



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

**Perception, Expectation of customers on Quality Service delivery  
(in the case of Abay Bank).**

**BY:**

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**OCTOBER, 2013**

**ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF  
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## **ENDORSEMENT**

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

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## DECLARATION

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

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Name

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Signature & Date

## **Abstract**

**Purpose:** The purpose of this paper is to Assess quality service delivery and customer satisfaction in Abay bank in the case of Addis Ababa.

**Design / Methodology / Approach:** A sample of 201 individual customers from four primarily opened Abay bank branches in Addis Ababa have been targeted for this study. The SERVQUAL model was applied. The study focused on the five dimensions of service performance i.e. tangibles, reliability, responsiveness, assurance and empathy.

**Findings:** The results shows huge gap between customer's perception and expectation for tangibility, reliability and responsiveness. Thus, the results of this study highlight the need for banks to gear customer service and quality improvements efforts towards components of tangibility, reliability and responsiveness. In addition, high scores and lowest gaps were noted for assurance and empathy, indicating that customers are generally satisfied with the banks' opening hour convenience to the customers and the level of employees to understand the specific needs of customers is high and the bank's performance is near to the expectation of the customers.

*Key words: SERVQUAL, Service Quality in Abay Bank, customer satisfaction*

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# Chapter one

## 1. Introduction

### 1.1 Background of the study

It is widely believed that efficiency in the banking sector is crucial for economic growth as it has a direct impact on the productivity of all the other sectors in the economy. Stable growth, in the context of developing economies, requires that the economy be put on a path of higher savings and further ensuring that these savings are channeled into productive investment. In this scheme of growth, the banking system has a dual role to play. It is a mobilizer of savings as well as an allocator of credit for production and investment. Effectiveness of the banking sector's contribution to the economic growth and development is broadly determined by its efficiency in the allocation of the mobilized savings amongst competing projects (Misra, 2003).

In business world there is a stiff competition between businesses and delivering a high quality service will turn result in customer satisfaction and one of the key competitive advantages. Service quality and customer satisfaction are unarguably the two core concepts that are at the root of the marketing theory and practices" (Spreng and Mackoy 1996). When competition increases and environmental issue becomes dynamic, the importance of Service quality is increased (Asubonteng, 1996).

Service quality "has become as one of the key driving forces for business sustainability and is vital for firms' accomplishment" (Rust and Oliver, 1994, pp. 1). Customer service quality is a crucial source of distinctive competence and often considered a key success factor in sustaining competitive advantage in service industries (Palmer, 2001). "Service quality in banking implies consistently anticipating and satisfying the needs and expectations of customers"( Howcrof, 1991 Parasuraman, 1985 and Zeithaml, 1990).

Customer satisfaction is defined as a customer's over all judgment on disconfirmation between the expected and perceived service performances (Anderson & Sullivan, 1993; Ramaswamy, 1996). If the perceived performance meets or exceeds the expectation, the customer is satisfied; otherwise, dissatisfied. Customer satisfaction is a transaction-specific measure. This means that a customer evaluates his/her perception of performance relative to

expectation in each service encounter, independently of the other occasions (Bitner, 1990; Bolton & Drew, 1991; Parasuraman, Zeithaml, & Berry, 1988; Ramaswamy, 1996).

Banking is a rapidly growing industry in Ethiopia. Currently there are 3 state owned and 14 private commercial banks; Commercial Bank of Ethiopia is the largest, controlling the majority assets of the industry. There are 15 more under formation. These expansions of the sector make high competition to have a large share in the market. To be competent and to exist in any business industry managers should give attention for satisfaction of their customers by the service provided. **Banking Business Proclamation No. 592/2008.**

One of the determinants of success of a firm is how the customers perceive the resulting service Quality, as the perceived service quality is the key driver of perceived value (Collart, 2000). It is the perceived value, which determines customer satisfaction. Many firms including banking industries begin to track their customers' satisfaction through measuring their level of service quality perceived by their customers. (Spreng and Olshavsky 1993) stated that customer satisfaction or dissatisfaction is considered to be the result of a comparison between the pre-use expectations that a customer has about the product or service and the post-use perception of product or service performance. The most widely used model to measure perceived service quality known as SERVQUAL was developed by (Parasuraman. 1985, 1988).

Paying attention to the subject of presenting services quality to customers for the continuation of organizations' durability, especially the banks is considered as a registered principle. In this respect considering the effective factors on expectations and perception identifying their relationship with customers' investigation of services quality is especially important since the services quality obtained is defined as the difference between customers' expectations and understandings and therefore this study will have a crucial role to have a correct knowledge of these factors and the progress of the organizations' activity based on service quality and customer satisfaction can help organizations in reaching their goals, big programs and customer-oriented culture. On the bases of the above facts this paper will try to identify the level of service quality and customer satisfaction for the case of Abay Bank S.C

## **1.2 Statment of the problem**

Within the domain of banking services, the service process involves a multitude of relationships between the performer and the consumer. Especially, the product is the main “instrument” for creating and offering a quality service and, implicitly, for the company to prove its care for and interest in the customer’s problems. The concept of “care for and interest in the customer’s problems” is tightly related to that of providing satisfaction to the customer. In order to establish and develop a long term marketing relationship with customers, banking establishments elaborate services, so that customers benefit from effective and very accessible services, complying at the same time with the quality standards, as well. This process involves the combination of the efforts made by marketing specialists, by human resources specialists and by the company’s management. The necessity to build such relationships is given by the consumer, staff and social-economic environment’s desires, which are continuously changing. (Cetina E. 2007)

Consumers, both natural and juridical persons, are in a permanent process of searching for products and services, for relationships with financial establishments, which need to be more and more satisfactory and for an increasing quality of services. Companies realize that investing in long term marketing relationships with their customers is not expenditure, but a long term profit (Chirita, N 2004)

Quality service is a key factor in achieving business success. It can either make or break business. This is for the reason that the entire business plan, marketing strategies, sales and profits will solely depend on its impact on the customers. Customers want to discern if products will be able to make lives much easier. Article Source: <http://EzineArticles.com/2220862>

To be able to gain income for business, it follows that must carefully design and satisfy the needs of consumers by providing high quality service. This is the foundations of an emerging and profitable business. Every decision make must take into consideration how it affects the customers should always give importance on service circumstances affecting customer. (James, 2009),

The key challenge for Service providing business organizations like banks is that to provide

quality service that can satisfy customers. If customers are dissatisfied with the quality of the service they would not be willing to pay very much for it or even to buy it, at all if competitor offer better” (Lovelock and Wirtz; 2004: 408).

It is imperative that service companies’ measure and monitor service quality and satisfaction with a view of influencing the behavioral intentions of their customers (Saha and Theingi, 2009). The speed and intensity of change in service offerings has accelerated in recent years within the banking industry (Atilgan, 2008). Challenge in the financial industry is becoming globally tough as the customers’ needs and wants are growing in variety.

In Ethiopia, many customers voice concerns about inefficiency and lack of quality excellence in the banking sector. Most of the time customers have to wait above 30 minute to get the service. And the qualities of service provided by the banking institutions are too poor. Almost all banks couldn’t meet the need of their customers. There are inadequate published studies which demonstrate if indeed the quality of banking service in Ethiopia is poor. However, (Tizazu 2012) has studied on the effect of service quality on customer satisfaction in private banks like United Bank, Awash International Bank, Nib Bank, and Lion Bank and Beliyu (2012) has conducted research on quality service delivery and its impact on customer satisfaction in four selected commercial banks of Addis Ababa like Commercial Bank of Ethiopia, Awash international Bank, Bank of Abyssinia and Wegagen Bank. Those studies try to compare each banks service quality and their customer satisfaction level. However, this study examines the gap between customers’ expectations and perceptions of banking service in Abay Bank using the SERVQUAL model.

### **1.3 Research Questions**

Based on the problem statement the researcher has been trying answer the following questions:

- What are the expectations of customer from service provided by the bank?
- What are the perceptions of customers from the service provided by the bank?
- What are the gaps between the expectations and perceptions of customers from the service provided by the bank?
- What are the relation between tangibility, reliability, responsiveness, assurance and

empathy of service quality on customer satisfaction?

## **1.4 Objective of the study**

### **1.4.1 General objective**

The general objective of the study is to assess service quality and its impact on customer satisfaction of Abay Bank in Addis Ababa.

### 1.4.2 Specific objective

1. To measure the expectation of customer from the service provided by Bank by using SERVQUAL model.
2. To measure the perception of customer from the service provided by Bank by using SERVQUAL model.
3. To determine the gap between customer perception and expectation.
4. To investigate the impact of tangibility, reliability, responsiveness, assurance and empathy customer satisfaction.

## **1.5. Significance of the study**

Given that current business competitive environment induced by globalization and advances in information technology have forced companies to focus on managing customer satisfaction by providing quality service is a key factor for any business in order to sustain competent, maximize revenues. Therefore it is important to study Banks provide quality service and create customer satisfaction to retain their customers and maximize revenue.

The importance of the study are:

- Addressing of the level of customer satisfaction with the quality of services provided.
- Adopt a measure to help in understanding the quality of banking services.
- This study derives its importance from the variables; the banks need to undertake continuous studies on its situations and the increase of the quality of services provided.

The finding which may extract from study will contribute for the bank to understand the relationship between customer satisfaction and quality service and also can show the gap between customer's expectation of quality service and perceived service quality. It may provide solution for bank industry service quality problems and it may give them an idea of where they are presently in terms of their service quality and what they should do in the

future. In addition to that this study may need further to expand other study in this area.

### **1.6. Scope of the study**

There are factors that limit the study or that forces to have a boundary to the study. These factors are scarcity of resources, such as capital, time and data constraints. Therefore, the scope of the study is delimited to the following areas: The study is confined to Abay Bank and the study will mainly focus the primarily opened 4 branches in Addis Ababa. The basic drawback of purposive sampling is that it may exclude other branch customers therefore it decreases the generalizability of the data in all area. The study used SERVIQUAL model and by using this model the researcher will limit the scope of the study on only those variables that SERVQUAL examines five dimensions of service quality: Reliability, Responsiveness, Assurance, Empathy, and Tangible and customer satisfaction.

### **1.7. Organization of the study**

The paper is organized into five chapters. The first chapter deals with introductory part consisting of introduction/background of the study, statement of the problem, research questions, objectives of the study, scope /delimitation of the study, significance of the study. The second chapter reviews literatures related to the study. In this chapter various theoretical concepts that relates with service quality and its measurement and dimension of service quality and issues related with quality service have been discussed. Chapter Three discussed the research design and methodology detailed with research design, population and sampling techniques, types of data and tools of data collection, procedures of data collection and Methods of data analysis . Analysis of collected data, interpretation of the analyzed data is presented in the fourth chapter. And finally, the fifth chapter presents summaries of major findings, the conclusions and the possible recommendations.



## Chapter Two

### 2. Literature Review

The primary purpose of this chapter is to get the theoretical understanding of the concept of service quality and customer satisfaction. And more specifically, customers' expectations and perceptions toward service quality and measurement of service quality. First, it will discuss the definitions given by different scholars on the term service, quality service quality, and service quality management in both manufacturing and service firms and the 5 service quality gaps. Second, the review identified the criteria of service quality from different authors' perspective. Third, discussed what customer satisfaction mean and factors that affect customers' perception and expectation on quality service and determents of perceived customers' quality. Fourth, the review of the literature has tried to assess the model to measure service quality, SERVQUAL (Gap analysis=P-E).Finally the relation between service quality and customer satisfaction and summarized outcomes study done on service quality.

#### 2.1 What is Quality?

According to Hardie & Walsh, (1993); Sower and Fair, (2005); Wicks & Roethlein, (2009), quality has many different definitions and there is no universally acceptable definition of quality. They claim it is because of the elusive nature of the concept from different perspectives and orientations and the measures applied in a particular context by the person defining it. The definition of quality varies between manufacturing and services industries and between academicians and practitioners. These variations are caused by the intangible nature of its components since it makes it very difficult to evaluate quality which cannot be assessed physical implying other ways must be outlined in order to measure this quality.

Quality has been considered as being an attribute of an entity (as in property and character), a peculiar and essential character of a product or a person (as in nature and capacity), a degree of excellence (as in grade) and as a social status (as in rank and aristocracy) and in order to control and improve its dimensions it must first be defined and measured (Ghylin, 2008,)

##### 2.1.1 Some definitions of Quality

Defining quality is a bit challenging because of it's a subjective concept and the report will try to see some of definitions are

“Quality is product performance which results in customer satisfaction freedom from product deficiencies, which avoids customer dissatisfaction” (Juran, 1985, p.5)

“Quality is the extent to which the customer s or users believe the product or service surpasses their needs and expectations” (Gitlow . 1989, P.1)

“Quality: the totality of features and characteristics of a product that bear on its ability to satisfy stated or implied needs”– International Standards Organization (ISO).

“Quality is the total composite product and service characteristics of marketing, engineering, manufacture and maintenance through which the product in use will meet the expectations of the customer” (Feigenbaum, 1986 p.6)

“Quality is anything which can be improved” (Imai, 1986, p. xxiii.)

“Quality is the loss a product causes to society after being shipped” (Taguchi, 1986, p.1)

From all the above definition this research will try to address all the concepts that are defined by different authors mentioned above.

