survey result, 2022

The study was intended to determine the relationship between dependent variable (customer satisfaction) and the independent variables such as corporate image, service quality, price, perceived value, behavior, information system and basic facility in AADVLCA. Thus, as shown in correlation matrix table 4.11, the following relationships are considered as a very strong (r= 0.7-.99) correlation such as the relationship between customer satisfaction and corporate image and

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service quality. This indicated that there is significant and strong relationship between customer satisfaction and corporate image and service quality in AADVLCA.

However, customer satisfaction has strong (r= 0.50-0.69) relationship with perceived value, and while customer satisfaction has weak (r=0.3-0.49) and positive relationship with price factor, vehicle management system and basic facility in AADVLCA. This implies customer satisfaction has moderate and weak relationship with information system/VMS, basic facility and price factor at significant level (P<0.01).

4.4.2 Multiple Regression Analysis

According to Cohen (1988) multiple regression is not just one technique but a family of techniques that can be used to explore the relationship between one continuous dependent variable and a number of independent variables or predictors (usually continuous). Multiple regression is based on correlation, but allows a more sophisticated exploration of the interrelationship among a set of variables. Therefore, the researcher used to explore between dependent (customer satisfaction) and independent variables such as, corporate image, service quality, price, perceived value, information system and basic facility in AADVLCA. See the assumption at appendix part of this study.

Table 4-0.10Multiple Regression analysis

Model summery

Model	R	R square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	Durbin-Watson
					Sig. F Change	
1	.832[a]	.692	.686	.46204	.000	2.014

Predicator: determinant factor

ANOVAª					
Model	Sum of square	Df	Mean square	F	Sig
Regression	144.664	6	24.11	112.942	.000[b]
Residual	64.470	302	.213		

	Total	209.134	308			
a. Dependent variable: Customer Satisfaction						

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.332	.188		-1.767	.078		
Corporate image	.490	.063	.482	10.944	.000	.263	3.806
Service quality	.139	.062	.143	.619	.037	.210	4.753
price factor	.018	.031	.018	.568	.070	.982	1.018
Perceived value	.260	.058	.232	2.737	.007	.436	2.294
Vehicle management	.047	.031	.051	1.536	.026	.929	1.076
basic facility	.079	.032	.080	2.467	.014	.879	1.022

Source: Survey result, 2022

Table 4.12 Multi-co-linearity is the situation in which the independent variables are highly correlated. According to (Ho,et.,al,2006), if tolerance values are above 0.1 and variance inflation factor, which is 1/tolerance is less than 10, thus it's possible to construct a regression model. As we can see it from table 4.12 the tolerance value for all service quality dimensions are above 0.1 and the VIF is less than 10, thus we can conclude that there is no multi-co-linearity problem so that we can run regression model.

The above table indicates R Squared, Adjusted R Square and Root MSE. The result obtained from the regression analysis shows the R Squared is 0.692. This tells us how much of the variance in the dependent variable (customer satisfaction) are explained by the independent variables (corporate image, service quality, price, perceived value, information system and basic facility).

This indicated that our model (independent variables) explains 69.2% of the variance in customer satisfaction (dependent variable) is due to corporate image, service quality, price, perceived value,

information system and basic facility in AADVLCA. To assess the statistical significance of the result it is necessary to look probability frequency. This shows Prob> F = 0.0000.

The regression analysis result shows that the probability frequency is significant at 0.01 level of significance. This indicated that there is a statistically significant contribution, as indicated by the probability frequency value equal to 0.0000. Therefore, our model as a whole is significant at p<0.01.

The R^2 result indicates that 69.2% of the variance on customer satisfaction has been significantly explained by corporate image, service quality, price, perceived value, information system and basic facility. Accordingly, since the sign of coefficient for the independent variables are positive. This indicated that there is a positive relationship between the customer satisfaction and corporate image, service quality, perceived value, behavior, information system and basic facility dimension of variables. This implies as the independent variables increased by one unit proportionally customer satisfaction will increase in AADVLCA.

Therefore, our regression analysis model will be: -

Customer satisfaction (Y)

Y= -0.332 + 0.490 (corporate image) + 0.139 (service quality) + 0.018(price factor) +0.260(perceived value) +0.047(vehicle management+0.079 (basic facility).

