ST. MARY'S UNIVERSITY SCHOOL OFGRADUATESTUDIES

INSTITUE OF QUALITY&PRODUCTIVITY MANAGEMENT

THE PRACTICE AND CHALLENGES OF SERVICE DELIVERY ADDIS KETEMA LABOR AND SKILL OFFICE, ADDISABABA CITY ADMINSTRATION ETHIOPIA.

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Declaration

I, the undersigned, declare that this research work prepared for the partial fulfillment of the requirements for a degree of institue of quality&productivity management**"ASSEMENT OF SERVICE DELIVERY PRACICES AND CHALLENGES FACED BY ADDIS KETEMA LABOR AND SKILL OFFICE IN ADDIS ABABA ETHIOPIA",**has been produced by own effort. I have made it independently with the close support and guidance of my advisor. This is original work and that all sources of data used for the study have been fully acknowledged. This study has never been submitted for any other institution

Name: Sentayehu Girma

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Date _____

Candidate

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Signature**……………….**

Approval sheet

Assessing the service delivery practice and challenges in the case of ADDIS KETEMA LABOR and SKILL office

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Advisor   Date   Signature

Internal Examiner   **Date**   **Signature**

External Examiner   Date   Signature

Acknowledgement

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Acronym

SPC (Statistical Process Control)

SPSS (Statistical Package for Social Sciences)

TVET (Technical and vocational education and training)

MLQ (Multi factor leadership questionnaire)

KMO (Kaiser-Mayor-OKLIN)

CLRM (Classical Linear Regression Model)

Abstract

This study assesses the service delivery practices and challenges faced by the ADDIS KETEMA LABOR AND SKILLOFFICE in Addis Ababa, Ethiopia. As a crucial institution for facilitating employment and skill development, the office plays a significant role in addressing local unemployment and enhancing workforce skills. Despite its importance, the office encounters numerous challenges, including limited resources, bureaucratic inefficiencies, and inadequate stakeholder engagement, which hinders effective service delivery. Employing a mixed-methods approach, this research gathers both quantitative and qualitative data to evaluate current practices, identify barriers, and explore service user perceptions. The findings reveal that resource constraints significantly impact program effectiveness, while user dissatisfaction highlights the need for improved service quality and responsiveness to community needs. This study provides a comprehensive analysis of data collected from a survey of 138 questionnaires distributed among employees, achieving a response rate of 91%. The demographic profile of respondents reveals a significant representation of younger individuals, predominantly male, with the majority holding diploma-level education. The analysis delves into the relationship between service delivery and client satisfaction, employing descriptive statistics and inferential analysis. Key findings indicate that service accessibility, staff competence, service quality, and effective communication significantly influence client satisfaction. The chapter also assesses challenges in service delivery, highlighting issues such as inconsistent service quality and inadequate staff training. Inferential analysis, including regression and ANOVA tests, confirms a strong correlation between service delivery variables and client satisfaction, with an R-square value of 0.985, indicating that 98.5% of the variation in client satisfaction can be explained by the studied variables. The results underscore the importance of effective service delivery in enhancing client satisfaction and suggest areas for improvement to foster better organizational performance. The study aims to provide actionable recommendations for enhancing service delivery at the ADDIS KTEMA LABOR AND SKILL OFFICE, ultimately contributing to better governance and improved socio-economic outcomes for the local population. By addressing these challenges, the office can better fulfill its mandate and support the community's development effectively.

Keyword: service delivery practice, challenges, Client Satisfaction,Workforce Skills,

CHAPTER ONE

Introduction

1.1 Background of the study

The Laborand Skill Office in ADDIS KETEMA, a sub-city of Addis Ababa, serves as a critical institution for facilitating employment opportunities and skill development among the local population. As Ethiopia continues to pursue economic growth and development, the role of such offices becomes increasingly significant in addressing unemployment and enhancing the skills of the workforce. However, despite their importance, these offices often face numerous challenges that hinder their effectiveness in service delivery (Fikre,2017).

Service delivery in the context of local governance in Ethiopia has been a focal point of various reforms aimed at improving public administration and enhancing citizen engagement. The ADDIS KETEMALABOR and SKILL OFFICE is tasked with implementing policies that promote job creation and vocational training, yet it operates within a complex environment characterized by limited resources, bureaucratic inefficiencies, and varying levels of stakeholder participation. Understanding the dynamics of service delivery practices in this office is essential for identifying gaps and proposing actionable solutions (Daniel. (2014).