## **2.2. Definition of service**

According to Cowling and Newman (1995), service quality has been widely used to evaluate the performance of banking service. A study carried out by (Johns 1998, p.954) points out that the word ‘service’ has many meanings which lead to some confusion in the way the concept is defined in management literature, service could mean an industry, a performance, an output or offering or a process. He further argues that services are mostly described as ‘intangible’ and their output viewed as an activity rather than a tangible object which is not clear because some service outputs have some substantial tangible components like physical facilities, equipment and personnel.

An example is the services offered by the grocery stores, which involve mostly retailing goods to customers do have tangibles such as sales assistances, computers, and self-service equipment. We consider the tangible components when assessing retail activities offered by grocery stores in order to better understand service activities. This is because, according to (Gummesson 1994,) a service design which details a service, service system and the service delivery process must consider customers, staff, technology, the physical environment, and the consumption goods. In summary, it is eminent for service firms to consider the physical aspects of quality in order to offer high service quality. (Johns, N. 1999).

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

According to a study carried out by (Johns,1998), service is viewed differently by both the provider and the consumer; for the provider, service is seen as a process which contains elements of core delivery, service operation, personal attentiveness and interpersonal performance which are managed differently in various industries. While customer views it as a phenomenon meaning he/she sees it as part of an experience of life which consists of elements of core need, choice, and emotional content which are present in different service outputs and encounters and affect each individual's experience differently. However, factors that are common for both parties include; value (benefit at the expense of cost), service quality and interaction. From his study, he used supermarkets as an example of service industry and found out that supermarkets have high tangibility or visibility of output, the provider carries out a performance, level of interpersonal attentiveness is low, service staff are not core providers, customer undertakes a transaction, level of choice is high and service environment is a key component.

Service experience is defined by (John, 1998,) as the balance between choice and perceived control which depends upon the relative competences of customer and service provider (that is to make the choice or to exert control. Aspects of service experience include core benefit, performance, approaching the service, departing from it, interacting with other customers and the environment in which the service transaction takes place, Service interaction involves interpersonal attentiveness from the service personnel who are to provide core services and this contributes to customer satisfaction with the service offered, (John, 1998).

## **2.3 Service quality**

Most of the service quality definitions converge on a point of meeting customer needs and wants (Ueltschy and Krampf, 2001). A commonly accepted definition of service quality is that it should match customer's expectations and satisfy needs and requirements of customers (Edvardsson, 1998). (Gronroos, 1982) was the first to define service quality as the outcome of an evaluation process where the consumer compares his expectations with the service he perceived he has received. According to (Parasuraman 1991), service quality refers to the comparison between level of service desired and the level received. Perceived service quality has been treated as valuable element by (Zeithmal 1988) and he defines it as the consumer's judgment of a product's overall excellence or superiority.

Considering the competitive environment, there is a need for banks to plan their strategies that will differentiate them from another. This can be achieved through the delivery of high service quality. The practice of excellent service quality has been proven that customer satisfaction will significantly lead to customer loyalty (Caruana, 2000; Caruana, 2002).

Service quality is a comparison between Expectations and Performance. Researches and managers of Service firms concur that service quality involves a comparison of expectations with performance.

### **2.3.1 Service quality gaps**

In many quality service research, meeting and exceeding expectations of clients and customers is a perspective that has gained most attraction. This concept is all inclusive and cuts across service domains, but expectations change and experiences with alternate service providers could shape the customers' expectations.

A gap is the difference, imbalance or disparity which is determined to exist between customers' perception of firm performance and their prior expectation. Service quality (SQ) perceived by customers is therefore as a result of a comparison of customers' expectation (E) of services that the organization should offer versus their perception of the performance (P) delivered by the service organization.

Management of service quality largely focuses on managing the gaps between expectations and perceptions of customers. The goal of the firm is to minimize the gap between (P) and

(E). Rowley pointed out those previous researchers also applied gap principles similar to that proposed by Parasuraman.

Service quality GAP model (Parasuraman, 1985) proposed that service quality is a function of the differences between expectation and performance along the quality dimensions. They developed a service quality model based on gap analysis. The various gaps visualized in the model are:

The five gaps that organizations should measure manage and minimize:

**Gap 1** - also known as the management perception gap is the difference between expected service by customers and the management's perceptions of the consumer's expectations. It indicates a problem with the understanding of the market. Key factors leading to this gap are: insufficient marketing research, poorly interpreted information about the audience's expectations, research not focused on demand quality and too many layers between the front line personnel and the top level management. These shows service provider institutions shall have to make a marketing research which is focused on demand quality and other human resource quality to make customers satisfied.

**Gap 2** - also known as quality specification gap. It is the difference between management perception and the actual specification of the customer experience - Service design and performance standards are pre-requisites for bridging this gap. Managers need to make sure the organization is defining the level of service they believe is needed. Gap 2 may occur due the following reasons: insufficient planning procedures, lack of management commitment, unclear or ambiguous service design and unsystematic new service development process. This implies that management has to give attention and try to know their employees capacity to plan, Business design, employees commitment and the each and every activities undertaken in the organization. Therefore the gaps could be filled.

**Gap 3** - also known as the Service delivery gap. It is the difference between customer driven service design and standards and service delivery. Managers need to audit the customer experience that their organization currently delivers in order to make sure it lives up to the spec. The possible major reasons for this gap are: deficiencies in human resource policies such as ineffective recruitment, role ambiguity, role conflict, improper evaluation and compensation system, ineffective internal marketing, failure to match demand and supply,

and lack of proper customer education and training. The standard service deliveries have to be in accordance with customer's expectation. Before setting standard service deliveries the organizations have to assess about who is my customers, what is the demand and supply condition of the market, and what is the best customer service provision quality which make customers satisfied. So that to make all customers satisfied there should be a system which can identify the best personnel to fit these front lines to make customers happy and satisfied.

**Gap 4** - also known as market communication gap This is the difference between the delivery of the customer experience and what is communicated to customers - All too often organizations exaggerate what will be provided to customers, or discuss the best case rather than the likely case, raising customer expectations and harming customer perceptions. The discrepancy between actual service and the promised one may occur due to the following reasons: over-promising in external communication campaign, failure to manage customer expectations and failure to perform according to specifications. This implies organizations are responsible to be concourse in a matter of communication to fill the gap created by communication aspect.

**Gap 5** also known as the perceived service quality gap. This is the difference between a customer's perception of the experience and the customer's expectation of the service - Customers' expectations have been shaped by word of mouth, their personal needs and their own past experiences. Routine transactional surveys after delivering the customer experience are important for an organization to measure customer perceptions of service. Unless Gap 5 is kept under check, it may result in lost customers, bad reputation, and negative corporate image. This means a system that assure the organization should be there to be sure that customers are happy by the service provided and will come again to get the service.

Generally organizations have to consider the 5 gaps in service provision to satisfy customers and provide quality service above the expectations of customers

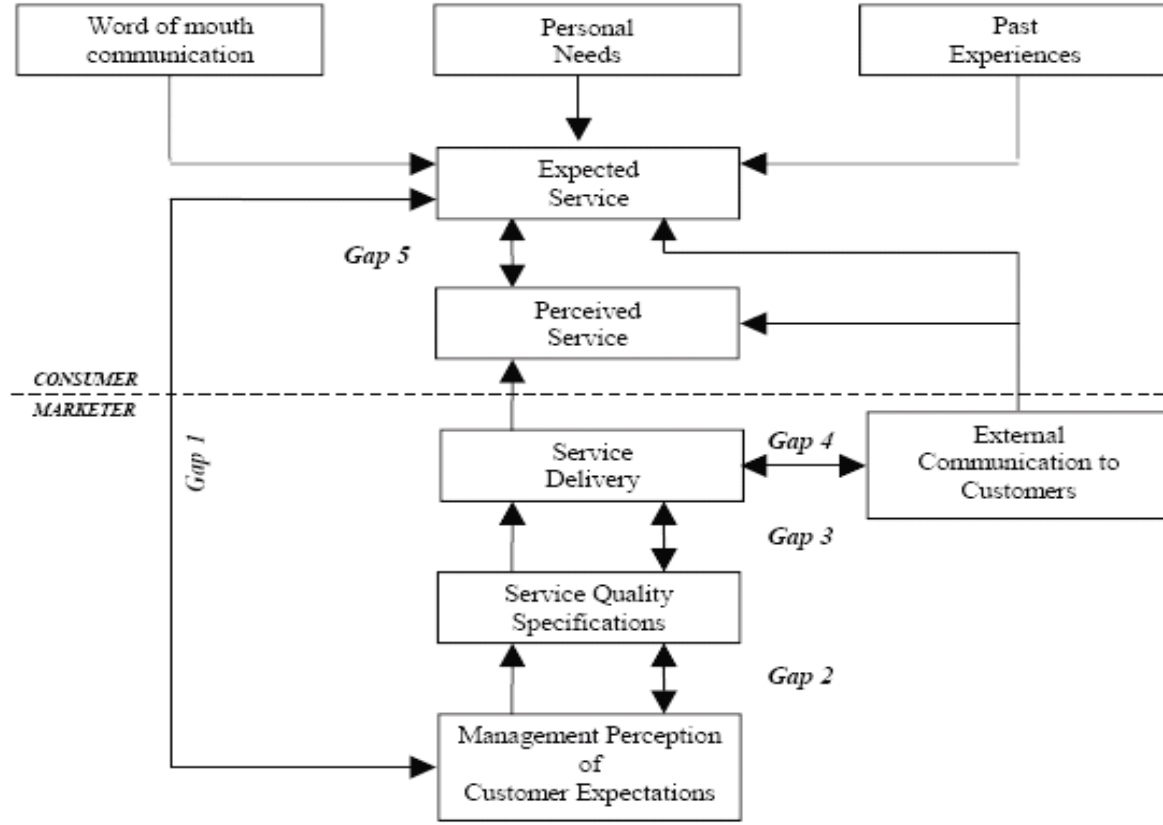
$$\text{SERVQUAL Gap score} = \sum_{i=1}^n (PAi - EAi) \div (n)$$

Where, P= Perception score,

E= Expectation score,

Ai= Attribute number and

n= it can be number of respondents/ attributes in a dimension/dimensions depending on the level of gap to be measured.



Source: Parasuraman, A., Zeithaml, Valarie A. and Leonard L. Berry. 1985. A Conceptual Model of Service Quality and Its Implications for Future Research, *Journal of Marketing*, Vol.49(Fall 1985), pp41-50

**TABLE 1-1****SERVICE QUALITY CRITERIA IDENTIFIED BY VARIOUS AUTHORS**

<b>Garvin</b> (general application)		<b>SERVQUAL</b> (general application)		<b>Richters and Dvorak</b> (telecommunications)	
<b>Criterion</b>	<b>Definition</b>	<b>Criterion</b>	<b>Definition</b>	<b>Criterion</b>	<b>Definition</b>
Performance	Relates to a product's primary operating characteristics	Tangibles	Appearance of physical facilities and presence of up-to date equipment	Availability	The accessibility of communications function, including rapid recover from disasters causing service interruptions
Features	"Bells and whistles" of products and services, characteristics which supplement their basic functioning	Reliability	Dependability (for e.g. in providing services at the time promised	Reliability	Dependability or sustainability of a communications function
Reliability	The probability of a product malfunctioning or failing within a specified time period	Responsiveness	Promptness and willingness to provide service	Security	The confidentiality of customer information, and protection against fraudulent charges and privacy invasions
Serviceability	Speed, courtesy,	Assurance	Knowledge and	Accuracy	A measure of the



y	competence and ease of repair		courtesy of employee and their ability to convey trust and confidence		correctness or fidelity (freedom from errors and distortion) in performing a communications function
Aesthetics	How a product looks, feels, sounds, tastes, or smells	Empathy	Caring, individual attention the firm provides its customers		○
Perceived quality	Inferences of the customer, based on tangible and intangible aspects of the product, related to reputation of firm	○	○		○

Source: Garvin, "Competing on the Eight Dimensions of Quality." Zeithaml, Parasuraman, and Berry, "Delivering Quality Service." Richters and Dvorak, "A Framework for Defining the Quality of Services."

## **2.4 Managing of Service Quality**

Since most services are immediately presented by a person to another one, decreasing the servicing performance gap is extensively dependant on the procedures of human resources. Researches show that both satisfaction of the customer and the employee have positive relationships with each other, staff have a direct effect on customers' services and satisfaction. The reaction of the staff especially in relation to weaknesses and disabilities of the system of presenting services and demands and needs of the customers and their independent behaviors/tasks in order to help the customers is responsible and the basis of investigating customers from the services. researches have been done in the field of the procedures of combining human resources methods to servicing companies among which are: referring to operational ambiguities and paradoxes, optimization of career and staff's technical knowledge, improving the evaluation and proper salary systems, supervisor's.

## **2.5 Customer Satisfaction**

Satisfaction can be defined as the extent of the emotional reaction from a service experience (Oliver, 1980). (Buchanan 1985, P. 401) said “the positive feelings of contentment results from the satisfaction of felt or unfelt need of the individual”. It can also be defined as an evaluative summary of (direct) consumption experience, based on the discrepancy between prior expectation and the actual performance perceived after consumption (Yi 1990).

Customer perceptions of the quality of a service are traditionally measured immediately after the person has consumed the service. (Plamer and O'Neill, 2003) mentioned about the perception of service quality at the time of the next purchase decision which influence consumers repeat buying behavior attitude. (Crosby, 2003) noted that an understanding of quality is not necessarily something that is perceived in the mind of the consumer upon the first impression. (Phusavat and Kanchana 2008) described quality represented the most important competitive priority.