Thus, the table indicated that the beta coefficient (beta=.49) implies a unit increase in corporate image will result in 49 percent increase customer satisfaction. In the case of service quality, the beta coefficient (beta=.139) implies a unit increase in service quality will result in 13.9 % increase customer satisfaction. Perceived value will result 26% increase customer satisfaction.

And also, both vehicle management and basic facility will increase the customer satisfaction by 4.7 and 7.9 percent respectively.

The Six dimensions, have strong relationship with customer satisfaction and also there is positive relationship between overall service quality and customers satisfaction Therefore, the six hypotheses that assumed earlier to accomplishing study were supported by all dimensions.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This chapter focuses on the summary of key findings, conclusions and recommendations based on the analysis and basic findings on the effects of service delivery on customer satisfaction in AADVLCA. Based on the results of the study obtained through the questionnaire distributed to 309 customers of AADVLCA, the following summary, conclusions and recommendations were made

5.1. Summary of Major Finding

The major findings of this research are as follow

In conducting this study, the required data is obtained through self-administered structured questionnaires. To check the validity and reliability of the adopted instruments validity and reliability test was also carried out. To determine the sample size from the total population of the study, the researcher uses formula based-sample size determination. The target population was also stratified in to two major groups. To select respondents from each stratum simple random sampling technique was adopted. The customer satisfaction was measured using the six determinants (corporate image, service quality, price factor, vehicle management system, perceived value and basic facility) and the satisfaction level of respondents was measured using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Basically, a total of 384 questionnaires were distributed to the sampled importers, among these 384 were returned, of which, 75 responses were uncompleted. Thus, 309 returned questionnaires are analyzed using statistical package for social science (SPSS). In the analysis descriptive statistics, correlation analysis and simple regression analysis was performed.

The descriptive finding of the study shows that all the six determinants of customer satisfaction has a positive relation with overall customer satisfaction but corporate image, perceived value, vehicle management system and basic facility has a low mean value of 2.94,2.93,2.93,2.6 respectively. Service quality and price factor has the moderate mean value of 3.24 and 3.29 respectively among the other determinates. Regarding customer satisfaction the total respondents, 14.6% were strongly disagreed, the 45.3% were disagree, 12.9% were neutral, 19.7% were agreed and the remaining 7.4% were strongly agreed. The mean score value also indicated 2.90 with standard deviation value 0.830. This indicated that the near to 60 percent of the customers are

disagree or dissatisfied with the service provided by AADVLCA. The overall mean score value also show low score as Best and Khan (1995).

- As far as the corporate image, the organization the overall means score value is low.

- Regarding service quality the authority's overall mean score value is high and good

- According to price factor the majority of the customers are happy which means it is fair and reasonable.

- Concerning the perceived value, the organization is scored low mean value

- And also, the majorities of the customers are disagreeing related to the existing information system/VMS and scored low mean value.

- Concerning basic facility /equipment the majorities of the customers are disagreed and scored relatively low mean value to the organization

- Generally, the customers' satisfaction level is low and the majorities of the customers are dissatisfied with the services provided by AADVLCA.

- The correlation result indicated that customer satisfaction variable is positively correlated with the independent variables such as corporate image, service quality, price, perceived value, information system and basic facility in AADVLCA at $P<0.01$ level.

- The regression analysis result depicted that, 69.2% of the variance in customer satisfaction (dependent variable) is due to corporate image, service quality, price factor, perceived value, information system and basic facility in AADVLCA.

5.2. Conclusion

This study aims to assess the effects of determinant factors on customer satisfaction in AADVLCA.

Determinant factors towards customer satisfaction were examined through variables such as corporate image, service quality, price factor, perceived value, vehicle management system and basic facility which are the ultimate goal of an effectively managed determinant factor and to identify factors that need to be considered to achieve customer satisfaction in relation to determinant factor and the following were the findings obtained from the data analysis regarding customer satisfaction.

The finding indicates that the level of customer satisfaction within AADVLCA has been affected by different factors and customers aren't satisfied due to the gaps found in conducting the study thus are customers didn't feel safe while they went to get the authority service, the authority policy relatively do not provide additional benefits and it's not flexible, the authority vehicle management system is weak and the network break down is repeatedly and the authority parking area is inconvenient, high sanitation problem and lighting system problem.

The research finding also indicated that the effect of determinants on the satisfaction level of drivers is positive and direct on as determinant factor increase the result on customer satisfaction also increase.

