



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

**MOTOR INSURANCE SERVICE QUALITY AND
CUSTOMER SATISFACTION:
(THE CASE OF ABAY INSURANCE S.C.)**

**BY: MULUGOJJAM MEKONNEN
ID NO: SGS/0472/2013A**

**JANUARY, 2023
ADDIS ABABA**

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SATISFACTION**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY IN
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APPROVAL

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BY: MULUGOJJAM MEKONNEN

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Advisor

Signature

External Examiner

Signature

Internal Examiner

Signature

Declaration

I, **Mulugojjam Mekonnen** the under signed; declare that this thesis is my original work. I have undertaken the research work independently with the guidance and support of the research advisor. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis has been duly acknowledged.

Mulugojjam Mekonnen_____

Name

Signature

Date

Certification

This is to certify that the thesis prepared by **Mulugojjam Mekonnen** that is submitted in partial fulfillment of the requirements for the Degree of Masters of Arts in project management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Name of Candidate: _____ Signature: _____ Date: _____.

Name of Advisor: **Muluadam Alemu (Ph.D)**

Signature: _____ Date: _____.

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LIST OF ACRONYMS

AISC ABAY INSURANCE SHARE COMPANY

GWP GROSS WRITTEN PREMIUM

NBE NATIONAL BANK OF ETHIOPIA

SPSS STATISTICAL PACKAGE FOR SOCIAL SCIENCE

EIC ETHIOPIAN INSURANCE CORPORATION

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ABSTRACT

The aim of this research is to examine the impact of service quality on customer satisfaction in the Abay insurance S.C. The study was conducted based on a descriptive study. For the purpose of this study, a sample of 300 respondents (clients of the company who are motor insurance policy holders) were drawn, using simple random sampling from branches resided in the capital city (Addis Ababa) where majority of the total population of the study is found by using primary data and the data were analyzed by SPSS tools of Crombach alpha correlation regression and data were presented thought tabulation , frequency, mean, percent the majority of the respondents demography were found the age range of 36-45 age, male respondents were used motor insurance than the female, with college diploma. They were earning medium income salary majority of the respondents were motor insurance service delivery was done by agents or third party. Low experience, and claim three and above the insurance have up-to-date equipment's but less technological by tangibility, as reliability service were not given as promised at first time as responsiveness Employees were not proved information easily to it's the customer. As assurance lowest mean valve scored The employees understand the specific need of their customers Abay insurance S.C employee were less knowledge of documents such as policies, endorsements, proposals in addition in adequate guidance to its customer during clams, low quality code dressing. The researcher advised to deliver superior service quality to its customer in order to stay in the competitive market, strong emphasis to all the motor examination insurance for tangibility and claim facility by developing new supported technology and easy mechanism during clam.

Keywords:-SERVIQUAL, Underwriting, Claims, Engineering Survey Service, Expected and Perceived Service, Motor insurance customer Satisfaction,

CHAPTER ONE

INTRODUCTION

This chapter deals with background of study, statement of the problem, research questions, research objectives, significance of the study, definition of terms and scope & limitation of the study, and organization of the paper.

1.1 Background of the study

The emergence of modern insurance in Ethiopia can be traced back to the Bank of Abyssinians, which was founded in 1905 as the first Ethiopian Bank. Expats and foreign insurance companies operating in the country had a key role in the emergence of modern insurance services in Ethiopia. The history of insurance service is as far back as modern form of banking service in Ethiopia which was introduced in 1905. At the time, an agreement was reached between Emperor Menelik II and a representative of the British owned National Bank of Egypt to open a new bank in Ethiopia. Similarly, modern insurance service, which were introduced in Ethiopia by foreigners, mark out their origin as far back as 1905 when the bank of Abyssinia began to transact fire and marine insurance as an agent of a foreign insurance company.

According to Hailu (2007), the first significant event that the Ethiopian insurance market observation was the issuance of proclamation no. 281/1970 and this proclamation was issued to provide for the control & regulation of insurance business in Ethiopia. Consequently, it created an insurance council and an insurance controller's office, its strange impact in the sector.

According to Hailu (2007), the first significant event that the Ethiopian insurance market observation was the issuance of proclamation No. 281/1970 and this proclamation was issued to provide for the control & regulation of insurance business in Ethiopia. Consequently, it created an insurance council and an insurance controller's office, and numerous foreign insurance companies used agents to conduct business in Ethiopia. While their Head Office was in another country, the agents were stationed in Addis

Ababa. Between 1920 and 1950, there was a period of time known as the Great Depression. Ethiopia launched the country's first modern domestic insurance firm in 1951. Imperial Insurance Company of Ethiopia LTD was the name given to this organization. The Imperial Insurance Company of Ethiopia, founded in 1951 with a share capital of Birr 1,000,000.00, was owned by Ethiopian individuals and a British organization (FAIR, 1992).

There were 13 insurance companies active in Ethiopia before to October 1975. In November 1975, the thirteen companies were merged into a single entity known as the Ethiopian Insurance Corporation (EIC). Currently there are 18 commercial insurance companies and one public insurance company active in the country (NBE, 2021)

Ethiopia's government has liberalized the economy since 1991, moving away from the Dreg regime's command economy. Ethiopians can now establish their own insurance businesses in the private sector, as long as they follow the country's financial rules. Foreign operators are barred from the industry, but the government has since issued a number of guidelines aimed at improving the private sector's competitiveness in the global insurance market (Haile, 2007).

Insurance is a risk transfer mechanism in which the losses of a few are met by a fund created by the contributions of many. It is a contract between one party called the insured and another party called the insurer in which the insurer agrees if any financial loss happed, the insured may suffer due to the operation of an insured peril in exchange for the payment of a premium by the insured (CII,2010)

It was not until the early 1900s that Ethiopians saw their first vehicle on the road. However, the quantity, kind, and use of cars have all changed dramatically since then (Tumescent, 2004). According to the report by the Federal Transport Authority of Ethiopia (2013), the numbers of registered motor vehicles in Ethiopia were more than 425,000. Among these 200,609 of them were used for people transporting service. Moreover, additional 20,000 vehicles will be added averagely on Ethiopian road annually. On the other hand, about 92% of the registered motor vehicles were insured the

third party compulsory insurance. Similarly, the office on its 2011 report show those, the motor vehicle insured on the comprehensive basis were not more than 35% of the registered motor in Ethiopia. The data indicated that about 8% and 65% of the registered motor vehicles in Ethiopia have not insured for motor compulsory third party insurance and compressive basis respectively in accordance with annual report of Ethiopian insurance fund office (2013). Pedestrians and passengers of commercial cars are the most vulnerable in low and middle-income nations, including Ethiopia, whereas crashes in high-income countries typically involve privately owned vehicles, with the driver being the main car occupant who is hurt or killed. For example, in the United States of America (USA), 60 percent of fatalities related to automobile accidents are attributed to drivers, whereas in Ethiopia, just 5% are attributed to drivers. This means that the number of people killed or injured in a single car accident in Ethiopia is substantially higher than in the United States (Persson, 2008).

In Ethiopia, motor insurance is the most important business line, accounting for more than a third of all premiums collected each year (Zed, 2013). The number of deaths and injuries caused by automobile accidents in Ethiopia is quite high, despite the fact that various factors, such as the quality of infrastructure, the quality and behavior of traffic cops, and others, all play a role in the accidents (*Ibid*). Ethiopia is said to have the world's worst record of motor vehicle accidents. Every year, a large number of automobiles are destroyed or damaged by accident. Property damage and destruction, as well as loss of life, are almost certain to occur, making for tragic news to hear on a regular basis (NBE, 2004).

Addis Ababa, some 1,848 people died in traffic accidents in Ethiopia during the first six-month period of the current 2020-2021. Ethiopian Federal Police Commission disclosed more than 20,600 traffic accidents registered between July 2020 to end of December 2020, Fana Broadcasting Corporate (FBC) quoted from Federal Police Commission officials that some 2,646 people sustained serious physical injuries with traffic accidents, while some 2,565 others also sustained minor injuries. Ethiopia has lost in excess of 495 million Ethiopian birr (about 12.3 million U.S. dollars) in terms of financial damage

incurred from traffic accidents, it was noted. Though Ethiopia has one of the lowest per capita car ownerships in the world, deadly traffic accidents are fairly common with bad roads, flawed driving license issuance system and lax enforcement of road safety blamed. Factors influencing motor risks include: an increase in the number of vehicles in the country, an increase in the use of vehicles in the country, the driving of vehicles by teenagers, an increase in the number of second-hand car imports, road expansion, and advancements in manufacturing technology that can make vehicle bodies with light weights. According to a recent study on the assessment of mandatory third-party insurance, only 35% of all automobiles registered in the country have insurance coverage (Teferi, 2011).

Customers are people who purchase the goods and services offered by the business. Customer satisfaction is a key business concern that has gotten a lot of academic attention. Customer satisfaction is a metric that assesses how effectively a company's products or services meet or surpass the expectations of its customers. Many facets of the organization's commercial activities are reflected in these expectations, including the actual product, service, company, and how the company operates in a global setting. Customer satisfaction measures are a broad psychological assessment based on a customer's overall experience with a product or service over time (Smith , Smith , &Clarke , 2007).

Customer satisfaction is a critical business concern that has gotten a lot of attention in study. Customer satisfaction refers to how well a company's products or services meet or surpass the expectations of its customers. Many facets of a firm's business activities, such as the actual product, service, company, and how the organization operates in a global setting, are typically reflected in these expectations. A psychological evaluation of a client's overall happiness with a good or service over time is called a customer satisfaction metric (Smith & Clarke, 2017). They define the fundamental role of property and casualty insurance as well as risk transfer. Its aim is to reduce financial uncertainty and make accidental loss manageable. It does this substituting payment of a small, known fee an insurance premium to a professional insurer in exchange for the assumption of the

risk a large loss, and a promise to pay in the event of such a loss. (Insurance Information Institute, 2022).

Abay Insurance S.C. was established in July 2010 in accordance with the licensing and supervision of insurance business proclamation No. 86/1994. The Promote efficient use of both material and financial resources, according to the provisions of Article 18 of the Housing and Saving Bank establishment proclamation No. 60/1975, (Beyene, 2019).