Research indicates that effective service delivery is contingent upon several factors, including the capacity of the office, the quality of services provided, and the responsiveness to community needs. However, challenges such as inadequate funding, lack of trained personnel, and insufficient infrastructure often impede the office's ability to fulfill its mandate effectively. Furthermore, the perceptions of service users regarding the quality of services can significantly influence the overall effectiveness of the office (Ageze, 2013).

This study aims to assess the service delivery practices of the ADDIS KETEMALABOR AND SKILL OFFICE and identify the challenges it faces in meeting the needs of the community. By employing a mixed-methods approach, this research will gather both quantitative and qualitative data to provide a comprehensive understanding of the current state of service delivery. The findings will not only contribute to the academic discourse on local governance in Ethiopia but also offer practical recommendations for improving service delivery in the Labor and Skill Office. In general, this research is timely and relevant, as it seeks to enhance the understanding of service delivery mechanisms within local government structures in Ethiopia, ultimately contributing to better governance and improved socio-economic outcomes for the citizens of ADDIS KETEMA.

1.2. Statement of the Problem

The ADDIS KETEMA LABOR AND SKILL OFFICE plays a vital role in facilitating employment opportunities and skill development for the local population in Addis Ababa. However, despite its importance, the office faces significant challenges that hinder its effectiveness in service delivery. These challenges can be Resource Constraints: The office often operates with limited financial and human resources, which affects its ability to provide comprehensive services. Insufficient funding can lead to inadequate training programs and a lack of necessary materials for skill development.The administrative processes within the Labor and Skill Office can be cumbersome, leading to delays in service delivery. Bureaucratic red tape often complicates the implementation of policies and programs aimed at enhancing employment opportunities. (Abdellatif2015).

Effective service delivery requires active participation from various stakeholders, including community members, local businesses, and educational institutions. However, there is often disconnecting between the office and these stakeholders, resulting in services that do not fully align with the needs of the community.There are concerns regarding the quality of services provided by the office. Users have reported dissatisfaction with the training programs and employment services, indicating that they may not adequately prepare individuals for the job market. (Fakuyama2013).

Perception of Service Users: The perceptions of service users regarding the effectiveness and quality of services can significantly impact the office's reputsation and its ability to attract participants to its programs. Negative perceptions can stem from previous experiences or a lack of awareness about available services. Based on these challenges, there is a pressing need to assess the current service delivery practices of the Addis Ketema Labour and Skill Office. Understanding these issues will provide insights into how the office can improve its operations and better serve the community.

1.3. Research Questions

1) What are the current service delivery practices of the Addis Ketema Labor and Skill Office?
2) What challenges does the office face in delivering services effectively?
3) How do service users perceive the quality of services provided by the office?

1.4. Objective of the study

1.4.1. General Objective

The General Objective of the study is to assess the service delivery practices of the ADDIS KETEMA LABOR AND SKILL OFFICE and identify the challenges it faces.

1.4.2 Specific Objectives:

1) To evaluate the effectiveness of current service delivery practices.
2) To identify the key challenges affecting service delivery.
3) To explore the perceptions of service users regarding the quality of services provided.
4) To recommend strategies for improving service delivery.

1.5 Significance of the Study

The significance of this study lies in its potential contributions to various stakeholders:

Policy Implications: The findings will provide valuable insights for policymakers at local and national levels, helping to inform strategies aimed at improving service delivery in public institutions.

Enhancing Service Delivery: By identifying challenges and proposing solutions, the study aims to enhance the effectiveness of the Labor and Skill Office, ultimately leading to better employment outcomes for the community.

Academic Contribution: This research will contribute to the existing body of knowledge on public administration and service delivery in Ethiopia, particularly in the context of local governance.

Community Impact: Improved service delivery practices can lead to increased job opportunities and skill development for residents of ADDIS KETEMA, thereby contributing to the overall socio-economic development of the area.

Stakeholder Engagement: The study will highlight the importance of stakeholder engagement in service delivery, encouraging collaboration between the Labor and Skill Office and community members, businesses, and educational institutions. In summary, this study aims to provide a comprehensive assessment of the service delivery practices and challenges faced by the ADDIS KETEMA LABOR AND SKILL OFFICE, with the goal of enhancing its effectiveness and contributing to the broader discourse on public service delivery in Ethiopia.