The study also indicates that the effect of determinant factor on customer satisfaction namely corporate image, service quality, price factor, perceived value, vehicle management system and basic facility have positive effect and are statistically significant relationship with customer satisfaction and customer satisfaction have positive relationship with determinant factors.

In conclusion, organization can benefit from the fact of knowing how customers perceive the service quality and knowing the way how to measure customer satisfaction. Therefore, the management can use the specific data obtained from the effect of determinant factor on customer satisfaction in their strategies and plans. This will help organizations to better understand various effect of determinant factors on customer satisfaction dimensions that affect overall customer satisfaction. In this way, AADVLCA can better assess the service provided to customers on each determinants of customer satisfaction dimension to provide better service to their valuable

customers. Thus, understanding customer satisfaction with determinants of customer satisfaction is very important in this governmental service environment.

The finding of the research and evidence from the empirical findings of this study suggested that improved determinant factor will significantly make customers happy and satisfied. The determinant factor improvement suggested in this study will foster a better situation for the authority customers and for the authority itself.

5.3. Recommendations

Based on the findings and conclusions reached, the following recommendation were forwarded in order to improve determinants and customer satisfaction of the case authority office.

The major findings of the study indicated that there are some problems in customer satisfaction and order to improve the customers satisfaction regarding perceived value the authority make sure the policy provides additional benefit and make the authority policy meets the customer expectation. The authority vehicle management system should focus on capability of the system, accuracy of the system, clarity of the system and by examining the root cause of the system break down making consistent improvement. And also, the authority should have to improve its basic facility or equipment mainly the light system, the seating space, sanitation and the parking of the organization.

In order to improve the level of customer   the authority should conduct a measurement or survey on the existing level of satisfaction and service practice by external or internal professionals and effectively implement the areas of improvement pointed by its customers this will enhance the service experience and maximize customer satisfaction. Apart from this the authority must give attention to the appropriateness of the service location.

In order to improve the service quality, the case authority should work on satisfaction strategy which help to compare its performances against customer standards against internal process, industry benchmarks and identify opportunities for improvement.

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APPENDEX

Organizational Structure of AADVLCA

```
                    ┌─────────────────────────────┐
                    │  Driver and Vehicle         │
                    │  license and control        │
                    │  Authority                  │
                    │  General manager            │
                    └─────────────────────────────┘
                                  │
        ┌─────────────────────────┼─────────────────────────┐
        │                         │                         │
┌───────────────┐   ┌─────────────────────────┐   ┌───────────────┐
│ Driver Sector │   │ Quality of Service Audit│   │ Vehicle Sector│
│ Deputy        │   │ and Complaints          │   │ Deputy        │
│ General       │   │ resolution Directorate  │   │ General       │
│ Manager       │   │ Director                │   │ Manager       │
└───────────────┘   └─────────────────────────┘   └───────────────┘
        │                    │          │                  │
┌───────────────┐   ┌──────────────┐ ┌──────────────┐ ┌─────────────────┐
│ Driver        │   │ Quality of   │ │ Complaint    │ │ Vehicle         │
│ Competency    │   │ Service      │ │ resolution,  │ │ Competency      │
│ authentication│   │ Audit Team   │ │ team leader  │ │ authentication  │
│ and           │   │ Leader       │ │              │ │ and             │
│ authorization │   └──────────────┘ └──────────────┘ │ authorization   │
│ service core  │                                     │ service core    │
│ process       │                                     │ process         │
└───────────────┘                                     └─────────────────┘
    │      │                                    │         │         │
┌────────┐ ┌────────┐              ┌──────────┐ ┌────────────┐ ┌────────────┐
│ Driver │ │ Driver │              │Emergency │ │ Vehicle    │ │ Vehicler   │
│services,│ │institut│              │ Vehicle  │ │institutions│ │ services,  │
│improve-│ │ions    │              │Inspection│ │Competency  │ │improvement │
│ment and│ │Compete-│              │Sub       │ │Authenti-   │ │and control │
│control │ │ncy     │              │Process   │ │cation      │ │system      │
│system  │ │Authent-│              │          │ │sub-process │ │sub-process │
│sub-    │ │ication │              └──────────┘ └────────────┘ └────────────┘
│process │ │sub-proc│
└────────┘ └────────┘
```