1.2 Statement of the problem

Zeithaml and Parasuraman (2004) opined that unlike products; the quality of services is evaluated by customers not only by the service outcome (core service), but also by the production and delivery process as well as by the 'peripherals' related to the service. This means service quality requires effective combination of service mix element and augmented service due to unlick characteristics of service.

Delivering quality services is critical in the insurance market. Quality service is becoming a global concern that necessitates continual improvement in order to meet the imbalanced environment and changing client demands. Customer happiness and loyalty are based on the quality of services provided. Poor service quality, on the other hand, leads to client unhappiness and customer desertion to other competitors. In actuality, a satisfied client tells only one person about customer problem, but a disgruntled customer tells nine other individual.

Customers' satisfaction is achieved by timely and effective responses and answers to their requirements and wishes, as well as the development and maintenance of positive connections. One of the most important industries is insurance; therefore, in Ethiopia there are currently seventeen insurance companies functioning in the market, all of which are fiercely competitive. Customers' expectations continue to rise as a result of greater variety and increased awareness, and they demand better quality service. As a result, for insurance businesses in Ethiopia, service quality has become the most important component of competitiveness.

Tatek (2018), identified factors that contribute for dissatisfaction of insurance customers from an international context. Some of the factors are low service quality, delay in compensation, lack of understanding of the terms of insurance contract by customers, lack of providing technology based insurance services, geographical location of insurance companies and expensiveness of premium.

Although EIC has been widely implemented in Ethiopia, the growth trend of EIC in size of premium does not mean growth in its service quality and customer satisfaction on the service delivery. Customer satisfaction is now regarded as a baseline standard of performance and a potential standard of excellence for any business organization. Demise (2014) low emphasis given specifically to factors affecting motor insurance customer's satisfaction in Ethiopia by including the above factors other than service quality (Tateke 2018).

The research aims to bridge the customer gap (the gap between customer expectation and perception). The findings of this study reveal customer gaps in Abay insurance S.C competitive insurance business; policy holders expect quick and quality service. Moreover; insurance companies are exposed to greater difficulties when it comes to satisfying their customers at the time of claims and the researcher attempts to recommend ways for the company to fill the gaps in empirical evidence.

1.3 Research question

The research is conducted to examine motor insurance service delivery on customer satisfaction in cause of Abay insurance S.C. the research was addressed the following basic research questions

1. What is the effect of reliability dimensions of motor insurance service quality on customer satisfaction?
2. What is the effect of responsiveness dimensions of motor insurance service quality on customer satisfaction?

3. What is the effect of assurance dimensions of motor insurance service quality on customer satisfaction?
4. What is the effect of empathy dimensions of motor insurance service quality on customer satisfaction?
5. What is the relationship between motor insurance service delivery and customer satisfaction if any?

1.4 Objectives of the Study

1.4.1 General objectives of the study

The major goal of the study was examining the level of motor insurance service delivery on customer satisfaction in cause of Abay insurance S.C

1.4.2 Specific objectives

- To assess the level tangibility dimensions of motor insurance service quality on customer satisfaction
- To examine reliability dimensions of motor insurance service quality on customer satisfaction
- To examine responsiveness dimensions of motor insurance service quality on customer satisfaction
- To examine assurance dimensions of motor insurance service quality on customer satisfaction
- To examine empathy dimensions of motor insurance service quality on customer satisfaction
- Identify relationship between motor insurance service delivery and customer satisfaction

1.5 Definition of key terms

Individual customer: Means an individual customer of the Company or a Company Subsidiary who is directly liable under his or her contract for service. (AISC Non-Life Business Underwriting Policy and Procedure Manual, 2010)

Corporate customer: is a business that buys a service from a customer to use it for its own employees or agents (AISC Non-Life Business Underwriting Policy and Procedure Manual, 2010).

Underwriting: It is the process of risk evaluation in order to determine the premium that needs to be paid and to decide whether to accept or reject the risk. (National Bank of Ethiopia)

Claim: A formal request for compensation for damages covered by your insurance policy is known as an insurance claim, (AISC Non-Life Business Underwriting Policy and Procedure Manual, 2010).

1.6 Significance of the Study

- i. Policy makers:- Policy makers can get different better information from this research finding
- ii. For the Abay insurance S.C: fill the gap and providing quality service to its internal and external customer and also try to compete in the market. provide direction to solve the problem of Abay insurance S.C service, it replaces low quality service by high quality service and establish strong relationship to its customer by performing quality service and building good image (building positive word of mouth) and also easily retain its customers to the future.

1.7 Scope of the Study

The study would be focus on examine motor insurance service delivery on customer satisfaction in Abay insurance S.C in Addis Ababa branch. The scope of this research

would limit by geographically, conceptually and technically to Abay insurance S.C that of motor insurance Service only. The researcher observe problem related with motor insurance service delivery in Abay insurance S.C and also the study would be depending on the service variables only that are assurance, empathy, reliability, responsiveness, tangibility, underwriting, engineering and clam service

1.8 Organization of the Study

This study is organized in five chapters. Chapter one deals with introduction, statement of the problem, research gap, and objective of the study, research questions, scope, and significance of the study and definition of key terms. The second chapter presents the review of the related literature, i.e., theoretical, policy and empirical review of literature in relation to motor insurance service and customer's satisfaction. The third chapter discusses the research methodology; including research approach, design, sample size and sampling technique, research respondents, data collection instruments, method of analysis and data collection procedures and ethical considerations. The fourth chapter presents and analyzes data gathered via primary and secondary sources. The fifth chapter includes summary, conclusion and recommendation based on the research findings.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical literature

This chapter offers a thorough analysis of the pertinent literature on the principles necessary to arrive at conclusions, make connections to the research questions, and support the hypothesis. Brief historical overview of the insurance sector, players and industry development, historical overview of the insurance sector in Ethiopia, developments in the sector, customer satisfaction concept, determinants of customer satisfaction, customer satisfaction in the sector of insurance in Ethiopia, customer satisfaction and behavior intentions, and demographics and chapter summary are all covered in this chapter.

A variety of customer services are available to help customers use products correctly and economically. It entails a wide range of actions that a business and its staff conduct to maintain customer satisfaction so that they will keep doing business with the business. One of the most crucial tasks undertaken in a corporation is customer service. Both an insurance firm and its clients have expectations regarding customer service encounters, whether they are positive or negative. The capacity of a business to deliver outstanding customer service is crucial for that business to establish and maintain a favorable, profitable, and long-term connection with its customers (Zelalem, 2018).

The importance of providing quality customer service cannot be overestimated. The more valuable a company is to its customers, the more likely it is that those customers will continue doing business with the company. By providing its customers with the kind of service and the quality of service that they need and expect, and by exceeding the customer's expectations whenever possible, a company improves its value to the customer and its chances of meeting or exceeding its bottom-line business goals (Heliyon, 2019).

Because of increasing competition among companies that offer the same or similar products, providing customer service that “delights” has become more important in creating the loyalty that causes a customer to continue doing business with a company (Heliyon, 2019).

Customer satisfaction: - is often viewed as a central determinant of customer retention, without customers the service firm hardly be able to exist, thus, every service giving organization needs to proactively define and measure the level of customer satisfaction (Reinheld, 1996). They are dissatisfied when expectations are not fulfilled by actual experience: satisfied when expectations are fulfilled; and very satisfied, or thrilled, when they are exceeded (Duchesse, 2002). Service delivery occurs during the interactions between contact employer and customers. Attitudes and behaviors of the contact employees can influence customers’ perceptions of service quality and customer expectations play an important role in creating satisfaction. Customer expectations are customers’ belief about the performance of a service based on prior experience and communications (Harre & Frazier, 1999). A company can always increase customer satisfaction by lowering its price or increasing its services. But this may result in lower profits. Thus, the purpose of marketing must continue to generate more customer value and satisfaction but not ‘give away the house’ (Philip & Gary, 2004:17-19). Customer satisfaction is not a static concept. Many internal and external events can quickly change a satisfied customer into a dissatisfied one. Companies that commit themselves to satisfying customers must establish a system to continually monitor Customer Satisfaction.

Marketing research findings (Anderson 2021) ascertaining that satisfied customers are likely to continue their relationship with the firm, and they are less costly to approach than new customers. Therefore, the fact that attracting new customers is much more expensive than keeping old ones, explains the corporate drive toward increased consumer satisfaction. Additionally, customer satisfaction renders multidimensional benefits to the business form. Kotler (2006) considered customer satisfaction to be the best indicator of a company’s future profit. Likewise, Anderson et al, (1994) found that customer satisfaction

has a direct outcome on the primary source of future revenue streams for most of the companies, they studied. Other scholars and practitioners Fornell, (1992; Swanson and Kelley, (2001); have pointed out that the benefits of satisfied customers can be manifested in terms of positive word of mouth, repeated purchase, less defection to competitors, satisfied employee, solution against price competition, great reputation, etc. In consideration of the above, almost every business firm is expected to employ customer satisfaction measures thoroughly, because of the fact that satisfied customers are essential to make a business become successful.

Thus, it is believed that the customer in insurance sector needs, among other things:

1. Prompt and accurate issue of insurance documents (policy papers, documents, acceptance/rejection letters, warranties, etc.).
2. Prompt and fair settlement of claims.
3. Better problem-solving approach.
4. To meet the customer's requirements on time.
5. Fair and competitive price/premium.

Therefore, the good insurance quality service delivery mechanism could improve customers and insurance staff member's satisfaction, increased customer loyalty to the insurer and encouraged customers to return to the insurance company and recommend the service to others. It therefore, appears that insurers who invest in customer's satisfaction have superior chance of forming an effective and vibrant organization, with caring, committed and empowered people (Anderson 2021).

As a result, the researcher will continue to concentrate on a detailed analysis of the motor insurance customer service in AISC, which is thought to be a determinant of overall satisfaction, for the purposes of the current study.

2.1.1. Nature and Scope of Quality

Quality is much debated term. To some it is like 'beauty' that lies in the eye of the beholder! Those who believe in this are 'relativists', where as those who believe quality

can be specific attributes that can be identified, are ‘objectivists. The word quality comes from Latin word ‘quails’ meaning ‘what kind of’ (Kibin, 2022).