Customer satisfaction can be conceptualized as either transaction-specific satisfaction or cumulative satisfaction. Transaction-specific satisfaction is a customer's evaluation of her or his experience and reactions to a specific company encounter. Cumulative satisfaction refers to customers overall evaluation of patronage experience from inception to date.

Customer satisfaction is a personal feeling of either pleasure or disappointment resulting from the evaluation of services provided by an organization to an individual in relation to expectations. Service providers frequently place a higher priority on customer satisfaction, because it has been seen as a prerequisite to customer retention. As a positive outcome of marketing activities, high customer satisfaction leads to repeat visitation to stores, repeat product purchases, and word-of-mouth promotion to friends, while low customer satisfaction has been associated with complaining behavior. A satisfied customer often stays loyal longer, and is likely to patronize the firm in future.

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### **2.5.1 Factors that affect customer satisfaction**

The counterparts of satisfaction are always expectations and experiences. Level of expectations level will create a basis and comparison base for experiences. In customer satisfaction leadership when creating satisfaction it is important that you can affect both expectations and experiences. Still the expectations are always a starting point when building action. (Rope Timo, Pöllänen Jouni. 1994, 29) When talking about the relationship between expectations and experiences, expectations are usually seen as one whole field. In reality there are several kinds of expectations and one of the most functional classifications is of expectations: Ideal expectations, pre-expectations and minimum expectations

**Ideal expectations:** - tell about person's own values and hopes for the action that he/she expects from a company or from a product. Ideal expectations, for example, of a shop's services can be included: cheap prices, friendly personal service, perfect assortments/selection, high quality products and close location.

When looking at ideal expectations it is important to see that different persons have different expectations. Even persons in different segments differ from each other in relation to ideal expectations. It is impossible for companies to combine all the above mentioned ideal expectations features. This is why the company has to choose just some of these features, the

ones that are best for the company and then the company should fulfill these expectations as well as possible.

**Pre-expectations:-** mean the level of expectations the person has on a certain company and/or its product and its different features. Pre-expectations mean quite the same thing as the company or product image. This way the customer satisfaction leadership is connected to mental image marketing. There are several factors affecting pre-expectations, such as experiences, mouth-to-mouth communication, branch, business idea, basic elements of marketing, marketing communication and publicity. All these factors are connected to each other, either directly or indirectly.

**Minimum expectations :-** describe the minimum level that customer has set for him/herself, what he/she requires from the company or from the product. There are four different factors affecting the minimum expectations. These are: situational factors (e.g. buying situation, surrounding situation), customer's background factors (e.g. values, income level, and personality), branch factors (e.g. competition situation), company factors (e.g. business idea, marketing) and again all these factors influence on each other. (Rope Timo, Pöllänen Jouni. 1994, 29-38)

### **Experiences**

Expectations are proportioned to experiences and this creates reaction in the scale of satisfied-dissatisfied. This satisfaction scale is divided in three basic categories: (Rope Timo, Pöllänen Jouni. 1994, 38)

1. Under expectation situation = positive experience
2. Balance situation = match to the expectations
3. Over expectation situation = negative experience

In the under expectation situation the service or the product is experienced in a positive way, but when once positively surprised the level of expectations towards the company rises. In this positive surprise case the person is often eager to tell his/her friends about a good service or a good product. If the company keeps up the good service and/or good products, there is a chance that a new customer relationship is born. When the customer gets a negative experience and the company's image lowers, it is more possible that the customer relationship will break. Disappointed customers are bad advertisement for the company because they tend to tell their friends and family about the negative experience. (Rope Timo, Pöllänen Jouni. 1994, 39)

## 2.6 SERVQUAL MODEL

(Parasuraman 1985) ” identify ten determinants for measuring service quality which are tangibility, reliability, responsiveness, communication, access, competence, courtesy, credibility, security, and understanding/knowledge of customers.” Later “these ten dimensions were further purified and developed into five dimensions i.e. tangibility, reliability, responsiveness, assurance and empathy to measure service quality, SERVQUAL” (Parasuraman, 1988). These five dimensions identified as follows:

**Tangibility** refers to physical facilities, equipment, and appearance of personnel.(Jabnoun and Al-Tamimi, 2003) indicated that customers choose tangibility factor of service quality in the banking industry “Bank could build customer relationships by delivering added tangible and intangibility elements of the core products” (Zineldin, 2005).

**Reliability** means ability to perform the promised service dependency and accurately. Reliability is a significant factor of product quality in addition to good personal service, staff attitude, knowledge and skills (Walker, 1990). “It is found that service reliability is the service “core” to most customers and managers should use every opportunity to build a “do-it-right-first” attitude” (Berry,(1990).

**Responsiveness** means willingness to help customers and provide prompt service. “Customers are very sensitive to employees' working environment in service organizations” (Brown and Mitchell, 1993). (Gollway and Ho, 1996) reported that proper balance between staff skills and customers' expectation resulted in superior service quality towards customers.

**Assurance** indicates knowledge and courtesy of employees and their ability to inspire trust and confidence. (Parasuraman, 1988) found that assurance is an important factor of service quality next to reliability and responsiveness towards customer satisfaction. Assurance has “the strongest impact on customer satisfaction that leads to positive word of mouth outcome” (Arasli, 2005).

**Empathy** refers to caring, individualized attention the firm provides its customers . (Jabnoun and Al-Tamimi, 2003) found that bank customers believed empathy as an essential factor of service quality. “It is suggested that employees' commitment to deliver quality services, skillfully handling of conflicts and efficient delivery of services resulted in satisfied customers for long term benefits” (Nelson and Chan, 2005).

## **2.7 The Relationship between Service Quality and Customer Satisfaction**

The status prestige of the Organization is determined by the quality of the provided services, organization of high quality level of its services has a high competitive position as achieving a high level of services meet the needs of customers is an important means of achieving competitive advantage and is confirmed by studies in this field on having a strong relationship, when the customer receives high quality service, his behavior and attitude towards the Organization will be positive and that would strengthen the relationship with the Organization and vice versa, customer satisfaction is the most important criteria that enable the Organization to ensure the quality of their goods or services because it is the source of customer loyalty for the organization so it seeks to increase customer level of satisfaction as a way to maintain their survival in the market as the quality of services is identified in customer's expectations (parasuraman, 1985 ).

## **2.8 Previous studies**

(Tizazu, 2012 ) study on the effect of customer service quality on customer satisfaction in selected private banks in Addis Ababa, the findings of the study also indicated that tangibility is the most important factor to have a positive and significant effect on customer satisfaction. In addition to this, except responsiveness the four service quality dimensions significantly explain the variations in customer satisfaction.

(Beliyu, 2012) has conducted research on quality service delivery and it's impact on customer satisfaction in four selected commercial banks of Addis Ababa like Commercial Bank of Ethiopia, Awash international Bank, Bank of Abissinia and Wegagen Bank

(Munusamy ,2010) studied on Five dimensions of service quality (tangibility, reliability, responsiveness, assurance and empathy), the founded that The three service quality dimensions (assurance, empathy, and responsiveness) have positive and insignificant effect on customer satisfaction. Tangibility has a positive and significant impact on customer satisfaction. However, reliability has a negative and insignificant effect on customer satisfaction.

(Moala, 1998) Study aimed at measuring the quality of banking services provided by commercial banks of Jordan, from the point of view of the banks customers, where the study found that the actual level of banking services quality is low compared with the level of quality expected by

customers in their banking services. The study recommended that the departments of commercial banks should adopt programs to develop and improve the quality of their services.

(Al-Hawary 2011) conduct study on 5 dimensions of SERVQUAL (tangibility, reliability, responsiveness, assurance and empathy. And come up with conclusion the four service quality dimensions (tangibility, Reliability, assurance, and responsiveness) have a positive and significant effect on customer Satisfaction. Empathy has a negative and significant effect on customer satisfaction.

(Malik, 2011) studied on 5 dimensions of SERVQUAL (tangibility ,reliability, responsiveness, assurance and empathy) The two dimensions of service quality (reliability, assurance) have a significant and positive effect on customer satisfaction. However, the rest three service quality dimensions (tangibility and responsiveness and empathy) have no contribution to customer satisfaction.

## Chapter Three

### 3. Research Design and Methodology

#### 3.1 Research Design

Both descriptive and explanatory study design using quantitative method was used to analyze for data collected from customers. The reason behind using descriptive study design is because it describes characteristics of a population or phenomenon being studied. The characteristics used to describe the situation or populations are usually some kind of categorical scheme also known as descriptive categories and the researcher is interested in describing the existing situations under study. This study used descriptive analysis that describes the service quality dimensions that leads to customer satisfaction. The study also used explanatory study design, to explain, understand, predict and control the relationship between variables. The study is cross-sectional in the sense that relevant data were collected at one point in time the research has been carried out through the use of cross-sectional survey design. Cross-Sectional design also known as one-shot and it is best suited to studies aimed at finding out the prevalence of a phenomenon, situation, problem, attitude or issue, by taking a cross-section of the population. They are useful in obtaining an overall 'picture' as it stands at the time of the study. They are designed to study some phenomenon by taking a cross-section of it at one time.

#### 3.2 Sampling technique

The researcher took purposive sampling technique to select the representative sample. From 10 Abay Bank branch offices in Addis Ababa the researcher has taken only the 4 early established banks like main branch, Merkato branch, Bonbtera branch and Tewodros Branch, it's because the other 6 branches are new and have few number of customers. After taking the representative branches purposively the respondents from each representative branch were selected randomly. This random sampling technique gave equal chance for the respondents and to get unbiased information from customer about the quality of the service and their satisfaction.

##### 3.2.1 Sample size

The methodology employed to obtain information about customer satisfaction in banking by a survey was conducted at a sample of the general customer population. The survey questionnaire was design and distributed to target respondent randomly. The target samples for the study is selected branch customers regardless of whether they are doing their



banking transactions with domestic banks, foreign banks, loan service or other banking services at the selected branches of in Abay Bank. According to updated information got the bank has more than 15 thousand customers. From all branches of Abay Bank in Addis Ababa only four first opened branches are selected, namely main branch, Merkato branch, Bonbtera branch and Tewodros Branch. The researcher took 50 samples for each branched this is because the selected branches have been opened same time and have equivalent number of customers. Totally from selected four Branches the researcher took total number of 201 samples of respondents.

### **3.3 Tools of Data collection**

The five dimensions of SERVQUAL as proposed by Parasuraman (1988), was adapted and modified in this study. SERVQUAL has emerged as perhaps the most popular standardized questionnaire to measure service quality. The instrument poses a set of 22 structured and paired questions designed to assess customers' expectations of service provision and the customers' perceptions of what was actually delivered. In the study structured questionnaire has been used to collect data, the questionnaire has four parts. The first part of the questionnaire was about the demographic characteristics of respondents. The second section designed to measure the customers' expectation about the bank service delivery system. The third part of the questioner was about customers perceptions. The researcher used 5 point Likert scale to measure variables; where: Strongly disagree = 1; Disagree = 2; Neutral =3, Agree = 4; and Strongly Agree = 5; The use of Likert scale is to make it easier for respondents to answer question in a simple way. In addition, this research instrument permit an efficient use of statistics for the interpretation of data. Service quality and customer satisfaction has been measured by using SERVQUAL items developed by Zeithaml, Berry and Parasuraman.

#### **3.3.1 Method of Data collection**

For proper achievement of study objective the researcher used both primary and secondary data and SERVQUAL model was used as an instrument to assess the service quality and customer satisfaction. As a way of trying to measure service quality, the researcher has used a well-known scale developed by Parasuraman. Methodology known as SERVQUAL – service quality questionnaire survey methodology which will be modified. SERVQUAL examines five dimensions of service quality: Reliability, Responsiveness, Assurance, Empathy, and

Tangible The questionnaire was distributed to 201 customers from all the 4 branches as participated in the study.

The researcher has got permission from all sampled branches of Abay Bank in Addis Ababa, permission for the survey was granted by four branch bank managers. After permission was granted, the questionnaires were distributed to the respondents .The survey pack included a copy of the cover letter, and the questionnaire. The respondents were asked to rate each statement using Likert scale or 1 to 5 (1 strongly disagree to 5 strongly agree).

### **3.4 Method of Data Analysis & Interpretation**

Data analysis consists of examining, categorizing, tabulating, or otherwise recombining the evidence, to address the initial proposition of a study (Yin, 1989). The data collected from respondents through questionnaire have been analyzed by using descriptive statistics, Spearman's correlation and Gap analysis. Spearman's correlation coefficient was used to determine the relationships between service quality dimensions (Tangibility, reliability, responsiveness, assurance and empathy) and customer satisfaction. The data collected via questionnaires was analyzed with descriptive statistics using statistical package for social scientists (SPSS).

The mean of each SERVQUAL statements have be calculated for perception as well as expectation and the average Gap Score for each dimension is obtained. This is done by deducting the mean score expectation for each attributes from the mean score of perception i.e. (E-P). The average dimension SERVQUAL scores (for all five dimensions) is divided by five to obtain the average score of service quality .The necessary analysis and interpretation is made based on the average gap score of each branches as well as the average gap scores for attributes and dimensions. Accordingly the results of the analysis were interpreted.