1.6 Scope of the Study

The scope of this study encompasses several key areas related to the service delivery practices and challenges faced by the ADDIS KETEMA LABOR AND SKILL OFFICE:The study will be conducted within the ADDIS KETEMA sub-city of Addis Ababa, Ethiopia, specifically targeting the Labor and Skill Office and its service deliveriesmechanisms. Service Delivery Practices: The study will assess the current practices employed by the Labor and Skill Office in delivering services, including vocational training programs, job placement services, and community outreach initiatives and Challenges Identified. The study will focus on this year's/2023/24/ to ensure relevance and accuracy in the assessment of current service delivery practices.

1.7 Limitation of the study

This study has several limitations that should be considered when interpreting its finding. First the research focused solely on the ADDIS KETEMA LABOR AND SKILL OFFICE in ADDIS ABAB. Which may limits the generalize ability of the results to other offices or regions. The samples predominantly consisting of younger, male individual with diploma level education may not fully represent the diversity of service users. Additionally, the study relied on self reported data from questionnaires, which could be subjected to response biases, such as social describable or misunderstanding of questions. Bureaucratic inefficiencies within the office may have also led to delays in data collection, offering study line. Moreover, the scope of the study was constrained by limited resource, time, and budget, which may have impacted the depth of the analysis and prevented the inclusion of all potential factors influencing service delivery. Finally, while qualitative methods such as regression and ANOVA used to analyze the data, the study did not account for all external factors (e.g political, social) that could also affect client satisfaction.

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CHAPTER TWO

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2. Related Literature Review

Introduction

The ADDIS KETEMA LABOR AND SKILL OFFICE is a pivotal institution in the context of employment and skill development in Addis Ababa, Ethiopia. As the country grapples with high unemployment rates, particularly among youth, the effectiveness of such offices in delivering services becomes increasingly critical

Service delivery referse to the process by which the office provides services and programs to the public, particularly those related to labor, employment, offering vocational traing providing job matchinig service issuing labor related document supporting individuals in securing skill that enhance their employability.The efficient service delivery in the office especially in labor skill office plays a crucial role in derving development, both at the individual and community levels. Efficient service delivery leads to better job matching and employment opportunities for individuals, which in turn bosts the local economy. When citizen find work through skill development and effective job placement service, they contribute to the productivity of economy. This creat a cycle of growth where individual earn incomes, business grow, and economy strengethness overall. Efficient service also importances in more individuals, particularly those in vulenerable group, are able acess training and employment services. This help to reduce unemployment rates and alleviates poverty.

In general efficient service delivery is not just about providing services, it's about laying the foundation for sustainable, inclusive and equitable development. By addressing labor market needs and fostering skill development, the office contribute to boarder social and economical development goals that uplift individual and communities, stimulates economic growth and promote national prosperity.

This literature review builds the resereach on **THE PRACTICES AND CHALLENGES OF SERVICE DELIVERY ADDIS KETEMA LABOR AND SKILL OFFICE**by revewing and synthesizing relevant studies.

2.1 The service delivery practice on labor and skill office in Ethiopia

Lobor and skill service delivery in Ethiopia is shaped by various socio-economic, educational, and institutional factors. Heres an overview that cover the satae of labor markets, skills development, and how these elements contribute to service delivery in Ethiopia.

2.1.1 Labor market overviewe

Ethiopia apredominant agrarian economy with larege portion of the population engaged in subsistetnce farming. However, urbanization and industrialization are slowly trafroming the labor market. Ethiopians laborfaorce is young with large portion under the age of 30, and a growing number are seeking employment opportunities in urban areas. (World Bank, 2020: "Ethiopia: Labor Market Trends and Employment Challenges.")

Unemployment and under employment: Despite economic growth, unemployment remains a significant issue, especially among youth. Under employment is prevalent, where individuals are employed in job that does not fully utilize their skills or donot offer adequate working hours.

Lobor migration: many Ethiopian seek work abroad, often in the Middle East, due to lack of sufficient job opportunities at home. This can affect the domestic labor market creating gap in both skilled and unskilled labor sectors.

2.1.2. Skill development

The Ethiopian government has been investing in human capital development by focusing on improving education and vocational training programs. (Ethiopian Development Research Institute (EDRI), 2018: "Ethiopia's Employment and Skill Development Strategy.")