The British Standard Institution (BSI) (2012) defines quality as “the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs” BSI identified five different approaches to defining quality:

1. In terms of expectation (exceeding high standards and passing a required standard):
2. In terms of consistency (exhibited through “zero defects” and “getting right the first time” making quality a culture)
3. Fitness for purpose (meaning the product or service meets the stated purpose, customer specification and satisfaction)
4. As value for money (through efficiency and effectiveness); and
5. As transformative (in terms of qualitative change)

According to Gummesson (1990), it might be useful to create an insight into the many dimensions that form a fuzzy entity referred to as quality through social consensus rather than defining it. Garvin (1988) classified the various definitions of quality into five major groups:

- A. Transcendent definitions: - These definitions are subjective and personal. They are eternal but go beyond measurement and logical description. They are related to concepts such as beauty and love.
- B. Product-based definitions. Quality is seen as a measurable variable. The basis for measurement is objective attribute of the product.
- C. User-based definitions. Quality is a means for customer satisfaction. This makes these definitions individual and partly subjective.
- D. Manufacturing-based definitions. Quality is seen as conformance to requirements and specifications.
- E. Value-based definitions. These definitions define quality in relation to costs. Quality is seen as providing good value for costs (Largosen et al., 2004)

Quality should be a bottom-up approach and everyone should be conscious of why we should worry about quality of services, programmers and approaches. According to (Sanjaya 2007), some of the major reasons are as follows:

Competition: Insurance Company are entering a new regime, where competition among insurance companies will be highly significant. With globalization the service giving organization environment will be seized by increased competition. In order to survive in such a situation, insurance institutions need to worry about their quality-of-service delivery.

Customer Satisfaction: Students, parents or sponsoring agencies as customers of the educational institutions are now highly conscious of their rights or getting value for their money and time spent. They are now demanding good quality teaching and receiving employable skill sets, and thus we should constantly worry about the relevance of our courses and programmers to the needs of the labor market (Kotler and Keller 2007pp.421),

Setting our own standards and upholding them consistently year after year is something that we as firms that provide services are constantly concerned with. We should consciously work to increase the quality of customer handling as well as the service temporary provisions and facilities in order to uphold the standard.

Accountability: Every institution is accountable to its stakeholders in terms of the funds (public or private) used on it. Concern for quality will ensure accountability of the funds utilized and inform the stakeholders about taking appropriate decisions. Thus, quality can be considered as a monitoring mechanism.

Boost employee morale and motivation: Your institution's focus for quality will boost staff morale and motivation as they carry out their duties and obligations. If a quality system is in place, internal processes will be systematic, allowing one department to complement the other in terms of service delivery and aiding in the growth of internal

customer satisfaction, which will result in strong morale and motivation (Pillipkolter, 2008).

Credibility, prestige, and status: If you care about quality on a regular basis rather than just occasionally, it will boost people and your institution's credibility since consistency breeds practice, status, and brand value (Mudie & Pirrie, 2006, pp.87-88)

Image and Visibility: Top-notch institutions are more likely to win the support of key stakeholders.

2.1.2. Service Quality (SERVQUAL)

According to Parasuraman, Zeithaml and Berry (1985), regardless of the type of service, consumers basically use the same criteria to assess quality. Service quality is a general opinion the client forms regarding its delivery, which is constituted by a series of successful or unsuccessful experiences. Managing gaps in service will help the company improve its quality. But gaps are not the only means clients use to judge a service. They can also use five broad-based dimensions as judgment criteria: reliability, tangibility, responsibility, security and empathy (Lovelock, 2001). According to Lovelock, (2011), these dimensions are briefly commented below: -

Reliability: For a service consumer, reliability is the most crucial factor. The criteria for reliability include consistency of performance and dependability; providing services correctly the first time; keeping promises; maintaining accurate records; correcting billing; and providing services at the scheduled times.

Tangibility: Physical evidence of the service; physical facilities, tools and equipment; appearance of providers; appearance of other customers in the service facility are the tangibles

Responsibility: are company employees helpful and capable of providing fast service? It is responsible for measuring company and employee receptiveness towards clients.

It is the willingness of the firm's staff to help customers and to provide them with prompt service. Readiness to provide the service; timeliness and setting up appointments promptly are the symptoms of responsiveness.

Assurance: Knowledge, competence and courtesy of employees; trust and confidence; required skills and knowledge; politeness, respectfulness, considerate, friendliness; trustworthiness, believability, honesty are signs of assurance.

Empathy: is demonstrated by compassion, individualized attention, approachability, ease of touch, and an effort to comprehend the requirements of the consumer. This is the capacity a person has to experience another's feelings. Does the service company provide careful and personalized attention? These elements clearly have a highly subjective factor linked to the person who perceives the service. In reality, every type of service can have determining factors that are considered more important than others, which will depend on environment characteristics or type of activity. It is difficult to measure the quality-of-service operations because they have the characteristic intangibility. Aimed at solving this problem, Parasuraman, Zeithaml and Berry (1985) developed a methodology in which there is a comparison Parasuraman Valarie Zeithaml and Leonard Berry (1985) present one of the most comprehensive models now available for examining service quality.

This model called SERVQUAL model identifies: -

- a) Five gaps including the service gaps
- b) Five criteria of service quality that are of greatest importance to consumers (called service dimensions)

According to Kenneth, (1997) the following five gaps are identified in the service quality. Identifying gaps in customer service allows companies to develop tactics to overcome or remove those gaps. Businesses that understand the five gaps in customer service are more prepared to avoid or overcome the problems encountered in areas where service typically breakdown.

Gap 1: Customer Expectations versus Management perceptions. It represents the difference between what customers want customer expectations and what the company thinks they want management perceptions. Gap 1 usually occurs for one reason: the people responsible for establishing service levels neither talk nor listen to their customers. Companies often believe they already know what their customers want, though they have never done any quantifiable

Gap 2: Management perceptions versus service specifications. It represents the difference between what a company's management believes that customers want and the service specifications that management sets for the work that its employees do.

Gap 3: Service specifications versus service delivery. It represents the difference between the service specifications set by the company and the service that it actually delivers. Even when a company established adequate procedures and appropriate job- performance specifications, the company's employees may not perform at the level set by shoes specifications.

Gap 4: Actual service levels versus advertised service level. It represents the discrepancy between the service a company advertises that it will provide and the actual service levels that it does provide. From the customer's point of view, this gap can be the most glaring and damaging. It is also one of the most common.

Gap 5: Expected Service versus Perceived Service

The purpose of identifying and reducing gaps 1 through 4 is to reduce the gap that is always most apparent to the customer: Gap 5, which is the service gap the difference between the service that customers expect to get and the service that they feel they actually receive. The service gap can be viewed as the culmination of the four preceding gaps. By reducing or eliminating gaps 1 through 4, an insurance company can reduce or eliminate the service gap. An insurance company can also educe this gap by changing customer expectations Service quality in the insurance sector. In order to address the issue of service quality in insurance, one must take into account the specific characteristics of the industry. Insurance products and services are extremely complicated; perhaps, there are no other products or services in the market for which such ignorance exists (Leste & Wanderey, 1997 as cited in Shimeles, 2011).

Insurance contract is a special kind of legal undertaking between two parties. Both of them, the insurer and the insured (customer), expect reasonable benefits. The most important reason for purchasing insurance is the existence of risk in different form and magnitude which may or may not occur in the duration of an insurance contract. Thus, what is sold by insurance companies is just a promise that is to make the loss/; good if and when the risk insured materialized. As a result, customers can assess the quality and value of the insurance service after they bought the insurance policy after some time i.e. at the time of claim. Because of this, the claim settlement procedure appears to be the most critical incident of insurance, and distinguishes insurance from the majority of service, for which production and consumption occur simultaneously (Zeithaml et al., 1988).

As the customer is the final to judge the quality of service being provided, service quality and the achievement of customer satisfaction should be the most fundamental or critical for the success even in the insurance business.

The quality of services offered before to and during risk underwriting, as well as the sufficiency and speed of claim statements in the insurance sector, all have an impact on customer loyalty, tenacity, and positive word-of-mouth marketing.

Ethiopia has a market that is open to all clientele; however, the quality of the country's insurance sector and services is influenced by a number of different circumstances. (Bereket Hagos, 2019).

Therefore, the good insurance quality service delivery mechanism could improve customers and insurance staff member's satisfaction, increased customer loyalty to the insurer and encouraged customers to return to the insurance company and recommend the service to others. The cumulative effect of this will be reflected on the bottom line i.e. profit. It therefore, appears that insurers who invest in customer's satisfaction have superior chance of forming an effective and vibrant organization, with caring, committed and empowered people (Chartered Insurance Institute, 2006).

The absence of empirical studies in Ethiopia concerning studies on insurance companies 'productivity is then what motivated the researcher to put his own contribution on what factors affect the performance of Abay Insurance S.C. The reason for choosing AISC among the firms in the insurance industry is as follows. Above all AISC is one of the newly emerged industries in Ethiopia. Secondly it has a largest market share like other insurance companies. The researcher will explore different studies (thesis, journals and articles.)

Apparently, customer satisfaction: which is a core performance gauge in service-oriented firms; highly depend on service delivery quality among other factors. As pointed out by Oliver (2010), customer satisfaction depends on one's judgment on a product or service in consideration of subjective pleasure levels. Wicks and Roethlein (2009) pointed out that firms that steadily gratify their clients attain higher withholding levels and superior productivity due to improved customer loyalty.

2.1.3. Rationale for establishing Relationship with customers

Entrepreneurship is one of the business forces with the greatest power to transform today's society, due to its ability to discover and take advantage of new opportunities to satisfy customer new and changing needs and expectations. Customer relationship management (CRM) has proved to be both a highly influential business management strategy and a powerful business management technology solution, with a particularly relevant impact in the area of entrepreneurship. CRM has helped drive growth and future expectations and has had excellent results in terms of return on investment wherever it has been implemented. An exhaustive review of previously published findings in a specific subject area can uncover new lines of research. This paper uses semi-systematic review to the study of the reality of the link between CRM and entrepreneurial marketing in business. This approach is used to comprehensively describe the state of the art of the impact that CRM can have in the modern business environment, through the empowerment of entrepreneurial marketing. In a structured manner, the present paper reviews the 86 most relevant studies of how CRM affects entrepreneurial marketing

policy development through its alignment with relationship marketing and customer-centric business models. (Gomez, 2022).