## Chapter Four

### 4. Data analysis and presentation

#### 4.1 Introduction

The primary focus of this study is to assess the customers' perception toward quality banking services at selected three branches of Abay Bank of in Addis Ababa. Out of 201 questionnaires distributed to customers 168 (84%) Complete responses were returned from the four branches of Abay bank. The presentation, analysis and interpretation of the questionnaire for the four branches have be done for Main branch, Merkato branch, Bombtera Branch and Tewodros Branch respectively. And finally a summarized analysis is done to analyze the overall branches performance with regard to the quality of their banking service. The first part of the questionnaire consists of demographic information of the respondents were presented at subsequent tables and diagrams for the bank. The second part of the questionnaire presents the average score for each of the 22 Expectation statements, and then the score for each of the 22 Perception statements this information is used to Calculate the Gap Score for each of the statements where the Gap Score = Perception – Expectation. The last part of the analysis will show the correlation between the dependent (customer satisfaction) and independent variables (Tangibility, Reliability, Responsiveness, Assurance and Empathy). In this analyses SPSS v.16.0 and excel spreadsheets were used to make the necessary calculations.

#### 4.2 Background information of Respondents

Table 4.1 Back ground information of respondents

Gender	Male	Female	Total		
Frequency	102	66	168		
%	67 %	33%	100%		
Age	18-29	30-39	40-49	50 & above	Total
Frequency	15	63	71	19	168
%	8.9 %	37.5 %	42.3 %	11.3 %	100 %
Education al level	12 complete and below	Diplom a	First degree	Second degree & Above	
Frequency	31	68	64	5	168
%	18.5 %	40.5 %	38 %	3 %	100 %

The sample includes 201 customers of Abay bank in Addis Ababa. Table 4.1 presents the background information of the respondents for this study. The survey showed that there were

more males as compared to females. Male respondents represented 67%, on the other hand 33% were females.

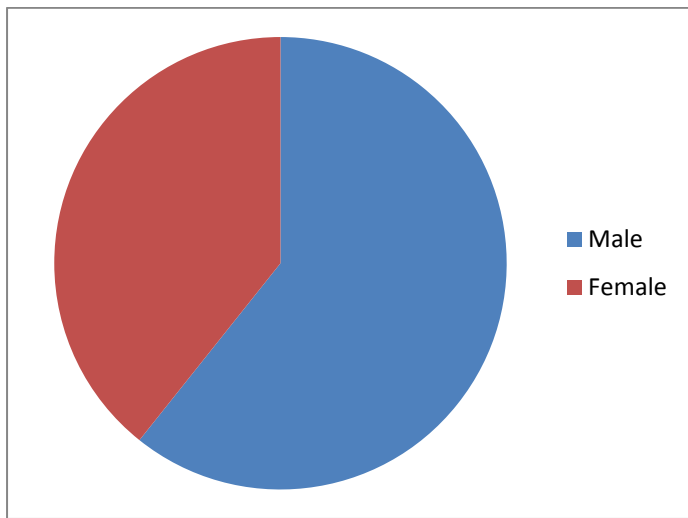


Figure 4.1 Gender distributions of Respondents

As far as age of respondents is concerned, 8.9% of the respondents were in the range of 18- 29 years, 37.5% of the respondents are in the range of 30-39 years, 42.3% are in the range of 40-49 years, and 11.3% were above 50 years this indicates that most of respondents age is above 40 and adults.

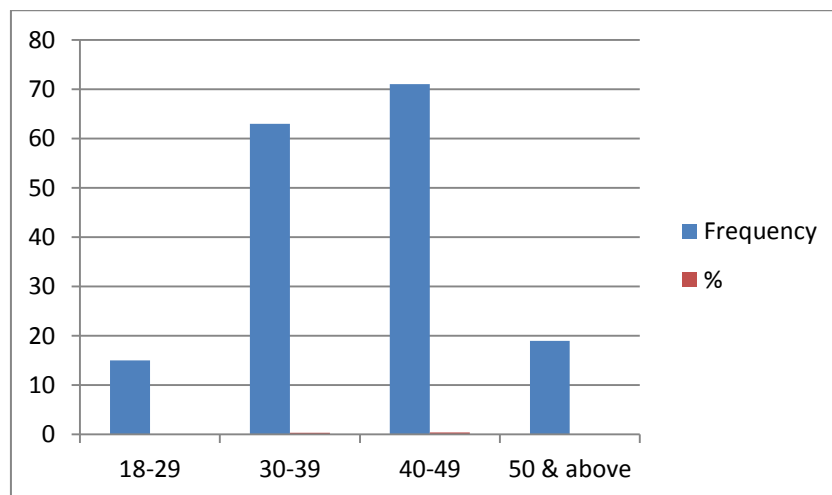


figure 4.2 Age distribution of Respondents

With regard to educational level of respondents, 12 completed and below 12<sup>th</sup> grade represented 18.5% of the customer, Diploma holders represented 40.5% of the customers, and first degree holders represented 38%. Second degree and above holders represented 5% of the customers. It

can be said from the survey that, most of the Abay bank customers were diploma holders. The lowest respondents were master holders.

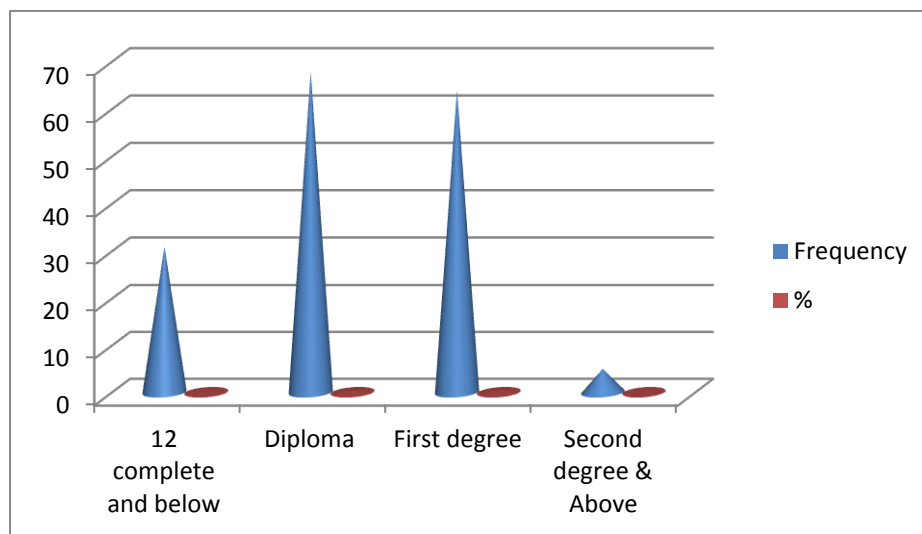


Fig 4.3 Educational background of Respondents

#### 4.2 Number of Respondents in each Branch

For the customer of each bank 50 and only for main branch 51 questionnaires were distributed and the above table 4.2 indicates the frequency and percentage of the respondents in each branch.

Name of Branch	Frequency	Percent
Main Branch	47	94%
Merkato Branch	38	76%
Bonbtera Branch	35	70%
Tewodros Branch	48	96%

Table 4.2 number of respondents in each branch

For the customer of each bank 50 questionnaires were distributed for three branches and 51 for main branch and the above table 4.2 indicates the frequency and percentage of the respondents in each branch.

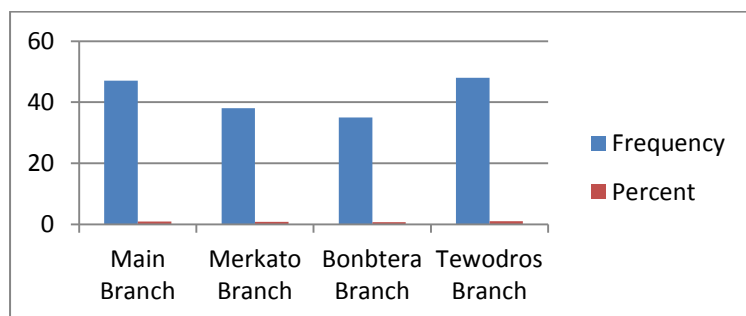


Figure 4.4 No. of respondents in each branch

### 4.3 Service quality Gap Analysis for each branch

#### 4.3.1 Gap analysis for Abay International Bank Main Branch

Dimensions	Q	Attributes	Perception	Expectation	SERVQUAL Gap
<b>Tangibility</b>					
	1	Modern look equipment	3.19	4.02	-0.83
	2	Visually appealing physical facilities	3.02	4.27	-1.25
	3	Neat appearance of staff	3.25	4.17	-0.92
	4	Materials associated with the service are visually appealing	3.38	4	-0.62
		<b>Average score of dimension</b>	<b>3.21</b>	<b>4.11</b>	<b>-0.9</b>
<b>Reliability</b>					
	5	Banks' Promise keeping	3.21	4.23	-1.02
	6	Interest in solving customers' problem	3.36	4.36	-1
	7	Bank perform the service right the first time	3.04	4.38	-1.34
	8	Provide service at the time they promise to do so	2.8	4.29	-1.49
	9	Insist on error free records	2.85	4.25	-1.4
		<b>Average score of dimension</b>	<b>3.05</b>	<b>4.3</b>	<b>-1.25</b>
<b>Responsive ness</b>					
	10	Banks' will tell customers exactly when services will be performed	3.27	4.02	-0.75
	11	Prompt service to customers	3.29	4.04	-0.75
	12	Always be willing to help customers	3.04	4.12	-1.08
	13	never be too busy to respond to customers' requests	3.23	3.95	-0.72
		<b>Average score of dimension</b>	<b>3.228</b>	<b>4.08</b>	<b>-0.852</b>
<b>Assurance</b>					
	14	Behavior of employees in confidence in customers	3.29	4	-0.71
	15	Customers feel safe in their transactions	3.55	3.9	-0.35
	16	Consistently courteous with customers	3.21	3.8	-0.59
	17	Knowledge to answer customers' questions	3.44	4	-0.56
		<b>Average score of dimension</b>	<b>3.37</b>	<b>3.95</b>	<b>-0.58</b>
<b>Empathy</b>					
	18	Individual attention given to customers	3.17	4.17	-1
	19	Opening hour convenience to all customers	3.48	3.95	-0.47
	20	Giving customers personal attention	3.42	3.76	-0.34
	21	Giving customers best interest at heart	3.21	3.8	-0.59
	22	Understand the specific needs of customers	3.42	3.76	-0.34
		<b>Average score of dimension</b>	<b>3.344</b>	<b>3.89</b>	<b>-0.546</b>

Table 4.3 SERVQUAL attributes score of Perception, Expectation and Gap at Abay Bank Main Branch

Source; own survey 2013

## **Tangibility**

As it is seen from the table 4.3 above, the gap score difference for customer perception and expectation for modern look equipment of the bank is -0.83 which implies that the perceived performance about the nature of the bank equipments is less than the expectation of customers. The customers expect more from the bank regarding its equipment.

The gap result for visually appealing physical facilities can be seen from the above table is -1.25 which indicated that the mean score of customers' expectation is exceeded the mean perceived performance score, with regard to attractiveness physical facility of the bank. This means, the equipments were not visually appealing for the customers.

The mean difference of -0.95 indicated for neat appearance of staff illustrates the score of mean of expectation were exceeded the score of mean of perceived performance scores of the appearance and dressing of the staffs.

the mean score for materials associated with the service are visually appealing describes the difference of the score of mean of customers' expectation and perceived performance about the clearness and attractiveness of the bank's materials which is -0.62. As illustrated in the table above, the mean of expectation is more than the mean of perceived performance. This implies that materials' of the bank were not clear and understandable.

## **Reliability**

According to the above table the difference of mean between the perception and expectation on reliability of the service provided for the customers -1.02. This means customers' expectation score about the bank's ability to promise to do something in certain time and their ability to do as promised is more than perceived performance score. From this we can understand that the main branch has problem in providing the promised service as per their promise.

Regarding the other response concerning the reliability of service the difference of score of mean between reliability perception and expectation is -1 . This indicates that there is -1.34 gap between customers expectation regarding to the bank's capacity of shoeing sincere

interest in solving their customers' problems is exceeded the perceived performance. This shows there is a problem on providing sincere interest in solving customers' problems.

As shown in the above table the mean difference between customer expectation and perception on staff performing service right the first time and providing services at the time they promise to do is -1.49. This can be concluded that main branch of Abay bank's ability to perform the service right the first time is not matched customers' expectation.

The above table also shows the difference between customers' expectation and perceived performance concerning the bank's ability in providing their service dependency on error free records. As the respondents response it's indicated that -1.4 gap between the expectation and perceived performance regarding to dependency of error free Therefore still there should be more improved error free record of the bank to meet the expectation of the customers.

### **Responsiveness**

The table also show the gap score for responsiveness of the bank , regarding the mean of customers' expectation about the staffs' ability to tell the time when they provide service for the customer is greater than the perceived performance by -0.75 . This indicates that more improvement is expected by customers in the employees' ability to tell the time when the staff's will provide required service for the customers.

As we tried to show in the table there is gap -0.7 between the mean score of customers expectation and perception on prompt service to customers. This means the customers expectation exceeds customer perception and still improvement is needed regarding the staffs ability of giving quick service to the customers.

As per the respondents response -1.08 is the gap between the expectation and perception of the customers regarding willingness of staffs to help customers. The result show that customers expectation is greater than the actual performance of the bank and this result indicated that customers are expecting more on the willingness of the employees.