Organizational structure of Main/Head office
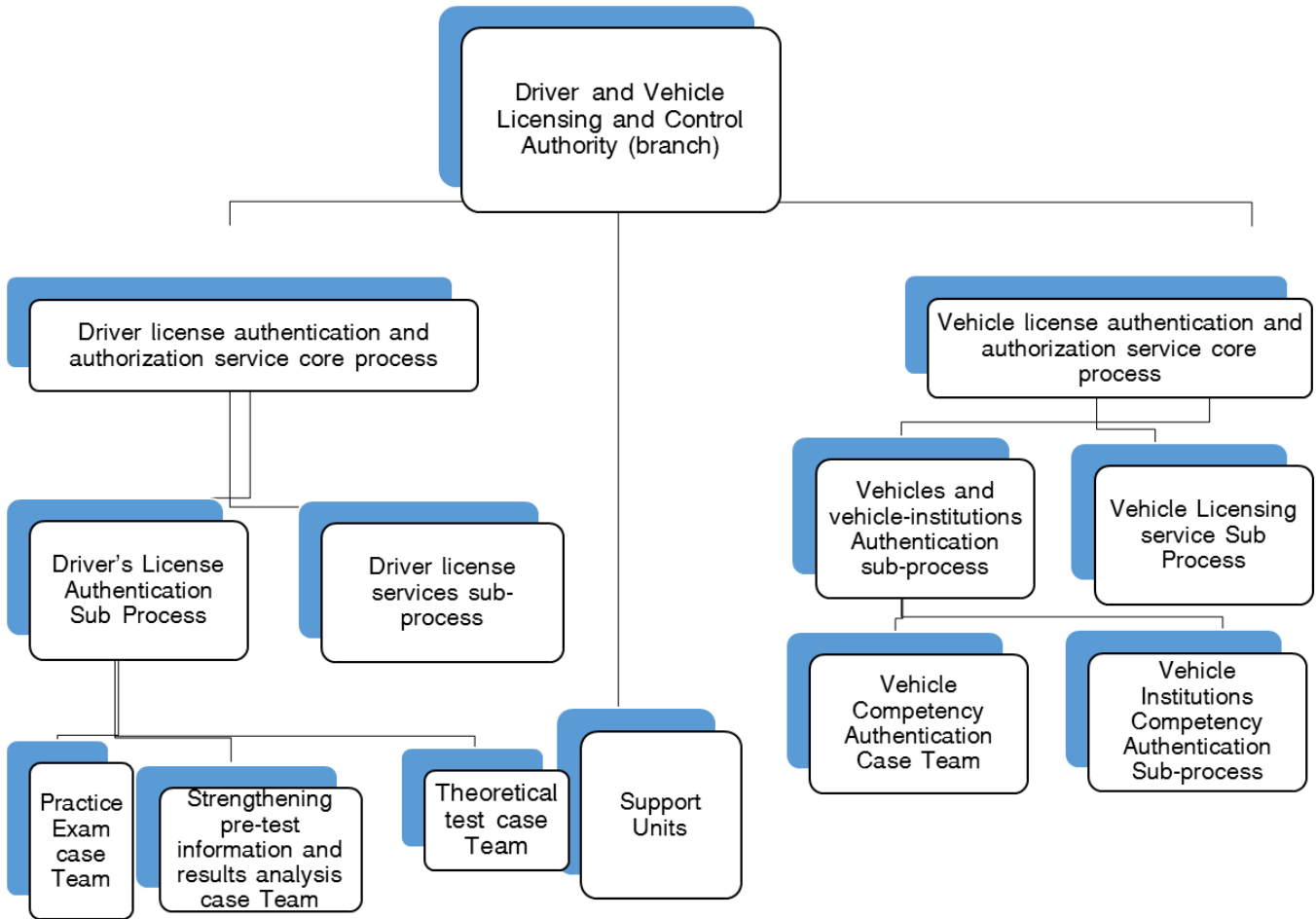
Organizational structure of 10 branch offices

St. Mary's University

Post graduate Study

Questionnaire to be filled by AADVLCA customers

I am a student of Master program in the St. MARRY UNIVERSITY, Addis Ababa. I am conducting research for my Master degree thesis on the topic "The impact of service quality on customer satisfaction".

For this purpose, I have selected **AADVLCA** to study and conduct interviews of customers.

I would appreciate it if you could please take few minutes of your valuable time and indicate the extent to which you agree or disagree with the following Perceptions. For each Perception statement, please circle the number that best describe your idea.