Perment (2016) explains that in contrast to many other industries the car industry is driven by a focus on high production volumes rather than a focus on high profit. The underlying reason for that is the high development cost in comparison to the low production cost within the automotive industry. This led to a situation where the car producers in general, dimension the production lines with an overcapacity of 50 to 60 per cent, with the anticipation that sale volume shall increase.

2.2 Empirical Literature

Customer Satisfaction versus service quality Customer satisfaction and service quality are inter-related. The higher the service quality, the higher is the customer satisfaction. Many agree that there are no recognized standard scales to measure the perceived quality of a service. Thus, competitive advantage through high quality service is an increasingly important weapon to survive. Measuring service quality seems to pose characteristics of services that are intangibility, heterogeneity, inseparability, and perishability. Because of these complexities, various measuring models have been developed for measuring perceptions of service quality (Greenrooms 1984; Parasuraman 1985; 1988; Bahia & Nantel 2000).

According to DeRuyter, Bloemer and Pascal (1997), service quality has been found to be an antecedent of customer satisfaction based on their empirical test on health care service of chiropractic care. In addition, Brady and Robertson (2001) indicated that there is a certain relationship between service quality and customer's satisfaction up on their test made on fast-food restaurants in America and Latin America. As suggested by the SERVQUAL model, the differences between customers' expectations about the performance of a general class of service providers and their assessment of the actual performance of a specific firm in that class results in perceptions of quality (Parasuraman, Ziethaml & Berry 1988). Accordingly, the first step in satisfying customers is to determine the level of customer service through service quality assessment. The work of

Bitner (1990) proposed an alternative method and defined service quality as the customer's overall impression of the relative inferiority /superiority of a firm and its service offerings. Antreas (1997) found that service provider perceptions about customer satisfaction are a function of perceived service quality. In addition to these, Sureshchandar (2002) found that service quality and customer satisfaction were highly related.

In addition, Mittal and Lassar (1998) found that there was a relationship between service quality and customer satisfaction. Elnan and Anderson (1999) proved a positive relationship between service quality and customer satisfaction in the bus industry in Norway. A recent study by Ojo (2010) in the telecommunication industry showed that a positive relationship exists between service quality and customer satisfaction. Oyeniyi and Abiodun (2008) demonstrated the same relationship. Fornell, C., Johnson, M.D., Anderson, E.W., Cha, J., & Bryang, B.E.1996 argued that perceived quality, which had been explained as the served market's evaluation of recent consumption experienced, would have a direct and positive impact on overall customer satisfaction. In our country also different researchers had undertaken with the association between customer satisfaction and service delivery dimensions in different areas. For example, Betelhem Testate (2015) studied the relationship between customer satisfaction and service delivery quality by using SERVQUAL model at C.B.E by using empirical test and she conclude there is a positive relationship between customer satisfaction and service delivery quality. Similarly, Solomon Demise (2014) investigated and tests the relation between service delivery quality and customer satisfaction in Ethiopian Insurance Corporation and he concludes there is a high correlation association between service delivery quality and customer satisfaction. But no study is investigated in Abay Insurance S.C. In this case, the researcher is more interested in service quality and motor insurance customer satisfaction association by using SERVQUAL model and by adding some variables underwriting quality, claim service, and engineering survey quality. So the researcher tries to examine the level of motor insurance customer's satisfaction by using the SERVQUAL model in the local Insurance Company's (Abay insurance S.C.) context.

2.3 Hypothesis

The researcher was able to develop the following hypothesis

H1: Tangibility dimensions of motor insurance service quality have significant positive effect on customer satisfaction

H2: Reliability dimensions of motor insurance service quality have significant positive effect on customer satisfaction

H3: Responsiveness dimensions of motor insurance service quality have significant positive effect on customer satisfaction

H4: Assurance dimensions of motor insurance service quality have significant positive effect on customer satisfaction

H5: Empathy dimensions of motor insurance service quality have significant positive effect on customer satisfaction

2.4 Conceptual Framework of the study

The conceptual framework indicates the crucial process, which is useful to show the direction of the study. The study shows the relationship between the five service quality dimensions (tangible, reliability, responsiveness, assurance and empathy) and customer satisfaction.

The Dependent Variable is Customer Satisfaction. The Independent variables are tangible, reliability, responsiveness, assurance, empathy

Independent variable (IV)

Dependent variable (DV)

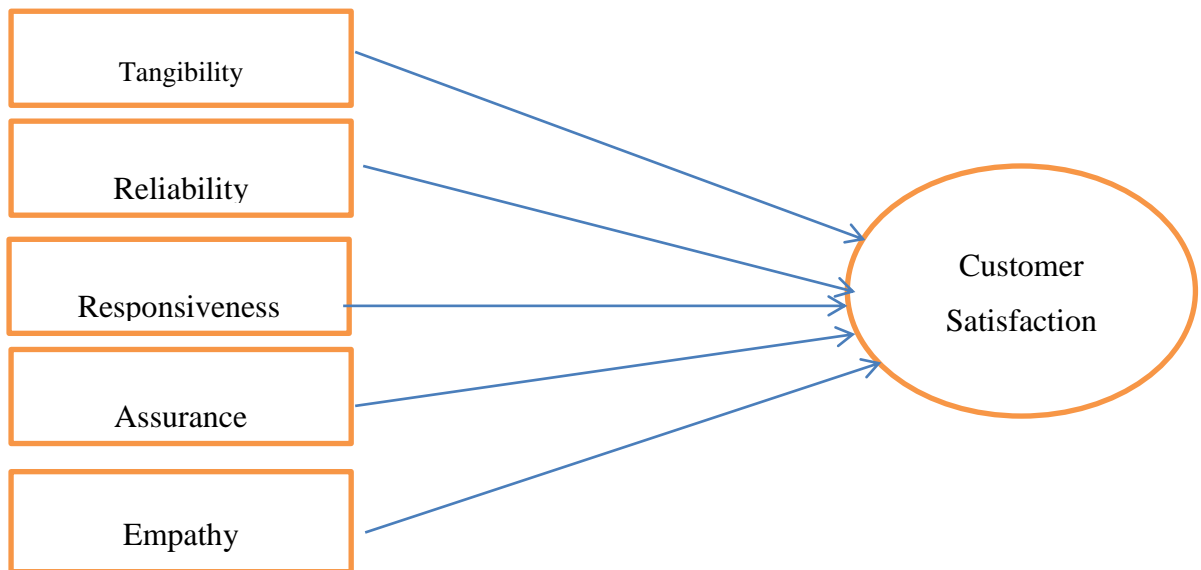


Figure 2.1 Source: Parasuraman et al., (1988).

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter provides a detailed description of the research methods and techniques that can be used throughout the study. The chapter discusses research methodology and design, population and sampling techniques, data collection methods, and data analysis methods. In general, this chapter provides a methodological framework for achieving the objectives. Ethical consideration is maintained during the data collection stages. Finally, it discusses the dependability and validity of data measurement.

3.1 Research Approach and Design

An explanatory research design was used to conduct this study. Explanatory research aims to understand phenomena by discovering and measuring causal relations among them. An important element of explanatory research is identifying and, possibly, controlling the variables in the research activities, since this permit the critical variables or the causal links between the characteristics to be better explained (Jill & Roger, 2003). Explanatory research design this study applied a combination of descriptive and explanatory research design. Descriptive research design method was an advantageous to pertinent to collect details of data from many respondents, it describes what the reality or what actually exist within a situation such as current practices, progresses and situations of different aspects of the research whereas explanatory research design helps to explain and understand the relationship between variables (motor insurance customer satisfaction) and present in inferential ways. Moreover, this study applied qualitative research approach to substantiate the breadth and depth of the finding. It helps to triangulate results so as to ensure the validity and reliability of the findings and to control possible data bias.

Quantitative research designs generate numerical data and use statistics to improve numerical data (Leedy & Ormord, 2005:147), whereas qualitative research designs focus on human events such as human interactions, social organizations, and the like (Newman and Benz, 1998: 12). Quantitative design is helpful in determining the magnitude of a

phenomenon, whereas qualitative design is appropriate for describing, interpreting, verifying, and assessing that phenomenon (Newman & Benz, 1998: 12). The research was designed and presented to determine the study's objective. The SERVQUAL framework model and some supplemental suggestions opinions gathered from respondent.

3.2. Population, Sample Size & Sampling technicians

3.2.1 Population,

Target population of the study consisted of Abay insurance S.C. Addis Ababa branch customers. Totally this branch has 1200 customers Abay Insurance S.C. motor insurance customers (clients who have a yearly renewable insurance coverage or a long-term business relationship). The population, as previously stated under the scope, refers to clients who live in Addis or transact centrally from Addis. The information was obtained from the company's planning department.

3.2.2 Sample size

The sample frame of this study was prepared based on the 1200 target population customer the researcher would be confidential 95% or would assume 5% error would do this study, because doing research is getting the optimal solution for once problem this mean not the final solution due to this expected same error, in order to minimize the sample population and also when the sample error is very small the error the research is high. Then the researcher would be use the following formula to determine the sample size (Yemane 1967). Provides a simplified formula to calculate sample sizes

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

$= \frac{1200}{1 + 1200(0.05)^2}$

$= \frac{1200}{1 + 1200(0.0025)}$

$= \frac{1200}{1 + 3}$

$= \frac{1200}{4}$

$n = 300$

n=Sample size

N= Target Population

e= Sample Error

3.3. Data Source and Data Collection Method

The researcher has use primary data source help to gain reliable, credible and accurate information to the study. Among primary data the researcher would use both qualitative and quantitative data. Qualitative data using interview for Abay insurance S.C Managers. Quantitative data by using questionnaire for customers of the insurance in Addis Ababa breach. The questionnaire would close ended questionnaires are multiple choice questions, which are developed based on Liker's-scale of five ordinal measures of agreement towards each statement (from 1 to 5). The reasons for adopting this Close-ended question are: To provide simplicity for the respondent to answer, and to make evaluation of collect data easier. To save the time of the respondent and is important to know respondents' feelings or attitudes about something. The respondents must indicate how closely their feelings match with the question or statement on a rating scale.