The above table try to show also the mean difference between expectation and perceived performance regarding to the employees willingness to respond for the customers questions is



greater than the perceived performance by -0.72 which shows that employees were not willing as expected by customers.

### **Assurance**

The mean difference -0.71 indicated that the mean expectation score go beyond the mean perceived performance score with reference to the ability of staffs in installing confidence in customers. This indicates that employees' ability installing confidence is not enough for customers.

-0.35 shows the gap score of the difference between expectation and perception with regard to the customers felling on safety transaction of the bank. and -0.59 represents that the expectation and actual performance with reference to the consistently courteous with customers. This implies that customers expectation is greater than the performance of the bank in both regards.

The table also show the actual performance -0.56 is less than expectation of customer regarding to the knowledge of employees to answer the customers" question. From this we can understand that staff of main branch didn't have enough knowledge to answer customers" question.

### **Empathy**

As illustrated in the above table the mean of customers' expectation is greater than the perceived performance score concerning to the banks willing in giving individualized attention to customers. The gap score is -1, this can be an evidence that customers are expecting more on the bank's willingness in giving individualized attention to the customers.

- 0.47 is the gap score of the bank's operating hours this indicates the mean difference of expectation regarding to the bank's opening hour convenience to all customers. This implies that the still customers expectation is more than the performance.

The gap score -0.34 indicates the mean difference of expectation regarding to the bank's staff's ability in giving personal attention and perceived performance. From this we can understand that customers need more improvement because perceived performance is less than expectation.

As indicated on the table above the mean score -0.59 from perception and expectation indicates that the mean score of expectation is greater than perceived performance score in regards to the bank's ability in giving customers best interest at heart. The result shows that customers expect more from the bank regarding the ability in understanding or having customers best interest at heart.

The other result shown on the table -0.34 indicates that the customer expectation is greater than the actual performance related with the employees understanding of the specific needs of customers. Therefore the customers expect more from the employees of the bank in understanding their specific needs.

### 4.3.2 Gap Analysis for Abay Bank Merkato Branch

Dimensions	Q	Attributes	Perception	Expectation	SERVQUAL Gap
<b>Tangibility</b>					
	1	Modern look equipment	3.23	4.1	-0.87
	2	Visually appealing physical facilities	3.39	4.05	-0.66
	3	Neat appearance of staff	3.63	3.92	-0.29
	4	Materials associated with the service are visually appealing	2.92	3.97	-1.05
		<b>Average score of dimension</b>	<b>3.29</b>	<b>4.01</b>	<b>-0.72</b>
<b>Reliability</b>					
	5	Banks' Promise keeping	3.39	3.92	-0.53
	6	Interest in solving customers' problem	3.6	4.28	-0.68
	7	Bank perform the service right the first time	3.5	4.18	-0.68
	8	Provide service at the time they promise to do so	3.28	3.94	-0.66
	9	Insist on error free records	3.55	4.13	-0.58
		<b>Average score of dimension</b>	<b>3.46</b>	<b>4.09</b>	<b>-0.63</b>
<b>Responsive ness</b>					
	10	Banks' will tell customers exactly when services will be performed	3.05	4.23	-1.18
	11	Prompt service to customers	3.5	4.21	-0.71
	12	Always be willing to help customers	3.81	4.13	-0.32
	13	never be too busy to respond to customers' requests	3.42	3.97	-0.55
		<b>Average score of dimension</b>	<b>3.44</b>	<b>4.12</b>	<b>-0.68</b>
<b>Assurance</b>					
	14	Behavior of employees in confidence in customers	3.94	3.84	0.1
	15	Customers feel safe in their transactions	3.26	3.94	-0.68
	16	Consistently courteous with customers	3.52	3.6	-0.08
	17	Knowledge to answer customers' questions	3.68	3.73	-0.05
		<b>Average score of dimension</b>	<b>3.6</b>	<b>3.78</b>	<b>-0.18</b>
<b>Empathy</b>					
	18	Individual attention given to customers	3.55	3.97	-0.42
	19	Opening hour convenience to all customers	4.07	4.1	-0.03
	20	Giving customers personal attention	3.34	4.05	-0.71
	21	Giving customers best interest at heart	3.42	4.13	-0.71
	22	Understand the specific needs of customers	3.31	3.73	-0.42
		<b>Average score of dimension</b>	<b>3.54</b>	<b>3.98</b>	<b>-0.44</b>

Table 4.4 SERVQUAL attributes score of Perception, Expectation and Gap at Abay Bank Merkato Branch

Source: own survey 2013

## **Tangibility**

As it is seen from the table 4.4 above, the gap score difference for customer perception and expectation for modern look equipment of the bank is -0.87 which implies that the perceived performance about the nature of the bank equipment is less than the expectation of customers. The customers expect more from the bank regarding its equipment.

The gap result for visually appealing physical facilities can be seen from the above table is -0.66 which indicated that the mean score of customers' expectation is exceeded the mean perceived performance score, with regard to attractiveness physical facility of the bank. This means, the equipment were not visually appealing for the customers.

The mean difference of -0.29 indicated for neat appearance of staff illustrates the score of mean of expectation were exceeded the score of mean of perceived performance scores of the appearance and dressing of the staffs.

The mean score for materials associated with the service are visually appealing describes the difference of the score of mean of customers' expectation and perceived performance about the clearness and attractiveness of the bank's materials which is -1.05. As illustrated in the table above, the mean of expectation is more than the mean of perceived performance. This implies that materials' of the bank were not clear and understandable.

## **Reliability**

According to the above table the difference of mean between the perception and expectation on reliability of the service provided for the customers -0.53. This means customers' expectation score about the bank's ability to promise to do something in certain time and their ability to do as promised is more than perceived performance score. From this we can understand that the main branch has problem in providing the promised service as per their promise.

Regarding the other response concerning the reliability of service the difference score of mean between reliability perception and expectation is -0.68 . This indicates that there is -0.68 gap between customers expectation regarding to the bank's capacity of showing sincere

interest in solving their customers' problems is exceeded the perceived performance. This shows there is a problem on providing sincere interest in solving customers' problems.

The table shows that the mean score of -0.67 indicates the gap between customers expectation about the bank's ability to perform the service right the first time and perceived performance. From this we can say that the customers expectation is more on the bank's ability of performing the service well right the first time.

As shown in the above table the mean difference between customer expectation and perception on staff performing service right the first time and providing services at the time they promise to do is -0.66. This can be concluded that main branch of Abay bank's ability to perform the service right the first time is not matched customers' expectation.

The above table also shows the difference between customers' expectation and perceived performance concerning the bank's ability in providing their service dependency on error free records. As the respondents response it's indicated that -0.58 gap between the expectation and perceived performance regarding to dependency of error free. Therefore still there should be more improved error free record of the bank to meet the expectation of the customers.

### **Responsiveness**

The table also show the gap score for responsiveness of the bank , regarding the mean of customers' expectation about the staffs' ability to tell the time when they provide service for the customer is greater than the perceived performance by -1.18 . This indicates that more improvement is expected by customers in the employees' ability to tell the time when the staff's will provide required service for the customers.

As we tried to show in the table there is gap -0.71 between the mean score of customer's expectation and perception on prompt service to customers. This means the customers expectation exceeds customer perception and still improvement is needed regarding the staffs ability of giving quick service to the customers.

As per the respondents response -0.32 is the gap between the expectation and perception of the customers regarding willingness of staffs to help customers. The result show that

customers expectation is greater than the actual performance of the bank and this result indicated that customers are expecting more on the willingness of the employees.

The above table tries to show also the mean difference between expectation and perceived performance regarding to the employees willingness to respond for the customers questions is greater than the perceived performance by -0.55 which shows that employees were not willing as expected by customers.

### **Assurance**

The mean difference -0.1 indicated that the mean expectation score go beyond the mean perceived performance score with reference to the ability of staffs in installing confidence in customers. This indicates that employees' ability installing confidence is not enough for customers.

-0.68 shows the gap score of the difference between expectation and perception with regard to the customers felling on safety transaction of the bank. -0.08 represents that the expectation and actual performance with reference to the consistently courteous with customers. This implies that customer's expectation is greater than the performance of the bank in both regards.

The table also show the actual performance is -0.05 which is almost to the nearest to the expectation of customer regarding to the knowledge of employees to answer the customers" question. From this we can understand that staff of main branch have enough knowledge to answer customers" question.

### **Empathy**

As illustrated in the above table the mean of customers' expectation is greater than the perceived performance score concerning to the banks willing in giving individualized attention to customers. The gap score is -0.42, this can be an evidence that customers are expecting more on the bank's willingness in giving individualized attention to the customers.

-0.03 is the gap score of the bank's operating hours this indicates the mean difference of expectation regarding to the bank's opening hour convenience to all customers. This implies that the still customer's expectation of the customers is fit with the performance.

The gap score -0.71 indicates the mean difference of expectation regarding to the bank's staff's ability in giving personal attention and perceived performance. From this we can understand that customers need more improvement because perceived performance is less than expectation.

As indicated on the table above the mean score from perception and expectation indicates that the mean score of expectation -0.7 is greater than perceived performance score in regards to the bank's ability in giving customers best interest at heart. The result shows that customers expect more from the bank regarding the ability in understanding or having customers best interest at heart.

The other result shown on the table -0.42 indicates that the customer expectation is greater than the actual performance related with the employees understanding of the specific needs of customers. Therefore the customers expect more from the employees of the bank in understanding their specific needs.

### 4.3.3 Gap analysis for Abay Bank Bonbtera Branch

Dimensions	Q	Attributes	Perception	Expectation	SERVQUAL Gap
<b>Tangibility</b>					
	1	Modern look equipment	3.65	4.48	-0.83
	2	Visually appealing physical facilities	3.31	4.37	-1.06
	3	Neat appearance of staff	3.54	4.02	-0.48
	4	Materials associated with the service are visually appealing	3.48	3.77	-0.29
		<b>Average score of dimension</b>	<b>3.5</b>	<b>4.16</b>	<b>-0.66</b>
<b>Reliability</b>					
	5	Banks' Promise keeping	3.6	4.05	-0.45
	6	Interest in solving customers' problem	3.54	4.4	-0.86
	7	Bank perform the service right the first time	3.31	4.37	-1.06
	8	Provide service at the time they promise to do so	3.37	4.14	-0.77
	9	Insist on error free records	3.62	4.02	-0.4
		<b>Average score of dimension</b>	<b>3.49</b>	<b>4.2</b>	<b>-0.71</b>
<b>Responsiveness</b>					
	10	Banks' will tell customers exactly when services will be performed	3.17	4.22	-1.05
	11	Prompt service to customers	3.62	4.25	-0.63
	12	Always be willing to help customers	3.51	4.14	-0.63
	13	never be too busy to respond to customers' requests	3.57	4.22	-0.65
		<b>Average score of dimension</b>	<b>3.47</b>	<b>4.21</b>	<b>-0.74</b>
<b>Assurance</b>					
	14	Behavior of employees in confidence in customers	3.85	4.22	-0.37
	15	Customers feel safe in their transactions	4.02	4.08	-0.06
	16	Consistently courteous with customers	3.94	4.42	-0.48
	17	Knowledge to answer customers' questions	3.65	4.02	-0.37
		<b>Average score of dimension</b>	<b>3.87</b>	<b>4.19</b>	<b>-0.32</b>
<b>Empathy</b>					
	18	Individual attention given to customers	3.42	3.88	-0.46
	19	Opening hour convenience to all customers	3.77	4.2	-0.43
	20	Giving customers personal attention	3.82	4.14	-0.32
	21	Giving customers best interest at heart	3.62	4.11	-0.49
	22	Understand the specific needs of customers	3.42	3.714	-0.294
		<b>Average score of dimension</b>	<b>3.617</b>	<b>4.011</b>	<b>-0.394</b>

Table 4.5 SERVQUAL attributes score of Perception, Expectation and Gap at Abay Bank Bonbtera Branch

Source: Owen survey 2013



## **Tangibility**

As it is seen from the table 3.5 above, the gap score difference for customer perception and expectation for modern look equipment of the bank is -0.83 which implies that the perceived performance about the nature of the bank equipments is less than the expectation of customers. The customers expect more from the bank regarding its equipment.

The gap result for visually appealing physical facilities can be seen from the above table is -1.06 which indicated that the mean score of customers' expectation is exceeded the mean perceived performance score, with regard to attractiveness physical facility of the bank. This means, the equipments were not visually appealing for the customers.

The mean difference of -0.48 indicated for neat appearance of staff illustrates the score of mean of expectation were exceeded the score of mean of perceived performance scores of the appearance and dressing of the staffs.

The mean score for materials associated with the service are visually appealing describes the difference of the score of mean of customers' expectation and perceived performance about the clearness and attractiveness of the bank's materials which is -0.29. As illustrated in the table above, the mean of expectation is more than the mean of perceived performance. This implies that materials' of the bank were not clear and understandable.

## **Reliability**

According to the above table the difference of mean between the perception and expectation on reliability of the service provided for the customers -0.45. This means customers' expectation score about the bank's ability to promise to do something in certain time and their ability to do as promised is more than perceived performance score. From this we can understand that the main branch has problem in providing the promised service as per their promise.

Regarding the other response concerning the reliability of service the difference score of mean between reliability perception and expectation is -0.86 . This indicates that there is -0.86 gap between customers expectation regarding to the bank's capacity of showing sincere

interest in solving their customers' problems is exceeded the perceived performance. This shows there is a problem on providing sincere interest in solving customers' problems.