Education system: Ethiopiahas made significant strides in expanding primary education acess. However the quality of education and mismatch demand remain challenges. There is a significant gap in advanced skill such as technical, engineering, and managerial expertise. (International Labour Organization (ILO), 2021: "Skills for Employability: A Policy Guide for Ethiopia."),UNDP, 2023: "Human Development and Skills Gap Analysis in Ethiopia."

Technical and vocational education and training (TVET): TVET has become focal point focal point for developing vocational skill tailored to the labor market needs. The government aims is to produce a skilled work force in areas like constraction, textile agriculture, and service industries.(Ethiopian Ministry of Education (MoE): Reports on the status of education and vocational training in Ethiopia.)

University graduates: the number of graduates from universities has been rising, but many face difficulties finding employment related to their field of study, often due to a mismatch beteween education and the needs of the economy.

2.1.3 Service delivery in labor and skill development

Effective service delivery in Ethiopia's labor market requires improvements in policy, infrastructure, and coordination between government agencies, the private sector, and educational institutions.

Government Initiatives: The Ethiopian government has put forward policies to promote industrialization, job creation, and entrepreneurship, which require a skilled workforce. The **Growth and Transformation Plan (GTP)** emphasizes labor force development as key to boosting industrial productivity.

Private Sector Role: The private sector plays an increasing role in skills development. For example, companies in the manufacturing sector often provide in-house training for workers. However, the skills gap in the private sector is still considerable, especially in high-tech industries.

Job Placement Services: Employment service agencies in Ethiopia provide job matching services but are not always efficient or well-resourced. Many youths often rely on informal networks to find employment

2.1.4 Challenges

Mismatch between Skills and Job Market Needs: The educational system sometimes does not equip individuals with the skills required by the private sector, leading to a high number of graduates who are either unemployed or underemployed.

Gender Inequality: Women in Ethiopia face greater barriers to labor force participation, particularly in rural areas, due to societal norms and a lack of supportive infrastructure for working women (such as childcare facilities).

Limited Access to Vocational Training: Although there have been efforts to expand TVET, access to quality training and the variety of courses available in different regions remains uneven.

2.1.5 Recent Developments and Trends

Digital Skills and Tech Industry: With the rise of the digital economy, there has been a focus on expanding technical training related to digital skills. Programs in coding, software development, and digital marketing are beginning to emerge.

International Cooperation: Ethiopia has been partnering with international organizations like the ILO (International Labour Organization) and the World Bank to improve labor standards, social protection systems, and skills development.

2.2 Challenges in Service Delivery in Developing Countries:

The literature identifies several persistent challenges faced by labor offices in developing countries, which are particularly relevant to the Addis Ketema Labor and Skill Office. These include:

Resource Constraints: Financial and human resource limitations are major challenges for labor offices in developing countries (Akin & Kutz, 2020). A lack of funds and skilled personnel limits the scope and quality of services, leading to inefficiencies in service delivery.

Bureaucratic Inefficiency: Bureaucratic red tape and complex administrative processes often hinder timely service delivery (Parker, 2017). In Ethiopia, bureaucratic inefficiency within labor offices is often cited as a barrier to providing quick and responsive services to job seekers (Mekonnen, 2019).

Technology Gaps: Many labor offices lack modern technology and infrastructure to streamline operations. Digital tools for job matching, skill assessment, and vocational training are often underutilized or non-existent, which reduces service efficiency (Chisholm et al., 2018).

Skill Mismatch: A fundamental challenge faced by labor offices in developing countries is the mismatch between the skills workers possess and the skills required by the labor market (Desta & Gebremariam, 2020). This mismatch often results in high unemployment rates and underemployment, particularly in rapidly urbanizing regions like Addis Ketema.

Corruption and Accountability Issues: Corruption and a lack of accountability also play a significant role in undermining the effectiveness of labor offices (Parker, 2017). In some instances, labor offices may not allocate resources equitably, or certain groups may be discriminated against in the allocation of services.

2.3 Government Policies and Strategies in Service Delivery

a) **Ethiopian Labor and Employment Policy (1997)**

The Ethiopian Labor and Employment Policy is a foundational document guiding labor-related activities, including employment generation, social protection, and workforce development. The policy emphasizes:

Promotion of employment: for all Ethiopians, with a special focus on youth and women.

Provision of vocational training and skills development: to enhance workforce competencies.

Creation of a conductive environment: for private sector investment and the informal sector to thrive.