Both primary and secondary data was use in this research. The primary data was collected from the customers of the insurance company's 18 branches in Addis Ababa. This is the backbone of the research's quantitative analysis.

To acquire the relevant data and conducting this study researcher used both primary and secondary data source and also applied various data gathering tools to triangulation the result.

3.3.1. Primary Data Sources

To conduct this study, primary data is what is the researcher originally collected from the sample or target population and clients of the company (policy holders) through questionnaires and interview. The researcher both closes and opens ended questionnaires and unstructured interviews emphasis on motor insurance service quality.

3.3.2 Secondary Data Sources

To realize the objective of the study, the researcher collected relevant secondary data source from published and unpublished materials, professional journal articles and different research books related with the study area.

3.4. Reliability and Validity of data presentation instruments

3.4.1 Validity

Validity is used in research to refer the degree to which the outcome of a study accurately reflects the variable which is being measured or which the researcher is attempting to measure. According to Eriksson and Wiedersheim-Paul (1997) validity is defined as: “The ability of a scale or measuring instrument to measure what is intended to be measured”. Validity is therefore concerned with the success rate at which the study measure what the research sets out to measure. There are various types of validity use in research studies but for the purpose of this study the face validity was used. This is because the study was proven through pre-testing, rewording and reevaluation of the instrument used. Moreover, the research instrument of this study is developed by Parasuraman et. al, (1988). It is a famous, known and valid service quality measuring instrument for different sectors.

3.4.2 Reliability

Reliability is the degree to which the measure of a construct is consistent or dependable. In other words, if we use this scale to measure the same construct multiple times do we get pretty much the same result every time, assuming the underlying phenomenon is not changing According to (Bhattacharjee, 2012). Internal consistency reliability internal consistency reliability is a measure of consistency between different items of the same construct (Bhattacharjee, 2012) Hence, the study used a multiple –item measurement scale internal consistency method will have applied to the study. Cronbach alpha with acceptable cut off points 0.7 demonstrate that all attributes are internally consistent the reliability test for the instrument used for the study will conduct using SPSS.

As sited from (Meron, 2015) coefficient alpha ranges in value from 0 meaning no consistency to 1 meaning complete consistency. Generally speaking, scales with a coefficient between 0.80 and 0.95 are considered to have very good reliability. Scales with a coefficient between 0.70 and 0.80 are considered to have good reliability, and

value with a coefficient between 0.60 and 0.70 indicates fair reliability. When the coefficient is below 0.6, the scale has poor reliability (Zikmund et al, 2010).

The questionnaire adapted from Zeithaml, (1988) and the internal consistency test of Cronbach alpha result given below.

Table 3.4.2 Reliability

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ENGINEERIN	23.76	54.190	.704	.947
RELIABILITY	23.74	52.887	.824	.940
TANGIBILE	23.76	51.750	.857	.938
RESPO	23.73	51.693	.887	.936
ASSURA	23.70	51.577	.901	.935
EMPATHY	23.67	51.977	.903	.935
UNDERWITT	23.66	51.782	.943	.933
CLAIMSERV	23.78	51.157	.874	.937
COSTOMERSATISFACTION	25.46	66.753	.072	.965

Source: survey, 2022

The result of reliability test for the questionnaire is shown the test result is between 0.965 and 0.933. Therefore, based on the test, the results for the items are reliable and acceptable

3.5. Method of data analyses

Data analysis can help the researcher to summarize the conclusion of the study. The data has been analyzed by using the output of Statistical Package for Social Science (SPSS Window) version 20. Additionally, the Cronbach Alpha Coefficient was used to compute to investigate the consistency and reliability of the instrument. On the other hand, Pearson Correlation Analysis was used to examine the relationship between independent variables (service quality demission) and dependent variable (customer satisfaction). The frequency analysis for the respondent's data was present by using tabulation, standard deviation percentages, and means.

3.6. Ethical Considerations

Ethics is sometimes confused with morality, and it deals with concerns of right and wrong in groups, societies, and communities. As a result, it is critical that everyone engaging in research is aware of the ethical issues (Babbie, 2005:61). Respondents being fully informed about the research's goals and advantages, obtaining consent, and voluntarily participating in the research are all essential ethical considerations for research (Enarson, et al., 2001:133). Babbie (2005:61) emphasized the necessity of maintaining the respondents' privacy and protecting them from bodily and psychological harm.

All of the foregoing ethical guidelines were followed throughout the entire research process in this study. Permission was granted by the organizations prior to data collection. The participants were asked to participate voluntarily and were given the option to withdraw if they so desired. Participants are informed that completing and returning the questionnaire constitutes their agreement to take part in the study. All participants were informed that their responses would be kept anonymous and confidential.

CHAPTER FOUR

Result and discussion

4.1 Respondents response Rate

Table 4.1 Response rate

Respondents	Number of item	Percent
Correctly filed	295	94%
Not Correctly filed	5	6%
Total sample	300	100%

Source: survey, 2022

Response rate is the proportion of questionnaires that were returned and filled during the study in relation to total number of questionnaires expected to be filled. In this study, the research required administration of questionnaires to 300 respondents who were customers of Abay insurance S.C in Addis Ababa branches. 295 of the total 300 questionnaires were distributed and completely filled hence the return rate was calculated as 98%.

4.2 Descriptive Statistics

The research findings and respondent data profile are discussed in this chapter. The statistical methods of analysis, such as a descriptive analysis, factor analysis, and a correlation version 20 were then addressed

Demographic characteristics of respondents

Table 4.2.1 Age mix of the respondent

	Frequency	Percent	Valid Percent	mulative Percent
26-35	73	24.7	24.7	24.7
36-45	95	32.2	32.2	56.9
Valid 45-55	88	29.8	29.8	86.8
ABOVE 55	39	13.2	13.2	100.0
Total	295	100.0	100.0	

Source: survey, 2022

The above table 4.2.1 illustrate that majority of the respondent were found age range between 36-45 scored 95(32.2%) followed by 45-55 age range and scored 88(29.8%) while the lower scored 39(13.2 %) above 55 years. followed by 26-35 age range and scored 73(24.7%) this implies that motor insurance customers are found the age range of 36-45 age.

	Frequency	Percent	Valid Percent
MALE	180	61.0	61.0
Valid FEMALE	115	39.0	39.0
Total	295	100.0	100.0

Source: survey, 2022

Table 4.2.2 shows that gender mix of respondent. Majority of the respondent were male scored 180 (61%) and 115(39%) female. Therefore, male respondents were used motor insurance than the female.

Table 4.2.3 Education Back Ground of The Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
MASTER AND ABOVE	80	27.1	27.1	27.1
FIRST DEGREE	37	12.5	12.5	39.7
Valid COLLEGE DIPLOMA	112	38.0	38.0	77.6
BELOW DIPLOMA	66	22.4	22.4	100.0
Total	295	100.0	100.0	

Source: survey, 2022

The above table 4.2.3 illustrate that majority of the respondent were found educational level college diploma scored 112(37%) followed by masters and above scored 80(27.10%) while the lower scored 37 (12.5%) first degree. followed by below diploma range and scored 66 (22.4%) this implies that motor insurance customers are found the college diploma.

Table 4.2.4 income of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDER 4000	30	10.2	10.2
	BETWEEN 4001 - 7000	104	35.3	45.5
	BETWEEN 7001- 11000	81	27.5	72.9
	ABOVE 11000	80	27.1	100.0
	Total	295	100.0	

Source: survey, 2022

The above table 4.1.4 illustrate that majority of the respondent were found their income level between 4001-7000 ETB scored 104(35.3%) followed by 7001-11000 scored 81(27.5%) while the lower scored 30 (10.2%) under 4000 followed by above 11000 scored 80 (27.1%) this implies that majority of the respondents' salary were between 4000-7000 range scored 30(10.2%) this show that the respondents were medium income salary earner.

Table 4.2.5 Type of insurance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MOTOR COMPERHENSIVE	136	46.1	46.1
	THIRD PARTY	159	53.9	100.0
	Total	295	100.0	

Source: survey, 2022

The above table 4.2.5 illustrate that majority of the respondent were third party insurance coverage scored mean value of 159(53.9%) and the reaming 136(46.1%) were motor compressive this implies that Abay motor insurance service delivery was done by agents or third party.

Table 4.2.6 Year of Service In Abay Insurance S.C

	Frequency	Percent	Valid Percent	Cumulative Percent
< 1 YEARS	56	19.0	19.0	19.0
1-2 YEARS	64	21.7	21.7	40.7
Valid 2-5 YEARS	122	41.4	41.4	82.0
6-10 YEARS	53	18.0	18.0	100.0
Total	295	100.0	100.0	

Source: survey, 2022

The above table 4.2.6 illustrate that majority of the respondent were rendering service in Abay insurance 2-5year scored 122(41.1%) followed by 1-2 years scored 64(21.7%) while the lowest experience were 6-10 years scored 53(18%) followed by less than one year 56(19%) this implies that employee of Abay insurance were not more experienced.

Table 4.2.7 Number of Claim

	Frequency	Percent	Valid Percent	Cumulative Percent
>4 TIMES	29	9.8	9.8	9.8
4 TIMES	70	23.7	23.7	33.6
3 TIMES	116	39.3	39.3	72.9
Valid TWICE	24	8.1	8.1	81.0
ONCE	42	14.2	14.2	95.3
noclaim	14	4.7	4.7	100.0
Total	295	100.0	100.0	

Source: survey, 2022

The above table 4.2.7 examine that majority of the respondent were claim three times by scoring 116(39.3) followed by 4 times scored 70(23.7%) but the lower percentage were no claim scored 14(4.7%) followed by twice scored 42(8.1%) the remaining over 4 times and once scored 29(9.8%) and 42(14.2%) respectively.