The table shows that the mean score of -1.06 indicates the gap between customers' expectation about the bank's ability to perform the service right the first time and perceived performance. From this we can say that the customers' expectation is more on the bank's ability of performing the service well right the first time.

As shown in the above table the mean difference between customer expectation and perception on staff performing service right the first time and providing services at the time they promise to do is -0.77. This can be concluded that main branch of Abay bank's ability to perform the service right the first time is not matched customers' expectation.

The above table also shows the difference between customers' expectation and perceived performance concerning the bank's ability in providing their service dependency on error free records. As the respondents response it's indicated that -0.4 gap between the expectation and perceived performance regarding to dependency of error free Therefore still there should be more improved error free record of the bank to meet the expectation of the customers.

### **Responsiveness**

The table also show the gap score for responsiveness of the bank , regarding the mean of customers' expectation about the staffs' ability to tell the time when they provide service for the customer is greater than the perceived performance by -1.05 . This indicates that more improvement is expected by customers in the employees' ability to tell the time when the staff's will provide required service for the customers.

As i have tried to show in the table there is gap -0.63 between the mean score of customers expectation and perception on prompt service to customers. This means the customers expectation exceeds customer perception and still improvement is needed regarding the staffs ability of giving quick service to the customers.

As per the respondents' response -0.6 is the gap between the expectation and perception of the customers regarding willingness of staffs to help customers. The result show that

customers expectation is greater than the actual performance of the bank and this result indicated that customers are expecting more on the willingness of the employees.

The above table tries to show also the mean difference between expectation and perceived performance regarding to the employees willingness to respond for the customers questions is greater than the perceived performance by -0.65 which shows that employees were not willing as expected by customers.

### **Assurance**

The mean difference -0.37 indicated that the mean expectation score go beyond the mean perceived performance score with reference to the ability of staffs in installing confidence in customers. This indicates that employees' ability installing confidence is not enough for customers .

-0.06 shows the gap score of the difference between expectation and perception with regard to the customers felling on safety transaction of the bank. and -0.48 represents that the expectation and actual performance with reference to the consistently courteous with customers. This implies that customers' expectation is greater than the performance of the bank in regards to consistently courteous with customer and in regards to customer fell safety transaction of bank perform as per the expectation.

The table also show the actual performance is -0.37 which is less than expectation of customer regarding to the knowledge of employees to answer the customers" question. From this we can understand that staff of main branch didn't have enough knowledge to answer customers" question.

### **Empathy**

As illustrated in the above table the mean of customers' expectation is greater than the perceived performance score concerning to the banks willing in giving individualized attention to customers. The gap score is -0.46 this can be an evidence that customers are expecting more on the bank's willingness in giving individualized attention to the customers.

0.43 is the gap score of the bank's operating hours this indicates the mean difference of expectation regarding to the bank's opening hour convenience to all customers. This implies that the still customers expectation is more than the performance.

The gap score -0.32 indicates the mean difference of expectation regarding to the bank's staff's ability in giving personal attention and perceived performance. From this we can understand that customers need more improvement because perceived performance is less than expectation.

As indicated on the table above the mean score from perception and expectation indicates that the mean score of expectation -0.49 is greater than perceived performance score in regards to the bank's ability in giving customers best interest at heart. The result shows that customers expect more from the bank regarding the ability in understanding or having customers best interest at heart.

The other result shown on the table -0.29 indicates that the customer expectation is greater than the actual performance related with the employees understanding of the specific needs of customers. Therefore the customers expect more from the employees of the bank in understanding their specific needs.

#### 4.3.4 Gap analysis for Abay Tewodros Branch

Dimensions	Q	Attributes	Perception	Expectation	SERVQUAL Gap
<b>Tangibility</b>					
	1	Modern look equipment	3.52	4.12	-0.6
	2	Visually appealing physical facilities	3.39	3.89	-0.5
	3	Neat appearance of staff	3.27	4.5	-1.23
	4	Materials associated with the service are visually appealing	3.7	4.22	-0.52
		<b>Average score of dimension</b>	<b>3.49</b>	<b>4.2</b>	<b>-0.71</b>
<b>Reliability</b>					
	5	Banks' Promise keeping	3.81	3.97	-0.16
	6	Interest in solving customers' problem	3.68	4.16	-0.48
	7	Bank perform the service right the first time	3.35	3.89	-0.54
	8	Provide service at the time they promise to do so	3.16	4.12	-0.96
	9	Insist on error free records	3.81	3.75	0.06
		<b>Average score of dimension</b>	<b>3.56</b>	<b>3.98</b>	<b>-0.42</b>
<b>Responsiveness</b>					
	10	Banks' will tell customers exactly when services will be performed	3.85	3.89	-0.04
	11	Prompt service to customers	3.79	4	-0.21
	12	Always be willing to help customers	3.66	4.06	-0.4
	13	never be too busy to respond to customers' requests	3.54	4.22	-0.68
		<b>Average score of dimension</b>	<b>3.71</b>	<b>4.03</b>	<b>-0.32</b>
<b>Assurance</b>					
	14	Behavior of employees in confidence in customers	3.68	4.08	-0.4
	15	Customers feel safe in their transactions	3.58	4.18	-0.6
	16	Consistently courteous with customers	3.85	4.39	-0.54
	17	Knowledge to answer customers' questions	3.75	4.14	-0.39
		<b>Average score of dimension</b>	<b>3.71</b>	<b>4.2</b>	<b>-0.49</b>
<b>Empathy</b>					
	18	Individual attention given to customers	3.5	3.7	-0.2
	19	Opening hour convenience to all customers	4.08	3.83	0.25
	20	Giving customers personal attention	3.29	4.12	-0.83
	21	Giving customers best interest at heart	3.35	4.33	-0.98
	22	Understand the specific needs of customers	3.68	4.29	-0.61
		<b>Average score of dimension</b>	<b>3.57</b>	<b>4.05</b>	<b>-0.48</b>

Table 4.6 SERVQUAL attributes score of Perception, Expectation and Gap at Abay

Bank Tewodros Branch

Source: Owen Survey 2013

## **Tangibility**

As it is seen from the table 4.6 above, the gap score difference for customer perception and expectation for modern look equipment of the bank is -0.6 which implies that the perceived performance about the nature of the bank equipments is less than the expectation of customers. The customers expect more from the bank regarding its equipment.

The gap result for visually appealing physical facilities can be seen from the above table is -0.5 which indicated that the mean score of customers' expectation is exceeded the mean perceived performance score, with regard to attractiveness physical facility of the bank. This means, the equipments were not visually appealing for the customers.

The mean difference of -1.23 indicated for neat appearance of staff illustrates the score of mean of expectation were exceeded the score of mean of perceived performance scores of the appearance and dressing of the staffs.

The mean score for materials associated with the service are visually appealing describes the difference of the score of mean of customers' expectation and perceived performance about the clearness and attractiveness of the bank's materials which is 0.52. As illustrated in the table above, the mean of expectation is more than the mean of perceived performance. This implies that materials' of the bank were not clear and understandable.

## **Reliability**

According to the above table the difference of mean between the perception and expectation on reliability of the service provided for the customers -0.16. This means customers' expectation score about the bank's ability to promise to do something in certain time and their ability to do as promised is more than perceived performance score. From this we can understand that the main branch has problem in providing the promised service as per their promise.

Regarding the other response concerning the reliability of service the difference score of mean between reliability perception and expectation is -0.48 . This indicates that there is --0.48 gap between customers expectation regarding to the bank's capacity of shoeing sincere

interest in solving their customers' problems is exceeded the perceived performance. This shows there is a problem on providing sincere interest in solving customers' problems.

The table shows that the mean score of -0.54 indicates the gap between customers expectation about the bank's ability to perform the service right the first time and perceived performance. From this we can say that the customers expectation is more on the bank's ability of performing the service well right the first time.

As shown in the above table the mean difference between customer expectation and perception on staff performing service right the first time and providing services at the time they promise to do is -0.96. This can be concluded that main branch of Abay bank's ability to perform the service right the first time is not matched customers' expectation.

The above table also shows the difference between customers' expectation and perceived performance concerning the bank's ability in providing their service dependency on error free records. As the respondents response it's indicated that -0.06 gap between the expectation and perceived performance regarding to dependency of error free. Therefore still there should be more improved error free record of the bank to meet the expectation of the customers.

### **Responsiveness**

The table also show the gap score for responsiveness of the bank , regarding the mean of customers' expectation about the staffs' ability to tell the time when they provide service for the customer is greater than the perceived performance by -0.04 . This indicates that more improvement is expected by customers in the employees' ability to tell the time when the staff's will provide required service for the customers.

As we tried to show in the table there is gap -0.21 between the mean score of customers expectation and perception on prompt service to customers. This means the customers expectation exceeds customer perception and still improvement is needed regarding the staffs ability of giving quick service to the customers.

As per the respondents response -0.4 is the gap between the expectation and perception of the customers regarding willingness of staffs to help customers. The result show that customers

expectation is greater than the actual performance of the bank and this result indicated that customers are expecting more on the willingness of the employees.

The above tables try to show also the mean difference between expectation and perceived performance regarding to the employees willingness to respond for the customers questions is greater than the perceived performance by -0.68 which shows that employees were not willing as expected by customers.

### **Assurance**

The mean difference -0.4 indicated that the mean expectation score go beyond the mean perceived performance score with reference to the ability of staffs in installing confidence in customers. This indicates that employees' ability installing confidence is not enough for customers .

-0.6 shows the gap score of the difference between expectation and perception with regard to the customers felling on safety transaction of the bank. and -0.54 represents that the expectation and actual performance with reference to the consistently courteous with customers. This implies that customers expectation is greater than the performance of the bank in both regards.

The table also show the actual performance is -0.39 which is less than expectation of customer regarding to the knowledge of employees to answer the customers" question. From this we can understand that staff of main branch didn't have enough knowledge to answer customers" question.

### **Empathy**

As illustrated in the above table the mean of customers' expectation is greater than the perceived performance score concerning to the banks willing in giving individualized attention to customers. The gap score is -0.2, this can be an evidence that customers are expecting more on the bank's willingness in giving individualized attention to the customers.

0.25 is the gap score of the bank's operating hours this indicates the mean difference of expectation regarding to the bank's opening hour convenience to all customers. This implies that the still customers expectation is more than the performance.



The gap score -0.83 indicates the mean difference of expectation regarding to the bank's staff's ability in giving personal attention and perceived performance. From this we can understand that customers need more improvement because perceived performance is less than expectation.

As indicated on the table above the mean score from perception and expectation indicates that the mean score of expectation -0.98 is greater than perceived performance score in regards to the bank's ability in giving customers best interest at heart. The result shows that customers expect more from the bank regarding the ability in understanding or having customers best interest at heart.

The other result shown on the table -0.61 indicates that the customer expectation is greater than the actual performance related with the employees understanding of the specific needs of customers. Therefore the customers expect more from the employees of the bank in understanding their specific needs.

### 4.3.5 Total Gap analysis for Abay Bank

Dimensions	Q	Attributes	Perception	Expectation	SERVQUAL Gap
<b>Tangibility</b>					
	1	Modern look equipment	3.4	4.18	-0.78
	2	Visually appealing physical facilities	3.28	4.14	-0.86
	3	Neat appearance of staff	3.42	4.17	-0.75
	4	Materials associated with the service are visually appealing	3.39	3.99	-0.6
		Average score of dimension	3.37	4.12	-0.75
<b>Reliability</b>					
	5	Banks' Promise keeping	3.5	4.04	-0.54
	6	Interest in solving customers' problem	3.54	4.3	-0.76
	7	Bank perform the service right the first time	3.02	4.2	-1.18
	8	Provide service at the time they promise to do so	3.15	4.12	-0.97
	9	Insist on error free records	3.46	4.04	-0.58
		Average score of dimension	3.39	4.14	-0.75
<b>Responsiveness</b>					
	10	Banks' will tell customers exactly when services will be performed	3.33	4.09	-0.76
	11	Prompt service to customers	3.55	4.12	-0.57
	12	Always be willing to help customers	3.5	4.11	-0.61
	13	never be too busy to respond to customers' requests	3.44	4.09	-0.65
		Average score of dimension	3.46	4.11	-0.65
<b>Assurance</b>					
	14	Behavior of employees in confidence in customers	3.69	4.03	-0.34
	15	Customers feel safe in their transactions	3.6	4.04	-0.44
	16	Consistently courteous with customers	3.63	4.06	-0.43
	17	Knowledge to answer customers' questions	3.63	3.98	-0.35
		Average score of dimension	3.64	4.03	-0.39
<b>Empathy</b>					
	18	Individual attention given to customers	3.41	3.93	-0.52
	19	Opening hour convenience to all customers	3.99	4.024	0
	20	Giving customers personal attention	3.47	4.021	-0.551
	21	Giving customers best interest at heart	3.39	4.09	-0.7
	22	Understand the specific needs of customers	3.46	3.87	-0.41
		Average score of dimension	3.51	3.99	-0.48

Table 4.7 Total SERVQUAL attributes score of Perception, Expectation and Gap at Abay Bank in Addis Ababa

## **Tangability**

Tangibles are the appearance of physical facilities, equipment, personnel, and Communication materials. Tangibles provide physical representations or image of the Service that customers, particularly new customers, will use to evaluate quality (Zeithaml et al., 2006). Table 4.7 shows the mean score of attributes for the tangible dimension in terms of perception and expectation. With regards to all four statements on tangibles, the mean expectations scores are greater than the mean perception scores. Generally speaking, according to Lewis and Mitchell (1990), when expectations are greater than performance, the perceived quality is less than satisfactory such that customer dissatisfaction occurs. However, the gap between expectations and perceptions is more or less close to zero. In terms of expectations and perceptions, attribute 4 or ‘materials associated with the service are visually appealing ’ scores highest while the lowest attribute is attribute 2 which relate to Visually appealing physical facilities. In particular, the high score of attribute 4 can be explained by the fact that all branches of Abay bank in Addis Ababa generally have materials associated with the service are visually appealing like brochures, monthly newsletters etc. Table 4.7 also shows that there are some differences in magnitude of gap score among the four items with the highest gap being observed for attribute 2. This indicates the extent to which the quality of service fell short of the customer's expectation.