The implementation of this policy, particularly in urban areas like Addis Ketema, faces numerous challenges including limited resources, underdeveloped infrastructure, and difficulties in reaching marginalized populations. Despite these hurdles, the policy's goals provide a strong foundation for service delivery improvement at the local level.

b) **National Employment Policy and Strategy (2015)**

The National Employment Policy and Strategy (2015) aims to reduce unemployment and underemployment by improving labor market systems, fostering entrepreneurship, and enhancing skills development. Key strategies under this policy include:Promoting **inclusive economic growth** and job creation.

Strengthening vocational and technical education to address skill mismatches in the labor market.

Enhancing the efficiency:

The efficiency of labor market information systems to better connect job seekers with employers.

For the Addis Ketema Labor and Skill Office, these strategies support the development of employment services and skill-enhancing programs that could lead to reduced unemployment rates in the district.

C) International Perspectives and Insights

World Bank and ILO Reports

Reports from the **International Labour Organization (ILO)** and the **World Bank** provide valuable insights into labor market challenges in Ethiopia. According to the ILO's report on **Ethiopia's Labor Market Development (2020)**:

Youth unemployment is a critical issue, with young people facing difficulties in entering the formal job market.

The ILO advocates for **improving vocational education and training (VET) systems** to ensure that skills align with labor market needs.

The **World Bank** also highlights the importance of **entrepreneurship development** as a means of tackling youth unemployment and creating sustainable livelihoods, particularly through small and medium enterprises (SMEs).

United Nations Sustainable Development Goals (SDGs)

Ethiopia, as a signatory to the **UN SDGs**, is committed to achieving Goal 8: **Decent Work and Economic Growth**, which advocates for full and productive employment and decent work for all. The **SDG 4** (Quality Education) also advocates for equitable access to education and training opportunities, which is directly relevant to the objectives of the Addis Ketema Labor and Skill Office.

International reports on SDGs encourage better integration of youth into the labor market through enhanced training programs and support for entrepreneurship, key issues for the Addis Ketema district as it works to improve service delivery.

2.4 Theoretical Framework of Service Delivery

Service delivery in public institutions is often framed within the context of public administration theories, which emphasize efficiency, accountability, and responsiveness. According to the New Public Management (NPM) theory, public services should be delivered with a focus on customer satisfaction and performance measurement (Hood, 1991). This framework is particularly relevant for assessing the Labor and Skill Office, as it seeks to align its services with the needs of the community.

2.5 Importance of Labor and Skill Offices

Labor and Skill Offices are essential for facilitating employment opportunities and providing vocational training. They serve as intermediaries between job seekers and employers, helping to match skills with market demands. Research indicates that effective labor offices can significantly reduce unemployment rates and enhance the employability of individuals (World Bank, 2014). In Ethiopia, where the informal sector dominates, these offices play a crucial role in formalizing employment and improving working conditions.

2.6 Current Service Delivery Practices

The ADDIS KETEMA LABOR AND SKILL OFFICEemploys various service delivery practices, including:

Job Placement Services: The office assists job seekers in finding employment by connecting them with potential employers. This service is vital in a context where many individuals lack access to job networks (Yahya, 2014).

Vocational Training Programs: The office offers training programs aimed at equipping individuals with market-relevant skills. These programs are designed to address the skills gap in the local economy.

Career Counseling: Providing guidance to job seekers on career options and pathways is another critical service. This helps individuals make informed decisions about their career trajectories.Despite these efforts, the effectiveness of these services is often hampered by various challenges (Yoseph, 2017).

2.6 Challenges Faced by the Addis Ketema Labor and Skill Office

Several challenges hinder the service delivery capabilities of the ADDIS KETEMA LABOR AND SKILL OFFICE Resource Constraints: Limited financial and human resources significantly impact the office's ability to deliver comprehensive services. Insufficient funding

restricts the scope of training programs and the number of staff available to assist job seekers (Fikre2017).

Bureaucratic Inefficiencies: The administrative processes within the office can be slow and cumbersome, leading to delays in service delivery. Bureaucratic red tape often complicates the implementation of policies and programs aimed at enhancing employment opportunities (Fikre2017).

Lack of Stakeholder Engagement: Effective service delivery requires collaboration with various stakeholders, including local businesses and educational institutions. However, there is often

A disconnect between the office and these stakeholders, resulting in services that do not fully align with community needs (Tamayaocus2014).

Quality of Services: Concerns regarding the quality of services provided by the office are prevalent. Users have reported dissatisfaction with training programs and employment services, indicating that they may not adequately prepare individuals for the job market (Tewodros2015).