4.3 Motor Insurance Service Delivery dimension

Table 4.3.1 Tangibility dimension of the service delivery in customer satisfaction

	N	Minimum	Maximum	Mean
Abay insurance offices have up-to-date equipment's.	295	1	5	3.15
Physical facilities	295	1	5	3.18
Employees are well dressed and appear neat	295	1	5	3.25
The physical environment of the office is clean	295	1	5	3.26
Valid N (listwise)	295			

Source: survey, 2022

The above table 4.3.1 shows that the largest mean value scored (3.15) by Abay insurance S.C Abay insurance offices have up-to-date equipment's followed by Physical facilities scored 3.18 but The physical environment of the office is clean is scored 3.26 the lowest mean value followed by Employees are well dressed and appear neat by scored 3.25. This implies that Abay insurance S.C employees have not quality code dressing.

Table 4.3.2 Reliability dimension of the service delivery in customer satisfaction

	N	Minimum	Maximum	Mean
When a customer has a claim/or other problem, they show a sincere inters in solving it	295	1	5	3.20
The company or staff, when they promise to do something by a certain time, they do it.	295	1	5	3.24
The company performs the required service right the first time.	295	1	5	3.15
The company keeps its records accurately	295	1	5	3.14
The company provides the service at the time it promised to do so	295	1	5	3.09
Valid N (listwise)	295			

Source: survey, 2022

The above table 4.3.2 shows that the largest mean value scored (3.09) by Abay insurance S.C. The company provides the service at the time it promised to do so followed by The company keeps its records accurately scored 3.14 but the lowest mean value The company or staff, when they promise to do something by a certain time, they do its scored 3.24 followed by When a customer has a claim/or other problem, they show a sincere inters in solving it by scored 3.20 and the remaining 3.15 is scored by The company performs the required service right the first time. This implies that Abay insurance S.C does not give service as promised at first time.

Table 4.3.3 Responsiveness dimension of the service delivery in customer satisfaction.

	N	Minimum	Maximum	Mean
Employees make information easily obtainable by the customers	295	1	5	3.10
Employees are always willing to help customers in purchasing insurance	295	1	5	3.12
Employees provide prompt service to customers.	295	1	5	3.17
Employees are willing to help customers at the time of claim	295	1	5	3.20
Employees are never too busy to respond to customers' requests.	295	1	5	3.24
Valid N (listwise)	295			

Source: survey, 2022

The above table 4.3.3 shows that the largest mean value scored (3.10) by Abay insurance S.C Employees make information easily obtainable by the customers followed by Employees are always willing to help customers in purchasing insurance records accurately scored 3.12 but the lowest mean value Employees are never too busy to respond to customers' requests its scored 3.24 followed by Employees are willing to help customers at the time of claim it by scored 3.20 and the remaining is scored by 3.20 the remaining 3.17 mean value by Employees provide prompt service to customers. This implies that Abay insurance S.C Employees were not proved information easily to it's the customer.

Table 4.3.4 Assurances dimension of the service delivery in customer satisfaction

	N	Minimum	Maximum	Mean
The behavior of employees instills confidence in customers	295	1	5	3.30
Customers feel safe in their transactions with employees of the company.	295	1	5	3.32
Employees are polite with the customers	295	1	5	3.25
Employees have the knowledge to answer customer's questions.	295	1	5	3.21
Valid N (listwise)	295			

Source: survey, 2022

The above table 4.3.4 shows that the largest mean value scored (3.21) by Abay insurance S.C Employees have the knowledge to answer customer's questions. Followed by Employees are polite with the customers scored (3.25) but the lowest mean value Customers feel safe in their transactions with employees of the company. its scored 3.32 followed by The behavior of employees instills confidence 3.30. This indicates the staff at Abay insurance S.C. is knowledgeable and capable of assisting customers.

Table 4.3.5 empathy dimension of the service delivery in customer satisfaction

	N	Minimum	Maximum	Mean
insurance gives each customers individual attention and treatment.	295	1	5	3.23
Abay insurance's operating /working hours are convenient to its customers.	295	1	5	3.20
Employees provide customers a personal service.	295	1	5	3.23
The company accommodates customer's request of coverage other than the readymade existing insurance policies.	295	1	5	3.27
The company has its customer's best interest at heart.	295	1	5	3.25
The employees understand the specific need of their customers.	295	1	5	3.31
The company has enough variety of insurance products	295	1	5	3.28
The insurance products provide the required coverage	295	1	5	3.21
Valid N (listwise)	295			

Source: survey, 2022

The above table 4.3.5 shows that the largest mean value scored (3.20) Abay insurance’s operating /working hours are convenient to its customers followed by The insurance products provide the required coverage (3.21) and the lowest mean valve scored The employees understand the specific need of their customers. (3.31) followed by the company has enough variety of insurance products scored (3.28) the reading the company has its customer’s best interest at heart. by (3.25) and insurance gives each customers individual attention and treatment and Employees provide customers a personal service. Scored (3.23)

Table 4.3.6 underwriting

	N	Minimum	Maximum	Mean
Employees are always committed to give explanations on insurance policy benefits.	295	1	5	3.24
Employees providing underwriting services have the necessary technical and professional competences.	295	1	5	3.28
The service providers simplify the insurance documents such as policies, endorsements, proposals etc. to suite customers.	295	1	5	3.11
The service providers customize the scope and presentation of insurance policies to the particular needs of the society.	295	1	5	3.17
The service providers prepare documents in the widely understood language to the customer.	295	1	5	3.27
Valid N (listwise)	295			

Source: survey, 2022

The above table 4.3.6 shows that the largest mean value scored (3.28) Abay insurance’s Employees providing underwriting services have the necessary technical and professional competences. Followed by The service providers prepare documents in the widely understood language to the customer. The value (3.27) and the lowest mean value scored the service providers simplify the insurance documents such as policies, endorsements, and proposals etc. to suite committed to give explanations on

insurance policy benefits by (3.24) this examine that underrating service delivery of the employee were little technical and professional.

Table 4.3.7 Clam service

	N	Minimum	Maximum	Mean
Employees give adequate guide to its customers at time of claims	295	1	5	3.07
Service providers being generally accessible to customers at time of claims through telephone, in person, in writing, et.	295	1	5	3.16
Employees providing claim services have adequate empowerment to solve customers' problems.	295	1	5	3.22
Employees assigned in claim service are free from integrity problems.	295	1	5	3.19
Providers give adequate compensation to customers at time of claim	295	1	5	3.18
Valid N (listwise)	295			

Source: survey, 2022

The above table 4.3.7 shows that the largest mean value scored (3.22) Abay insurance's Employees providing claim services have adequate empowerment to solve customers' problems. Followed by Employees assigned in claim service are free from integrity problems. (3.19) and the lowest mean valve scored Employees give adequate guide to its customers at time of claims. (3.07) followed Service providers being generally accessible to customers at time of claims through telephone, in person, in writing, et. Scored (3.16) the reaming Providers give adequate compensation to customers at time of claim (3.18). this implies that Abay insurance S.C claim service the employees haven't adequate guidance to its customer during clams.

Table 4.3.8 Engineering

	N	Minimum	Maximum	Mean
Engineering survey estimations are fair and reasonable	295	1	5	3.18
Engineering survey employs have sufficient knowledge to estimate the claim.	295	1	5	3.15
Valid N (listwise)	295			

Source: survey, 2022

The above table 4.3.8 shows that the largest mean value scored (3.19) Abay insurance's Engineering survey employs have sufficient knowledge to estimate the claim. Followed by Engineering survey estimations are fair and reasonable (3.15)

4.3.9 Table Regration analysis

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I.for EXP(B)	
							Lower	Upper
TANGIBILE	.563	.272	4.304	1	.038	1.757	1.032	2.991
RELIABILITY	.560	.269	4.350	1	.037	1.751	1.034	2.964
RESPO	-1.476	.544	7.364	1	.007	.229	.079	.664
ASSURA	2.207	.653	11.424	1	.001	9.092	2.528	32.702
Step 1 ^a EMPATHY	1.125	.510	4.859	1	.027	3.080	1.133	8.376
UNDERWITT	-1.455	.609	5.706	1	.017	.233	.071	.770
CLAIMSERV	-.916	.338	7.337	1	.007	.400	.206	.776
ENGINEERIN	-.422	.200	4.457	1	.035	.656	.443	.970
Constant	-.840	.421	3.972	1	.046	.432		

a. Variable(s) entered on step 1: Tangibles, Reliability, Respond, Assures, Empathy, Underwritten, Claim serve, And Engineering.

4.4 Coefficient of Regression analysis

Variable(s) entered on step 1: Age, Sex, Edu, Occ, Inco, Type, Duration, no claim, Tangible, Reliability, Respond, Assure, Empathy, Underwriting, Claim serve, and Engineering

Claim service quality: According to the regression result Claim service quality negatively affect AICS of insurance companies in Addis Ababa and has a beta coefficient of 0.303 Regression coefficient of Claim service quality 0.303 implies that holding other factors constant, when Claim service quality increases by 1% then the AICS will decrease by 0. 303. Which means a company with low SQ satisfies its motor insurance customers than a company with high SQ. It is significant ($p < 0.05$) then $0.014 < p$ -value to influence insurance companies.

Tangibility: According to the regression result Tangibility Negatively affect AICS of insurance companies in Addis Ababa and has a beta coefficient of 0.422 Regression

coefficient of Tangibility 0.422 implies that holding other factors constant, when Tangibility increases by 1% then the AICS will decrease by 0.44. Which means a company with low tangibility satisfies its motor insurance customers than a company with high tangibility. It is significant ($p < 0.05$) then $0.014 < p$ -value to influence insurance companies.

Underwriting: According to the regression result underwriting positively affect AICS of insurance companies in Addis Ababa and has a beta coefficient of 0.293 Regression coefficient of Underwriting 0.293 implies that holding other factors constant, when Tangibility increases by 1% then the AICS will increased by 0. 293. Which means a company with high Underwriting satisfies its motor insurance customers than a company with high Underwriting. It is significant ($p < 0.05$) then $0.041 < p$ -value to influence insurance companies.

Empathy: According to the regression result empathy negatively affect AICS of insurance companies in Addis Ababa and has a beta coefficient of 0.320 Regression coefficient of Empathy 0.320 implies that holding other factors constant, when Tangibility increases by 1% then the AICS will decrease by 0. 320. Which means a company with low empathy satisfies its motor insurance customers than a company with high empathy. It is significant ($p < 0.05$) then $0.006 < p$ -value to influence insurance companies.