## **Reliability**

“In its broadest sense, reliability means that the company delivers on its promises—promises about delivery, service provision, problem resolution, and pricing”. Customers need to do business with companies that keep their promises. Of the five dimensions, reliability has been consistently shown to be the most important determinant of perception of service quality gap (Zeithaml et al., 2006). From the above table 4.7, the highest score on expectation is attribute 6 or “interest in solving customer’s problem” and the lowest is attribute 5 which refer to how far banks are expected to keep their promise. In terms of perception, the attribute 6 or “interest in solving customers problems” scores highest and attribute 7 which refer to performance of services for the first time at the start scores the lowest. In particular, this shows that customer perceived that employees do not generally perform the service right the first time. Table 4.7 also shows that there are some differences in magnitude of gap score among the five items with the highest gap being observed for attribute 7. This indicates the

customers perceived that bank employees generally not able to perform the service right the first time.

### **Responsiveness**

As illustrated in Table 4.7, attribute 11 or “prompt service to customers” score highest on expectation and perception respectively. On the other hand, it is observed that customers generally perceived that staffs failed to tell customers exactly when service will be performed them. In particular, the high gap for attribute 10 between perception and expectation indicates that the long waiting time or slow service turnaround. This dimension emphasizes attentiveness and promptness in dealing with customers request, questions, complaints, and problems. Responsiveness is communicated to customers by the length of time they have to wait for assistance, answers to questions, or attention to problems. Responsiveness also captures the notion of flexibility and ability to customize the service to customers need (Zeithaml et al., 2006). But in this case Abay bank is fail to perform as per the theoretical framework.

### **Assurance**

Table 4.7 illustrates the mean score of four attributes selected in the assurance dimension. Attribute 16 which relates to consistently courteous with customers scores highest in expectations. In terms of perception, attribute 14 which relates to behavior of employees in confidence in customers. The gaps indicate how far the performance of the bank and who far the customers were expecting from the bank diverge. This table shows that there are some differences in magnitude of gap score among the four items with the highest gap being observed for attribute 15 which is customers are not feeling safe for their transaction this might be because of employees’ transaction handling performance gap. This dimension is likely to be particularly important for services that customers perceive as high risk or for service of which they feel uncertain about their ability to evaluate outcomes. For example, banking, insurance, etc. in the service context the company seeks to build trust and loyalty between key contact managers, employees, and customers (Zeithaml et al.2006).

### **Emphaty**

Table 4.7 shows that the mean score for attribute 22 or “staffs understand the specific needs of their customers” is lowest in terms of expectations and highest score for attribute 19 which is the opening hour convenience to all customers in terms of perception. This table also

shows that there are some differences in magnitude of gap score among the five items with the highest gap being observed for attribute 20. In effect, this indicates that customers strongly expect staffs to give customers personal attention. The essence of empathy is conveying, through personalized or customized service, that customers are unique and special and that their needs are understood. Customers want to feel understood by and important to firms that provide service to them (Zeithaml et al., 2006).

### **Spear's man correlation**

In order to Show the relationship between dependent and independent variables the researcher used Spearman's correlation coefficient which was used because it is appropriate method to measure the correlation when the data are measured at ordinal level. (Andy; 2006). Therefore to determine the relationship between service quality dimensions (tangibility, reliability, responsiveness, assurance, and empathy) and customer satisfaction, spearman's correlation was computed. Table 4.8 below presents the results of Spearman's' correlation on the relationship between service quality dimension and customer satisfaction.

Correlations are the measure of the linear relationship between two variables. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicates that there is little or no linear relationship.

As Andy (2006) the correlation coefficient is a commonly used to measure the size of an effect: Values of  $\pm 0.1$  represent a small effect,  $\pm 0.3$  is a medium effect and  $\pm 0.5$  is a large effect. As explained on (Fikre 2009) "the sign of a correlation describes the type of relationship between the variables being correlated. A positive correlation coefficient indicates that there is a positive linear relationship between the variables. A negative value indicates a negative linear relationship between variables. From this the researcher can find the type of relationship between dependent variable and independent variables.

Table 4.8 Spear's man Correlation Coefficient

		Tangibility	Reliability	Responsiveness	Assurance	Empathy
CS	Correlation Coefficient	.478**	.684**	.610**	.511**	.640**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	168	168	168	168	168

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

Source: SPSS Correlation output

As indicated on table 4.8 , the correlation (r) of tangibles is .478 From this one we can understand that there is medium positive relationship between tangibles and customer satisfaction. Therefore, Siddiqi (2011) also found that there is a medium positive relationship between tangibles and customer satisfaction in the retail banking sector.

As indicated on table 4.8 the correlation (r) for reliability is .684 . This positive correlation coefficient (.684) indicates that there is a large positive correlation between reliability and customer satisfaction in the Abay bank in Addis Ababa. From this we conclude that when there is an increase in the reliability of banks' there is an increment in customers' satisfaction. This finding is supported by Al-Hawary , (2011) reported that reliability has a positive correlation with customer satisfaction. This result also supported by Malik (2011)

The correlation (r) of responsiveness is .610 . This implies that there is a large positive relationship between responsiveness and customer satisfaction in the selected four Abay bank branches in Addis Ababa Ethiopia. This means if the banks increase the responsiveness dimension of the service quality they can also increase their customers' satisfaction and the vice versa will be true . This is also supported by Khalid (2011) also found that responsiveness and customer satisfaction has a strong relationship.

The above table shows that the correlation (r) of assurance is .511. This indicated that there is large positive relationship between assurance and customer satisfaction in the Abay bank in Addis Ababa. This finding is supported by Malik ,(2011),reported that assurance has a positive relation with customer satisfaction. This result is also supported by Al-Hawary , (2011)

As per table 3.7, the correlation (r) of empathy is .640. This can show that, there is a large positive relationship between empathy and customer satisfaction. Meaning, the more employees of the bank increase the level of empathy, the more they can satisfy their customers.

## Chapter Five

### 5. Summary, Conclusion and Recommendation

#### 5.1 Summary of Finding

- The main objective of the study was to assess the quality of service delivery and its impact on customer satisfaction of Abay Bank in Addis Ababa. The study wanted to identify the most important service quality dimensions for Abay Bank and to show the gap between customers' perceived performances and their expectations. The study used the SERVQUAL instrument to measure the service quality perceptions in Abay Bank in Addis Ababa. From 201 questionnaires, 168 usable questionnaires were collected and used for analysis of the paper. After analyzing the information gathered through questionnaires, the following findings are presented:-
- The results of background information of respondents indicated that majority of the total respondents (67%) are male, (42.3%) aged in the range of 40-49 years, (40%) are diploma holders.
- The results of the descriptive statistical analysis also indicated that customers' expectations and perceptions have relatively low service quality gaps with the assurance dimensions of service quality followed by empathy. However, the expectation and perception gap of customers is high with tangibility, reliability, and responsiveness dimensions of service quality.
- There is a large positive correlation between customer satisfaction and the four service quality dimensions, namely reliability, responsiveness, assurance, and empathy in the selected Abay Bank branches in Addis Ababa. There is also a medium positive relationship between tangibles and customer satisfaction.
- The gap between customer expectations and perceived performance scores regarding the opening hour convenience, behavior of employees, confidence in customers, and knowledge of the staff to answer customers' questions to all customers is almost zero. Customers are relatively satisfied with it, and there are no problem areas from other attributes. On the other hand, regarding reliability, the gap between customers' expectations and perceptions on the performance to the service right the first time and provide service at the time they promise to do so is very high. This indicates there is a big service gap on



customers and needs improvement.

## **5.2 Conclusion**

The finding of the study indicates that customers of Abay Bank were not satisfied mainly by the three service quality dimensions (Tangibility, reliability, responsiveness, ) and relatively satisfied and near to their expectation with assurance and empathy dimensions.

The study also indicates that, the bank perform as per or to the nearest expectation of customers with assurances dimensions of service quality. In regards to empathy attribute opening hour convenience to the customers and the level of employees to understand the specific needs of customers is high and the bank's performance is near to the expectation of the customers because of this most of the customers are satisfied with the service. Therefore it can be concluded that the service quality gap in regards to these two dimensions; Assurance and empathy customers are near to their expectation and the gap is low.

The bank's tangibility; equipment's and appearance of bank's personnel have medium positive effect on customer satisfaction. However, Abay Banks in Addis Ababa does not have modern, visually appealing equipment as expected by customers. Responsiveness is positively correlated with customer satisfaction, when the bank's responsiveness is high the level of customer satisfaction will increase. But Abay bank's employee are not always willing to tell customers exactly when service will be performed , are also too busy to respond to customers' requests . In addition to that the bank's reliability for the customers is also below the expectation of customers and employees failed to make to feel customers safe in their transaction and employees are not courteous as expected by customers.

## **5.3 Recommendation**

- From Tangibility attributes Abay Bank have to take in to consideration that the office

grooming, equipping the office with modern facilities and organizing the office in well and comfortable manner. This attribute do have immense value in facilitating service delivery and also have significant impact on the level of satisfaction of customers. Therefore the Bank should think about the office facility, for materials appealing physical facilities and materials like brochures, fliers and pamphlets in simple and easily understandable way. The top level managers of the bank should take in to consideration the office renting issue and to be selective on what kind and where to rent the office by design strategy to improve the tangibility, because this mainly affect the satisfaction of customers.

- The performance of Abay Bank in providing service the first time and providing the service at the time they promise to do so is less than the expectation of customers. Therefore Abay banks should have to train the employees to increase their performance and to keep their promise as per the time the service should have to be provided to the customers.
- As the conclusion indicates employees of Abay Bank are not always willing to tell customers exactly when the service will be performed and they are also too busy to respond to customers' request. This is one of the main factors to affect customers' satisfaction. If customers are not satisfied with the service provided by the bank will going to lose its loyal customer by the failure of employees in the long run. So the bank should reduce job stress of the employee through better shifting system. Moreover the management should ensure sufficient staff.
- As the study clearly shows that Abay bank have to improve performance in all dimensions of service quality. In order to increase the satisfaction level of the customers the performance of the bank should be greater than what the customers expect form the bank.
- In general, delivering high quality service for customers has remarkable effect on customers' satisfaction. If customers are satisfied with the service provided from the bank it would be so easy for the bank to make them loyal customer and have many customers as same time. This in turn determines the existence, profitability and success of the bank. So Abay Bank should work hard to maintain consistent service quality as per customers'

expectation or above their expectation by assessing all the service quality dimensions regularly.

In addition to the above recommendation the responsible body of Abay Bank should take the following points in to consideration:

- Implementing a structured quality control system.
- Salary should be according to the job and position and there should be fair judgment while recruiting new employees as well as the existing.
- Reducing job stress of the employee through better shifting system. Moreover the management should ensure sufficient staff.
- Ensure the availability of equipment and modern technology that will make the customers feel comfortable, make employee job easier and more effective.
- Introducing better and favorable job rule and job security for the employees that will ensure positive attitude towards the job. If all these recommendations are followed properly, it is expected that the job satisfaction of the employees as well as their services to the subscriber will be increased significantly in the future.