SECTION A: PERSONAL INFORMATION Please tick appropriately

1. What is your Gender?
   a) Male [   ]   b) Female [   ]
2. What is your age group?
    a) 20-30years [   ]   b) 31-40years [   ]   c) 41-50 years   [   ]   d) above 50 years [   ]
3. What is your educational background?
   a.   Below diploma [   ]   b. diploma   [   ]   c. degree   [   ] d. Masters and above [   ]
4. Which AADVLCA service do you normally use?

   a) Vehicle service [   ]   b) Driver Service [   ]

5. Customer type/

   a) Home/private   b) private commercial   c) governmental   d) public organizations

6. How long you use the service??

   a) 0-1 year [   ]   b) 1-2 years [   ]   c) 2-3 years   [   ]   d) >3 years [   ]

SECTION B: -OPINION INVESTIGATION ON CUSTOMERS SERVICE

Please show the extent to which you agree or disagree with the statements as indicated by the scale below. Please tick within the columns under your preferred position.

Strongly agree	Agree	Not sure	Disagree	Strongly Disagree
SA	A	NS	D	SD

Corporate Image on AADVLCA

No	Corporate Image	SA	A	NS	D	SD
		1	2	3	4	5
1	AA drivers and vehicles licensing and control authority (AADVLCA) frequently appears in media channels (newspaper, television...).					
2	AADVLCA has a good reputation since it is always involved in corporate social responsibility (CSR) activities.					
3	AADVLCA is very innovative and pioneering					
4	AADVLCA is open and always interacts well with customers					
5	AADVLCA always shows government business ethics					

SECTION C: CUSTOMER SATISFACTION

Please indicate the level to which you agree or disagree with the following statements about customer satisfaction during your encounter with **AADVLCA** employees basing on the following scale. (Please tick the appropriate box)

Service Quality on AA Drivers and Vehicles Licensing and Control Authority

NO		SA	A	NS	D	SD
Q.1	**AADVLCA** provides value for money services					
Q.2	**AADVLCA** Ensures that customer expectations are met					
Q.3	The staff care for the customers					
Q.4	The staff endeavors to keep old and attract new customers					
Q.5	The staff gives individualized attention to customers					
Q.6	**AADVLCA** provides reliable network					
Q.7	Information about **AADVLCA** services is available					

Price Factor on AA Drivers and Vehicles Licensing and Control Authority

No	Price Factor	SA	A	NS	D	SD
1	Annual vehicle payment charges are very reasonable.					
2	The vehicle sell value is reasonable					
3	New vehicle registration fee is fair					

Perceived Value on AA Drivers and Vehicles Licensing and Control Authority

No	Perceived Value	SA	A	N	D	SD
1	AADVLCA policy provides additional benefits					
2	The AADVLCA policy provides flexibility					
3	The authority policy meets my expectations					
4	generally aware about the value of AADVLCA that I had serve					

Information System/VMS system on AA Drivers and Vehicles Licensing and Control Authority

No	VMS system	SA	A	NS	D	SD
1	Accuracy of system announcements					
2	Clarity of system announcements					
3	Frequency of System Announcements					
4	Network break down/weakness					

Basic Facility /Equipment on AA Drivers and Vehicles Licensing and Control Authority

No	Basic Facility	SA	A	NS	D	SD
1	Sufficiency of seating space					
2	Lighting					
3	Sanitation					
4	Management of parking					

Customer satisfaction on AA AA Drivers and Vehicles Licensing and Control Authority

NO		SA	A	NS	D	SD
Q.1	I feel satisfied when I get prompt services					
Q.2	I feel satisfied when a confident staff attends to me					
Q.3	I always feel special when I am given individualized attention					
Q.4	I am satisfied with the convenience of **AADVLCA** premises					

St. Mary's University

Post graduate Study

Questionnaire to be filled by AADVLCA customers

እኔ በቅድስተማርያም ዩኒቨርስቲ አዲስ አበባ ውስጥ ማስተር ፕሮግራም ተማሪ ነኝ። በአገልግሎት ጥራት ላይ መሻሻል ወደ ደንበኞች እርካታ የሚያመራው እንዴት ነው በሚለው ርዕስ ጉዳይ ላይ ለዲግሪ ድህረ-ዕሁፌ ምርምር አደርጋለሁ።