Duration of time

According to the regression result duration of time positively affect AICS of insurance companies in Addis Ababa and has a beta coefficient of 0.368 Regression coefficient of duration of time 0.012 implies that holding other factors constant, when duration of time increases by 1% then the AICS will increase by 0. 368. Which means a company with low duration of time satisfies its motor insurance customers than a company with high empathy. It is significant ($p < 0.05$) then $0.006 < p$ -value to influence insurance companies.

4.3.10 Table of Correlations

		ANGIBILE	RELIABILITY	RESPO	ASSURA	EMPATHY	UNDE RWITT	CLAIM SERV	ENGIN ERIN	COST OMER SATIS FACTIO N
TANGIBILE	Pearson Correlation	1	.718**	.779**	.808**	.796**	.841**	.814**	.632**	.110
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.059
	N	295	295	295	295	295	295	295	295	295
RELIABILITY	Pearson Correlation	.718**	1	.719**	.757**	.802**	.834**	.738**	.633**	.126*
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.031
	N	295	295	295	295	295	295	295	295	295
RESPO	Pearson Correlation	.779**	.719**	1	.847**	.862**	.844**	.847**	.691**	.016
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.780
	N	295	295	295	295	295	295	295	295	295
ASSURA	Pearson Correlation	.808**	.757**	.847**	1	.826**	.906**	.834**	.643**	.130*
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.025
	N	295	295	295	295	295	295	295	295	295
EMPATHY	Pearson Correlation	.796**	.802**	.862**	.826**	1	.906**	.796**	.666**	.084
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.148
	N	295	295	295	295	295	295	295	295	295
UNDERWITT	Pearson Correlation	.841**	.834**	.844**	.906**	.906**	1	.868**	.676**	.075
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.202
	N	295	295	295	295	295	295	295	295	295
CLAIMSERV	Pearson Correlation	.814**	.738**	.847**	.834**	.796**	.868**	1	.631**	.008
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.888
	N	295	295	295	295	295	295	295	295	295
ENGINERIN	Pearson Correlation	.632**	.633**	.691**	.643**	.666**	.676**	.631**	1	-.028
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.638
	N	295	295	295	295	295	295	295	295	295
COSTOMERS ATISFACTIO N	Pearson Correlation	.110	.126*	.016	.130*	.084	.075	.008	-.028	1
	Sig. (2-tailed)	.059	.031	.780	.025	.148	.202	.888	.638	
	N	295	295	295	295	295	295	295	295	295

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

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

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

*Significant at 0.01 levels. According to the Table, there is a significant positive relationship between the dimensions of service delivery of motor insurance and

customer satisfaction, the highest correlation is between claim on service and customer satisfaction (0.008); followed by responsiveness (0.016), engineering (0.028) respectively while the lowest correlation between reliability and customer satisfaction (0.126). Followed by assurance (0.130) the remaining tangibility empathy and underwriting scored 0.11, 0.084 and 0.075 respectively, and this implies service quality demission and customer satisfaction is positively related, which means the better service quality was the higher customer satisfaction. Accordingly, the most important service quality dimension that affects customer satisfaction is reliability, which goes to prove that reliability perceived as a dominant service quality followed by assurance; indicating improvements in employees' customer satisfaction levels were significant.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the findings and Conclusions

The conclusion is drawn from the researcher views in relation to the findings and analysis of the study.

- Demographic background of the sample indicates that insurance companies have more male customers than female customers with majority the age categories are fall in the economically active population. Concerning education background the largest groups of respondents have a good level of education withhold first degree and college diploma The study shows that currently Abay insurance S.C render low level of service quality to its customer expectation especially reliability have lowest grand mean score 3.09 the insurance didn.t give quick response and prompt service to its customer.
- This study found a positive relationship between all motor insurance service delivery dimensions and customer satisfaction.
- The study illustrate that motor insurance service delivery and customer satisfaction have direct relationship with customer satisfaction in Abay insurance S.C when there is quality service render to customer there high customer satisfaction while when there is low level of service quality delivery to its customer there will be poor customer satisfaction.
- From the findings of the study, it has been noted that most of the customers reported that the employees are not willing to help them, not responsive and quick, and not seen to perform punctually as they promised to do. However, the service giving firms like insurance need to have employees who have a positive mind to help customers willingly with a prompt response, otherwise if things has been different, Abay Insurance will lose its prominent customers, thus before that, different motivational factors should be practiced the employees need to be encouraged and empowered.

- Variety of services are provided to customers such as giving awareness on the scope and benefits of the policy, to prepare policies by charging reasonable premium in line with the insured's inquiry and at time of claim, the employees should guide the insured whose properties have got damaged customers should be aware about the procedures how to handle the claims settlement process in order to facilitate the compensation with reasonable time. However the result from the study indicated us that most of the customers are not satisfied with the service provided in the underwriting department at the inception and when accident occur in claims section, this may have a consequence that customers lacks trust, reliability and confidence on the company as a result, customers may swift to other competitors.

5.2 Recommendations

This study has shown the relationship among the motor insurance service delivery dimensions and customer satisfaction of Abay insurance S.C. Moreover, the study confirms the service quality measurement is a suitable instrument for measuring the motor insurance service delivery and satisfaction of customer in the context of Abay insurance S.C.

The researcher advised the Abay insurance initiating female customers, appreciating youth customers because they use insurance service for a long time to the future by using providing incentives for top customers like factories and banks and micro finance, longtime customers, giving quick feedback during claim occurrence, time based estimation of motors by engineers during end of the years of holidays this is best mechanism to attract new customers and easily handling the current customers.

The researcher advised the Abay insurance to deliver superior service quality to its customer in order to stay in the competitive market, satisfy the current customers rather than facilitating to new customer, because finding new customer requires high effort and cost while satisfying the current customer minimize effort,

promotion cost, increase word of mouth, good image and easy to retaining the customer.

The study confirm the five dimensions of service quality are positively correlated with the insurance customer satisfaction, the insurance recommended give strong emphasis to all the motor service insurance service delivery maintaining and improving the service quality, dominantly reliability demission by developing training related to willingness to help customers question and premium pay to its employee compared to competitors because when employee benefit is low and less experienced compared to other similar industry employee became carless and less willingness to help customer.

The researcher advice Abay Insurance S.C give strong emphasis to all the motor service insurance for tangibility and claim service demission by developing new supported technology and easy mechanism during clam because Modern technology is changing faster than ever and to match with technology business also being updates it service in order to satisfy target customers as well as an existing customer in business world.

5.3 Limitation of the study

The researcher would be limit to few respondents to ensure the feasibility of the research. The respondents would only Abay insurance motor customers Addis Ababa branch's, some respondents were reluctant to fill the questionnaires. In addition, the researcher was develop unstructured interview with Abay Insurance Managers, but the managers, did not have a convenient time, so they limited it to just asking questionnaires.

5.4 Direction for further research

I advise the researcher to ask questions in order to elicit more information for future research. It is possible to explain the questions during the interrogation. To employ more respondents and increase the statistical significance of the study, the researcher could also include the other private insurance businesses.

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Appendix

Questionnaires to be filled by Motor Insurance Clients of Abay Insurance S.C

Section I: General Profile of the respondent

Please put circle mark (O) from the given alternatives

1. Age: 1. 18-25 2. 26-35 3. 36-45 4. 45- 55 5. >55

2. Sex: 1. Male 2. Female

3. Educational level: 1 Master and above 2 First Degree

3. College Diploma 4. Below diploma

4. Occupation: 1. Running own business 2. Government employees

3. Private Organization

5. Monthly income (In ETB): 1. under 4,000.00 2. Between 4,001-7,000.00`

3. Between 7,001-1100.00 4. Above 11,000.00

Section II: Questions related to the study

1. What type of motor insurance cover you have from Abay insurance S.C for your vehicle?

1. Motor Comprehensive 2. Third party only

2. For how long have you been client of Abay insurance S.C?

1. < 1 year 2. 1–2 years 3. 2–5 years 4. 6–10 years

3. How many times have you received motor insurance claims?

1. > 4 times 2. 4 times 3. 3 times 4. Twice 4. Once

Appendix I

Section II: SERVIQUAL MODEL QUESTIONNAIRES

Direction:

Please choose the one that you believe is appropriate based on the service experience you have with Abay Insurance S.C. and put “√” mark in the box in front of your choice of preference.

Choice Description

SA=Strongly Agree		A=Agree		N=Neutral		D=Disagree		SD=Strongly Disagree		
S.NO	Tangibles	SA	A	N	D	S	D			
1	Abay insurance offices have up-to-date equipment's.									
2	Physical facilities (like Office Buildings, Wreck yard facilities, furniture, Insurance policy Documents, Giveaway materials, Brochures, etc) are visually appealing and convenient.									
3	Employees are well dressed and appear neat.									
4	The physical environment of the office is clean.									
Reliability										
5	The company or staff, when they promise to do something by a certain time, they do it.									
6	When a customer has a claim/or other problem, they show a sincere inters in solving it.									
7	The company performs the required service right the first time.									
8	The company provides the service at the time it promised to do so.									
9	The company keeps its records accurately.									
Responsiveness										
10	Employees make information easily obtainable by the customers.									
11	Employees provide prompt service to customers.									
12	Employees are always willing to help customers in purchasing insurance.									
13	Employees are willing to help customers at the time of claim.									
14	Employees are never too busy to respond to customers' requests.									
Assurance										
15	The behavior of employees instills confidence in customers.									
16	Customers feel safe in their transactions with employees of the company.									

17	Employees are polite with the customers.					
18	Employees have the knowledge to answer customer's questions.					
Empathy						
19	Abay insurance gives each customers individual attention and treatment.					
20	Abay insurance's operating /working hours are convenient to its customers.					
21	Employees provide customers a personal service.					
22	The company accommodates customer's request of coverage other than the readymade existing insurance policies.					
23	The company has its customer's best interest at heart.					
24	The employees understand the specific need of their customers.					
25	The company has enough variety of insurance products.					
26	The insurance products provide the required coverage.					
Underwriting quality						
27	Employees are always committed to give explanations on insurance policy benefits.					
28	Employees providing underwriting services have the necessary technical and professional competences.					
29	The service providers simplify the insurance documents such as policies, endorsements, proposals etc. to suite customers.					
30	The service providers customize the scope and presentation of insurance policies to the particular needs of the society.					
31	The service providers prepare documents in the widely understood language to the customer.					
Claim services						
32	Employees give adequate guide to its customers at time of claims.					
33	Service providers being generally accessible to customers at time of claims through telephone, in person, in writing, et.					
34	Employees providing claim services have adequate empowerment to solve customers' problems.					
35	Employees assigned in claim service are free from integrity problems.					
36	Providers give adequate compensation to customers at time of claim.					
Engineering survey Service						
37	Engineering survey estimations are fair and reasonable					
38	Engineering survey employs have sufficient knowledge to estimate the claim.					