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**ቅድስተማሪያም ዩኒቨርሲቲ ኮሌጅ**

**የቢዝነስ ህዝብ አስተዳደር ት/ቤት**

**የቢዝነስ አስተዳደር ትምህርት ክፍል**

ይህ መጠይቅ የተዘጋጀው በቅድስተማሪያም ዩኒቨርሲቲ የቢዝነስ አስተዳደር ሁለተኛ አመት የድህረ- ምረቃ ተማሪ ሲሆን አላማውም “የአባይ ባንክ አገልግሎት” አሰጣጥ ጥራት እና በደንበኞች እርካታ ላይ ያለው ተፅእኖ ” በሚል ርዕስ ለሚደረግ ጥናት የመጀመሪያ ደረጃ መረጃ ለመሰብሰብ ነው። የሚሰጡት መልስ የሚውለው ለዚህ ጥናት አላማ ብቻ ነው። የሚሉትን መልስ ይሰጡ ዘንድ በትህትና እጠይቃለሁ።

ስለትብብርዎ በቅድሚያ አመሰግናለሁ

**መመሪያ:-**

- ሰምዎን መጥቀስ አያስፈልግም
- ትክክል ነው የሚሉትን መልስ በተዘጋጀው ሳጥን ወስጥ (✓) ምልክት አስቀምጡ።

**ክፍል አንድ**

1.1 ፆታ  ወንድ  ሴት

1.2 ዕድሜ  ከ18-29 አመት  ከ30-39 አመት  ከ40-49 አመት

1.3 የትምህርት ደረጃ  አንደኛ ደረጃ  ሁለተኛ ደረጃ  ስርተፊኬት

ዲፕሎማ

መጀመሪያ ድግሪና ከዚያ በላይ

**ክፍል ሁለት**

አንደ አንድ የባንክ አገልግሎት ተጠቃሚ የባንክን አገልግሎት በክፍተኛ የጥራት ደረጃ ይሰጣል ብለው የሚገምቱትን ባንክ ያስቡ። እንደዚህ ያለ ባንክ ሊኖረው ይገባል ብለው እርሶ ከሚያስቡት መለያዎች ከዚህ በታች የተጠቀሱትን ጉዳዮች ያስፈላጊነታቸውን ደረጃ ከ1-5 የቀረቡትን ቁጥሮች በማክበብ እባክዎትን ያመልክቱ።

1= በጭራሽ አልሰማም 2 = አልሰማም 3 =ሃሳብ የለኝም

4 = እስማማለሁ 5 = በጣም እስማማለሁ

2.1						
2.1.1	ጥሩ ባንኮች ዘመናዊ የሆኑ እቃዎች ይኖሩታል	1	2	3	4	5
2.1.2	የጥሩ ባንክ መገልገያ እቃዎች ለአይን ሳቢ ናቸው።	1	2	3	4	5
2.1.3	የጥሩ ባንክ ሰራተኞች ፅዱ ናቸው።	1	2	3	4	5
2.1.4	ጥሩ በሆነ ባንክ ውስጥ ከአገልግሎት ጋር የሚያያዙ እቃዎች ወይም ማስረጃዎች (አነስተኛ መጽሔቶችና አረፍተነገሮችን የመሳሰሉት) ለአይን ማራኪ ናቸው።	1	2	3	4	5
2.2						
2.2.1	ጥሩ ባንክ አንድ ነገር በተወሰነ ጊዜ ውስጥ ለማድረግ ቃል ከገባ የገባውን ቃል ይፈጽማል።	1	2	3	4	5
2.2.2	ጥሩ ባንክ ደንበኞቹ ችግር በሚገጠማቸው ጊዜ ችግራቸውን ለመፍታት ያለውን ፍላጎት በቅንነት ያስረዳል።	1	2	3	4	5
2.2.3	ጥሩ ባንክ አገልግሎቱን ከመጀመሪያ ጀምሮ በትክክል ይተገብራል	1	2	3	4	5
2.2.4	ጥሩ ባንክ አገልግሎቱን ቃል በገባበት ሰአት ይፈጽማል።	1	2	3	4	5
2.2.5	ጥሩ ባንክ ከሰአት የፀዳ ረከርድ ይኖረዋል።	1	2	3	4	5
2.3						
2.3.1	የጥሩ ባንክ ሰራተኞች ለደንበኞቻቸው አገልግሎት የሚሰጡበትን አመች ሰአት ይወስናሉ።	1	2	3	4	5
2.3.2	የጥሩ ባንክ ሰራተኞች ለደንበኞቻቸው ፈጣን አገልግሎት ይሰጣሉ።	1	2	3	4	5
2.3.3	የጥሩ ባንክ ሰራተኞች ሁል ጊዜ ደንበኞችን ለመርዳት ፈቃደኞች ይሆናሉ	1	2	3	4	5



2.3.4	የጥሩ ባንክ ሰራተኞች የደንበኞችን ጥያቄ ለመመለስ ጊዜ አይጠቀሙም።	1	2	3	4	5
2.4						
2.4.1	የጥሩ ባንክ ሰራተኞች ባህርይ በደንበኞች አእምሮ ላይ መተማመንን ይፈጠራል።	1	2	3	4	5
2.4.2	የጥሩ ባንክ ደንበኞች ከባንኩ በሚያገኙት አገልግሎት ላይ የመተማመን ስሜት ይሰማቸዋል።	1	2	3	4	5
2.4.3	የጥሩ ባንክ ሰራተኞች ሁሉም ለደንበኞች ትሁት ናቸው።	1	2	3	4	5
2.4.4	የጥሩ ባንክ ሰራተኞች የደንበኞችን ጥያቄ ለመመለስ የሚያስችል እውቀት ይኖራቸዋል።	1	2	3	4	5
2.5						
2.5.1	ጥሩ ባንክ ለደንበኞቹ ግለሰባዊ ትኩረት ይሰጣል።	1	2	3	4	5
2.5.2	ጥሩ ባንክ ለሁሉም ደንበኞቹ ምቹ የስራ ስአት ይኖረዋል።	1	2	3	4	5
2.5.3	ጥሩ ባንክ ለደንበኞቹ ግለሰባዊ ትኩረት ሊሰጠው የሚችሉ ሰራተኞች ይኖሩታል።	1	2	3	4	5
2.5.4	ጥሩ ባንክ የደንበኞቹን የውስጥ ፍላጎት ያውቃል።	1	2	3	4	5
2.5.5	የጥሩ ባንክ ሰራተኞች የደንበኞቻቸውን የተለየ ፍላጎት ያውቃሉ።					

**ክፍል ሦስት**

የሚቀጥሉት አረፍተነገሮች ስለ አባይ ባንክ ያለዎትን አመለካከት የሚመለከቱ ናቸው። በእያንዳንዱ አረፍተነገሮች የተጠቀሱት ነገሮች ባንኩ በምን ያህል መጠን አለው ብለው የምናሉ? ባንኩ በአረፍተነገሮቹ የተጠቀሱት ነገሮች በምን ያህል ደረጃ እንዳለው ከ1-5 የቀረቡትን ቁጥሮች በማክበብ እባክዎትን ያመልክቱ።

1 = በጭራሽ አልሰማም      2 = አልሰማም      3 = አስተያየት የለኝም      4 = እስማማለሁ  
 5 = በጣም እስማማለሁ

2.1						
2.1.1	ባንኩ ዘመናዊ የሆኑ እቃዎች አሉት	1	2	3	4	5
2.1.1	ባንኩ መገልገያ እቃዎች ለአይን ሳቢ ናቸው።	1	2	3	4	5
2.1.2	ባንኩ-ሰራተኞች ፅዱ ናቸው።	1	2	3	4	5
2.1.4	ባንኩ ውስጥ ከአገልግሎት ጋር የሚያያዙ እቃዎች ወይም ማስረጃዎች(አነስተኛ መፅሔቶች እና አረፍተ ነገሮች የመሳሰሉት) ለዓይን ማራኪ ናቸው	1	2	3	4	5
2.2						
2.2.1	ባንኩ አንድ ነገር በተወሰነ ጊዜ ውስጥ ለማድረግ ቃል ከገባ የገባውን ቃል ይፈፅማል።					

2.2.2	ባንኩ ችግር በሚገጥም ጊዜ ችግርዎን ለመፍታት ያለውን ፍላጎት በቅንነት ያሳያል።					
2.2.3	ባንኩ-አገልግሎቱን ከመጀመሪያ ጀምሮ በትክክል ይተገብራል					
2.2.4	ባንኩ አገልግሎቱን ቃል በገባቡት ሰዓት ይፈጽማል።					
2.2.5	ባንኩ በአገልግሎት አስጣጥ ከስህተት የፀዳ ሪከርድ ላይ የተመሰረተ ነው					
2.3		1	2	3	4	5
2.3.1	ባንኩ-ሰራተኞች በምን ሰዓት አገልግሎት እንደሚሰጡት ይገልፁሉታል።	1	2	3	4	5
2.3.2	ባንኩ-ፈጣን አገልግሎት ይሰጣታል።	1	2	3	4	5
2.3.3	ባንኩ-ሰራተኞች ሁል ጊዜ እርሶን ለመርዳት ፈቃደኞች ናቸው።	1	2	3	4	5
2.3.4	ባንኩ ሰራተኞች ጥያቄውን ለመመለስ ጊዜ አያጡም።					
2.4						
2.4.1	የባንኩ ሰራተኞች ባህሪ በእርሶ ላይ መተማመንን ይፈጥራል።	1	2	3	4	5
2.4.2	ከባንኩ በሚያገኙት አገልግሎት ላይ የመተማመን ስሜት ይሰማዎታል።	1	2	3	4	5
2.4.3	የባንኩ ሰራተኞች ሁሉም ለእርሶ ትሁት ናቸው ።	1	2	3	4	5
2.4.4	የባንኩ ሰራተኞች ጥያቄዎን ለመመለስ የሚሰጥዎት እውቀት አላቸው።	1	2	3	4	5
2.5						
2.5.1	ባንኩ-ግለሰባዊ ትኩረት ይሰጣታል።	1	2	3	4	5
2.5.2	ባንኩ የስራ ሰዓት ለእርሶ ምቹ ነው።	1	2	3	4	5
2.5.3	ባንኩ ግለሰባዊ ትኩረት ሊሰጡት የሚችሉ ሰራተኞች አሉት።	1	2	3	4	5
2.5.4	ባንኩ የእርሶን የልብ መሻት ያውቃል።	1	2	3	4	5
2.5.5	የባንኩ-ሰራተኞች የተለየ ፍላጎቱን ይረዳሉ።	1	2	3	4	5

# St .Mary’s University College

## School of Graduate Studies

### General MBA Program

#### Questionnaire to be filled by Customer of Abay bank

**INTRODUCTION:** I am currently doing thesis on “The Impact of Service Quality on Customer Satisfaction in Abay Banks at Addis Ababa. The purpose of the questionnaire is to gather adequate information in Abay Bank’s service quality and customer satisfaction. In order to make the study more fruitful, your response to the given question would be necessarily. All of your response to the given question would be used for the research and will be kept confidential work. To the end, I would like to forward my deepest gratitude for your unreserved cooperation in filling the questioner.

Thank you in Advance for your time.

#### N.B

\_ No need to write your name

\_ Put ( ✓ ) inside the box or table for an alternative you think is right.

#### Part I. Personal information

- 1.1 Gender  Male  Female
- 1.2 Age  18-29 years old  30-39 years old  
 40-49 years old  50 years old and above
- 1.4 Educational level  Primary school  Secondary school  
 High school First degree  Second degree and above

## Part II: Customers Expectation

**Instructions:** Please tick the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree and 5 = strongly agree).

Variables	strongly disagree	disagree	Neutral	agree	strongly agree
	1	2	3	4	5
<b>Tangibles</b>					
1. Excellent banking company will have modern looking equipment.					
2. The physical facilities at excellent bank will be visually appealing.					
3. Employees at excellent bank will be neat in their appearance.					
4. Materials associated with the service (pamphlets or statements) will be visually appealing at an excellent bank.					
<b>Reliability</b>					
5. When excellent banks promise to do something by a certain time, they will do.					
6. When a customer has a problem, excellent banks will show a sincere interest in solving it.					
7. Excellent banks will perform the service right the first time.					
8. Excellent banks will provide the service at the time they promise to do so.					
9. Excellent banks will insist on error free records.					
<b>Responsiveness</b>					
10. Employees of excellent bank will tell customers exactly when services will be performed.					

Variables	strongly disagree	disagree	Neutral	agree	strongly agree
	1	2	3	4	5
11. Employees of excellent bank will give prompt service to customers.					
12. Employees of excellent bank will always be willing to help customers.					
13. Employees of excellent bank will never be too busy to respond to customers' requests.					
<b>Assurance</b>					
14. The behaviour of employees in excellent bank will instil confidence in customers					
15. Customers of excellent bank will feel safe in transactions.					
16. Employees of excellent bank will be consistently courteous with customers.					
17. Employees of excellent bank will have the knowledge to answer customers' questions.					
<b>Empathy</b>					
18. Excellent bank will give customers individual attention.					
19. Excellent bank will have operating hours convenient to all their customers.					
20. Excellent bank will have employees who give customers personal service.					
21. Excellent bank will have their customers' best interest at heart.					
22. The employees of excellent bank will understand the specific needs of their customers.					

### Part III. Customers Perceptions

Variables	strongly disagree	disagree	neither	agree	strongly agree
	1	2	3	4	5
<b>Tangibility</b>					
1. The bank has modern looking equipment.					
2. The bank's physical features are visually appealing.					
3. The bank's reception desk employees are neat appearing.					
4. Materials associated with the service (such as pamphlets or statements) are visually appealing at the bank.					
<b>Reliability</b>					
5. When the bank promises to do something by a certain time, it does so.					
6. When you have a problem, the bank shows a sincere interest in solving it.					
7. The bank performs the service right the first time.					
8. The bank provides its service at the time it promises to do so.					
9. The bank insists on error free records.					
<b>Responsiveness</b>					
10. Employees in the bank tell you exactly when the services will be performed.					
11. Employees in the bank give you prompt service.					
12. Employees in the bank are always willing to help you.					
13. Employees in the bank are never too busy to respond to your request.					
<b>Assurance</b>					
14. The behaviour of employees in the bank instils confidence in you.					

Variables	strongly disagree	disagree	neither	agree	strongly agree
	1	2	3	4	5
15. You feel safe in your transactions with the bank.					
16. Employees in the bank are consistently courteous with you.					
17. Employees in the bank have the knowledge to answer your questions.					
<b>Empathy</b>					
18. The bank gives you individual attention.					
19. The bank has operating hours convenient to all its customers.					
20. The bank has employees who give you personal attention.					
21. The bank has your best interests at heart.					
22. The employees of the bank understand your specific needs.					