የዚህ ምርምር ዋና ዓላማ የአገልግሎት ጥራት በደንበኞች እርካታ ላይ የሚያደርሰውን ተፅእኖ ማጥናት ነው።

ለዚህ ዓላማ የደንበኞችን ቃለ-ምልልስ ማድረግ እና ለማጥናት የአዲስ አበባ አሽከርካሪና ተሽከርካሪ ፈቃድና ቁጥጥር ባለስልጣንን መርጫለሁ። ውድ ከሆነው ጊዜዎ ጥቂት ደቂቃዎችን ወስደው በሚቀጥሉት ሀሳቦች ምን ያህል መስማማትዎን ወይም አለመስማማትዎን ቢጠቁሙ ደስ ይለኛል ለእያንዳንዱ የእይታ መግለጫ እባክዎን ሀሳብዎን በተሻለ ሁኔታ የሚገልፁትን ቁጥር ያክብቡ ወይም ምልክት ያድርጉ።

ክፍል ሀ: ግላዊ መረጃ እባክዎ በተገቢው ምልክት ያድርጉበት

5. *ያታዉ ምንድ ነው?*
   ሀ) ወንድ [   ]   ለ) ሴት [   ]

6. *እድሜዎ የሚገኝበት ምድብ የትኛው ነው*
   ሀ) 20-30 አመት[ ]   ለ)31-40 አመት[]   ሐ) 41-50 አመት[]   መ)አመትከ50 በላይ[ ]

7. *የትምህርት ደረጃ?*
   ሀ.ከዲፕሎማ በታች [ ]   ለ)ዲፕሎማ [ ]   ሐ)ዲግሪ [ ]   መ) 2ኛ ዲግሪ እና ከዚያ በላይ [

8. *የትኛውን የባለስልጣኑ አገልግሎት ለማግኘት መጡ*
   ሀ) የተሽከርካሪ አገልግሎት[   ]   ለ)የአሽከርካሪ አገልግሎት [   ]

7. *የአገልግሎት ፈላጊ ደንበኛው አይነት*
   ሀ) ለግል አገልግሎት   ለ) ለንግድ አገልግሎት   ሐ) ለመንግስት አገልግሎት
   መ) ለማህበራት ወይም ህዝባዊ ድርጅት አገልግሎት

8. *አገልግሎቱን ለስንት ጊዜ ተጠቀሙዋል*
   ሀ) 0-1 አመት [ ]   ለ)1-2 አመት [   ]   ሐ)2-3 አመት   [   ] መ) 3 አመት በላይ [   ]

ክፍል ለ: በደንበኞች አገልግሎት ላይ አስተያየት

እባክዎን ከዚህ በታች ባለው ሚዛን እንደ ተገለፀው መግለጫዎችን መስማማትዎን ወይም አለመስማማትዎን ያሳዩ። እባክዎን ከመረጡት ቦታ በታች ባሉት አምዶች ውስጥ ምልክት ያድርጉ።

በጣምእስማማለሁ	እስማማለሁ	እርግጠኛአይደለሁም	አልስማማም	በጣምአልስማማም
SA	A	NS	D	SD

የእ/አ/አሽ/ተሽ/ፈ/ቁ/ባድርጅታዊእይታ

No	ድርጅታዊ እይታ/ገፅ ግንባታ	SA	A	NS	D	SD
		1	2	3	4	5
1	ባለስልጣኑ ብዙውን ጊዜ በሚዲያ ቻናሎች (ጋዜጣ፣ቴሌቪዠን ...) ውስጥ ይታያል					
2	ባለስልጣኑ ሁልጊዜ በድርጅታዊ እና ማህበራዊ ኃላፊነት የመወጣት እንቅስቃሴዎች ውስጥ ስለሚታሳተፍ ጥሩ ዝና አለው					
3	አዳዲስ ሀሳቦችን ያቀርባል					
4	ባለስልጣኑ ሁል ጊዜም ከደንበኞች ጋር በጥሩ ሁኔታ መስተጋብር ይፈጥራል					
5	ባለስልጣኑ የመንግስታዊ ተቋም ባህሪ እና ስነምግባሮች አሉት					