Appendix I I

በዓባይ ኢንሹራንስ ኢ.ማ በተሸከርካሪ ዉል ደንቦች የሚሞላ መጠይቅ

ክፍል አንድ:- የግል ሁኔታ

ትክክለኛዉ አማራጭ ፊት ለፊት ክብ ምልክት ያድርጉ

1. እድሜ 1) 18-25 2) 25-35 3) 35-45 4) 45-55 5) ከ 55 በላይ
2. ያታ ሀ) ወንድ ለ) ሴት
3. የትምህርት ደረጃ 1) ድህረ ምረቃና በላይ 2) ድግሪ 3) ድፕሎማ 4) ከድፕሎማ በታች
4. የስራ ሁኔታ 1) የግሉን የራሱን ስራ የሚሰራ 2) የመንግስት ተቋም ተቀጠሮ የሚሰራ 3 የግል ተቋም ተቀጥሮ የሚሰራ
5. ወርሃዊ ገቢ 1) ከ 4,000.00 ብር በታች 2) ከ 4,001.00-7,000.00
3) ከ 7,001-11,000.00 4) ከ 11,001.00 ብር በላይ

ክፍል ሁለት:- ከጥናቱ ጋር ተዛማጅነት ያላቸዉ ጥያቄዎች

6. ለተሸከርካሪዎ ምን ዓይነት ሽፋን አለዎት? 1) ሙሉ ሽፋን 2) ሶስተኛ ወገን ብቻ
7. የተቋሙ ደንበኛ ከሆኑ ምን ያህል ጊዜ ሆንዎት? 1) ከ 1 ዓመት በታች
2) ከ 1-2 ዓመት 3) ከ 2-5 ዓመት 4) ከ 5-10-ዓመት
8. ለስንት ጊዜ ያህል ከድርጅቱ የካሳ ክፍያ ተከፍሎት ያዉቃል? 1) ከ 4 ጊዜ በላይ
2) ለ 4 ጊዜ 3) ለ 3 ጊዜ 4) ለ 2 ጊዜ 5) ለ 1 ጊዜ 6) አልተከፈለኝም
9. በአሁኑ የተቋሙ አገልግሎት አሰጣጥ ላይ እንደ ችግር አለ ብለዉ የሚጠቅሱት ሁኔታ ካለና እንደ መፍትሔ የሚጠቁሙት ሃሳብ ካለዎት ቢጠቅሱ -----

10. ለወደፊቱስ ምን ዓይነት አገልግሎት ቢሰጥ የተሸለ ነዉ ብለዉ ያስባሉ-----

1. የደንበኛ አገልግሎት አሰጣጥ ጥራት መጠይቅ መመሪያ፡-

እባክዎትን ከተሰጡት አማራጮች የተስማሙበት ላይ(✓)ምልክት ያድርጉ።
የሚስማሙበትን የሚለኩበት የሚከተሉት ናቸው።

1. በጣም አልስማማም
2. አልስማማም
3. ምንም ሃሳብ የለኝም
4. እስማማለሁ
5. በጣም እስማማለሁ

ተ.ቁ	ተ ጨ ባ ጭ ነ ት					
1	ዓባይ ኢንሹራንስ አ.ማ ዘመናዊ የሆኑና ለስራ የሚያስፈልጉ የቢሮ ቁሳቁሶች አሉት።					
2	የተቋሙ የቢሮ የስራ ቁሳቁሶች ቢሮው፣ የቢሮ ጠረጴዛዎች ወንበሮች የሚሰጡ የወል ዓይነቶች በራሪ ጽሁፎች ...ወዘተ ለዕይታ የሚስቡና የሚማርኩ ናቸው።					
3	የድርጅቱ ሰራተኞች አለባባሳቸው ጥሩና ንጽህናቸውን የጠበቁ ናቸው።					
4	የተቋሙ የስራ አካባቢ ለደንበኞች በሚያመች ቦታ ቅርንጫፎች ዓሉት።					
ታ ማ ኝ ነ ት						
5	ድርጅቱና የድርጅቱ ሰራተኞች የተናገሩትንና ቃል የገቡት ነገር በአገቡበት ጊዜ ያከናውናሉ።					
6	ደንበኞች የካሳ ጥያቄ / ችግር በገጠማቸው ጊዜ ተቋሙ ችግሩን በቅንነት ይፈታል።					
7	ተቋሙ ደንበኞች የሚፈልጉትን አገልግሎት ፈልገው በመጡበት በመጀመሪያው ቀን ይፈጽማል።					
8	ተቋሙ የመድን ወሎችና አስፈላጊ ሰነዶችን በትክክለኛው ቦታና በንጽህና ያስቀምጣል።					
ተ ጠ ያ ቂ ነ ት						
9	የተቋሙ ሰራተኞች ደንበኞች የሚፈልጉትን መረጃ በቀላሉ ይሰጣሉ።					
10	የተቋሙ ሰራተኞች ለደንበኞች ፈጣን አገልግሎት ይሰጣሉ።					
11	የኢንሹራንሱ ሰራተኞች ደንበኞች የመድን ወል እንዲገዙ በጥሩ ፍላጎት ያማክራሉ ጥሩ ገለጻም ያደርጋሉ።					
12	የኢንሹራንሱ ሰራተኞች ደንበኞች የካሳ ጥያቄ ባቀረቡ ጊዜ ለመርዳት ፈቃደኞች ናቸው።					
13	የተቋሙ ሰራተኞች የተቋሙ ደንበኞች የሚጠይቁትን ጥያቄ ለመመለስ በቂ ጊዜ ይሰጣሉ።					
በ ራ ስ መ ተ ማ መ ን						
14	የድርጅቱ ሰራተኞች ፀባይ ደንበኞች በተቋሙ ላይ ዕምነት እንዲኖራቸው ያደርጋሉ።					
15	ሰራተኞች በሚያካሂዷቸው ሰራዎች ላይ ደንበኞች ጥሩ ምቹት ይሰማቸዋል።					
16	ሰራተኞች በደንበኞች ላይ ትሁታን ናቸው።					
17	ሰራተኞች የደንበኞችን ጥያቄ ለመመለስ በቂ ሙያዊ እውቀት አላቸው።					

	የስራ ባለቤትነት					
18	ዓባይ ኢንሹራንስ አ.ማ ለእያንዳንዱ ደንበኛ ልዩ ትኩረትና ጥንቃቄ አለው።					
29	የዓባይ ኢንሹራንስ አ.ማ የስራ መግቢያና መወጫ ሰዓት ለሁሉም ደንበኞች ምቹ ነው።					
20	ዓባይ ኢንሹራንስ አ.ማ በማህበረሰቡ ዘንድ የሚፈለጉ በቂና የተለያዩ የመድን ወሎች አሉት።					
21	የተቋሙ ሰራተኞች የእያንዳንዱን ደንበኛ ፈላጎት ተረድተው አገልግሎቱን ይሰጣሉ።					
22	ዓባይ ኢንሹራንስ አ.ማ በማህበረሰቡ ዘንድ የሚፈለገውን የመድን ሽፋን ይሰጣል።					
23	ዓባይ ኢንሹራንስ አ.ማ ለእያንዳንዱ ደንበኛ የቅርብ አገልግሎት ይሰጣል።					
	የወል አሰጣጥ ጥራት					
24	የወል ሰራተኞች ስለ መድን ወል ጥቅም ለማብራራት እና ለደንበኞች ግንዛቤ ለመስጠት ሁልጊዜም ዝግጁዎች ናቸው።					
25	የተቋሙ የወል መስጠት ክፍል ሰራተኞች አሰፈላጊ ሙያዊ እውቀት ያላቸው።					
26	የተቋሙ የወል መስጠት ክፍል ሰራተኞች የተቋሙን የመድን ወሎች፣ የድጋፍ ወረቀቶች፣ የመድን ፍላጎት ማመልከቻ ደብዳቤዎች ወዘተ ለደንበኞቻቸው በቀላሉና በሚገባ መልኩ ያዘጋጃሉ።					
	የካሳ አከፋፈል አገልግሎት					
27	የተቋሙ የካሳ ክፍል ሰራተኞች በካሳ ጥያቄ ጊዜ ለደንበኞች በቂ መምሪያና መንገድ ይሰጣሉ።					
28	የካሳ ክፍል ሰራተኞች በካሳ ጊዜ በስልክ፣ በአካል፣ በደብዳቤ በመሳሰሉት በቀላሉ ይገኛሉ።					
29	የተቋሙ የካሳ ክፍል ሰራተኞች የደንበኞችን የካሳ ችግር ለመፍታት በቂና መልካም ተነሳሽነት አላቸው።					
30	በካሳ ክፍል መደብ ላይ የተሰየሙ ሰራተኞች እርስ በራሳቸው የመተባበርና የመተጋገዝ ችግር የለባቸውም። በጥሩ የመተባበር መንፈስም ይተባበራሉ።					
31	ዓባይ ኢንሹራንስ አ.ማ ለተሸከርካሪ ጉዳት ተገቢ ክፈያ ይከፍላል።					
	የኢንጅነሪንግ ምልክታና የዋጋ ትመና ክፍል አገልግሎት					
32	የዓባይ ኢንሹራንስ አ.ማ የተሸከርካሪ ጉዳት ትመና አግባብነት ያለው፣ ወቅተዊና ምክንያታዊ ነው።					
33	የዓባይ ኢንሹራንስ አ.ማ የተሸከርካሪ ጉዳት ትመና ክፍል ሰራተኞች በቂ የትመና እውቀትና ክህሎት አላቸው።					