ክፍል ሐ፡የደንበኛ እርካታ

በሚቀጥሉት መመዘኛዎች ላይ ከአሽ/ተሽ/ፈ/ቁ/ባ ሰራተኞች ጋር በተገናኘበት ወቅት የተሰማዎትን የደንበኛ እርካታ በሚመለከት የሚስማሙበትን ወይም የማይስማሙበትን ደረጃ እባክዎን የመልኩ። (እባክዎንተገቢውንሳጥንምልክትያድርጉ)

NO		SA	A	NS	D	SD
Q.1	አሽ/ተሽ/ፈ/ቁ/ባ ለገንዘብ አገልግሎቶች ዋጋ ይሰጣል					
Q.2	አሽ/ተሽ/ፈ/ቁ/ባ ደንበኞች የጠበቁት አገልግሎት መሟላታቸውን እና መሰጠታቸውን ያረጋግጣል					
Q.3	ሰራተኞች ደንበኞቻቸውን ይንከባከባሉ					
Q.4	ሰራተኞች አሮጌዎችን ለማቆየት እና አዳዲስ ደንበኞችን ለመሳብ ይጥራሉ					
Q.5	ሰራተኞች ለደንበኞች በግል ትኩረት ይሰጣሉ					
Q.6	አሽ/ተሽ/ፈ/ቁ/ባበአስተማማኝአውታረመረብ/ኔትዎርክአገልግሎት ይሰጣል					
Q.7	አሽ/ተሽ/ፈ/ቁ/ባስ ለሚሰጣቸው አገልግሎቶች መረጃዎች አሉ					

የዋጋተፅዕና

No	የዋጋ ተፅዕና	SA	A	NS	D	SD
1	ዓመታዊ የተሸከርካሪ ክፍያ ክፍያዎች በጣም ምክንያታዊ ናቸው።					
2	የተሸከርካሪ ዋጋ ግምት ሚዛናዊ ነው					
3	የአዲስ የተሸከርካሪ ምዝገባ ክፍያ አግባብ እና ተመጣጣኝ ነው					

አሽ/ተሽ/ፈ/ቁ/ባ እሴት እና ህጎች

No	ስለ ተቋሙ እሴት እና ህጎች	SA	A	NS	D	SD
1	የአሽ/ተሽ/ፈ/ቁ/ባ ህጎች ተጨማሪ ጥቅሞችን ይሰጣል					
2	የአሽ/ተሽ/ፈ/ቁ/ባ ህጎች ሁሉን ያገናዘቡ እና የተለያዩ ጉዳዮችን ሊፈቱ የሚችሉ ናቸው					
3	የአሽ/ተሽ/ፈ/ቁ/ባ ህጎች እንደጠበኩት ነው					
4	ባጠቃላይ ስለ አሽ/ተሽ/ፈ/ቁ/ባ አውቄያለሁ አገልግሎትም አግኝቻለሁ					

አሽ/ተሽ/ፈ/ቁ/ባ የአገልግሎት ሲስተም ሁኔታ

No	የአገልግሎት ሲስተም ሁኔታ	SA	A	NS	D	SD
1	የአገልግሎት መስጫ ሲስተም ትክክለኛነት					
2	የአገልግሎት መስጫ ሲስተም ግልፅነት					
3	የአገልግሎት መስጫ ሲስተም ማስተካከያ ድግግሞሽ					
4	የአገልግሎት መስጫ ሲስተም መቆራረጥ					

የአሽ/ተሽ/ፈ/ቁ/ባ መሰረታዊ ግብዓቶች

No	መሰረታዊ ግብዓቶች	SA	A	NS	D	SD
1	ቢሮው በቂ መቀመጫ አለው					
2	ቢሮው በቂ መብራት እና ብርሀን አለው					
3	ቢሮው በቂ ንፅህና መጠበቂያ እና መፀዳጃ አለው					
4	ቢሮው በቂ ፓርኪንግ ቦታ አለው					

የአሽ/ተሽ/ፈ/ቁ/ባ ደንበኞች እርካታ

NO		SA	A	NS	D	SD
Q.1	ፈጣን አገልግሎቶችን ሳገኝ እርካታ ተሰምቶኛል					
Q.2	በራስ መተማመንስሜት ያለው ሰራተኛ ሲያገለግለኝ እርካታ ተሰምቶኛል					
Q.3	በግል ትኩረት ሲሰጠኝ ሁል ጊዜ ልዩ ስሜት ይሰማኛል					
Q.4	በአሽተሽ ቅጥር ግቢ ምቾት ተደስቻለሁ					