2.7 Community Engagement and Its Importance

Community engagement is critical for the success of service delivery in labor offices. Studies have shown that when community members are involved in the planning and implementation of services, the relevance and effectiveness of those services improve significantly (World Bank, 2014). Engaging local businesses and educational institutions can also enhance the quality of training programs and job placement services offered by the Labor and Skill Office (Tuhafeni H., 2015).

2.8 Recommendations for Improving Service Delivery

To address the challenges faced by the Addis Ketema Labor and Skill Office, several recommendations can be made:Enhancing Resource Allocation: Increasing funding and resources for the office can help improve the quality and range of services offered. This includes investing in training materials and hiring additional staff to meet demand (Wani, 2014).

Streamlining Administrative Processes: Reducing bureaucratic inefficiencies through process re-engineering can lead to faster and more effective service delivery. Implementing technology solutions could also facilitate smoother operations.

StrengtheningStakeholder Collaboration:

Building partnerships with local businesses and educational institutions can enhance the relevance of training programs and improve job placement outcomes.Collaborative initiatives can also foster a better understanding of market needs.

Improving Service Quality: Regular assessments of service quality and user satisfaction can help identify areas for improvement and ensure that services meet the needs of the community. Feedback mechanisms should be established to gather input from service users (Warren, 1999).

The ADDIS KETEMA LABOR AND SKILL OFFICE plays a vital role in facilitating employment and skill development in the community. However, it faces significant challenges that hinder its effectiveness in service delivery. By addressing these challenges through improved resource allocation, streamlined processes, and enhanced stakeholder engagement, the office can better serve the needs of the local population. Future research should focus on longitudinal studies to assess the impact of implemented changes on service delivery outcomes (Yoseph and taye. 2011).

2.9 .Conceptual frame work

The framework you have provided appears to illustrate the service delivery practices and challenges faced by the ADDIS KETEMA LABOR AND SKILL OFFICE. Here is a breakdown of the key components:Key Components of the Framework; Input Factors, Financial Resources, Funding available for operations and programs, Human Resources, Staff involved in service delivery and their training.

2.9.1   Input factors

Training Materials: Resources required for vocational training and skill development.

Service Delivery Practices: job Placement Services: Programs aimed at connecting job seekers with potential employers.

Vocational Training Programs: Educational initiatives designed to enhance skills relevant to the job market.

Career Counseling: Guidance provided to individuals regarding career choices and pathways.

2.9.2 Output Factors:

Service Quality: Measured by user satisfaction with the services provided and the effectiveness of training programs.

Employment Outcomes: Includes metrics such as job placement rates and skill acquisition success.

2.9.3 Challenge Factors:

Resource Constraints: Issues like limited funding and insufficient staffing that hinder effective service delivery.

Bureaucratic Inefficiencies: Problems such as slow administrative processes and excessive red tape that can delay service provision.Lack of Stakeholder Engagement: Challenges arising from poor collaboration with local businesses and limited community involvement.

2.9.4 Feedback Mechanism:

User Feedback: Collecting opinions and suggestions from service users to improve practices.**Stakeholder Involvement**: Engaging with community leaders and educational institutions to foster collaboration and improve service delivery.Flow of the Frameworkthe Input Factors feed into the Service Delivery Practices, which in turn produce Output Factors that reflect the effectiveness of the services provided.Challenge Factors impact the efficiency and effectiveness of service delivery, highlighting the barriers that need to be addressed.The Feedback Mechanism serves as a loop, ensuring continuous improvement by integrating user and stakeholder insights back into the system.This framework provides a structured way to assess and analyze the service delivery practices and challenges of the ADDIS KETEMA LABOR AND SKILL OFFICE. By identifying input factors, service practices, outputs, and challenges, the framework helps in understanding the overall effectiveness of the office and areas that require improvement.

Figure 1 conceptual framework of the study

| Input factor financial, human, training material | → | Input factural; labour,government compenent | → | Service User satisfying quality service of training |

Service delivery service
.training police
.carrier counseling

Job pleasure
.Vocational job practice
.Training program carrier counseling

Challenges
.Service cost efficiency
.Focus group bossiness
.Skill equations

Out put
.Poor quality
.Collaborative processes
.Low group rate

Challenge factors
.Resources constraints
.Alternative engagement
.Community discussions

Stack hack mechanism
.User per back
.Regular with community leader
.Partner with education

Service factor

●Polices of training material

●Job placement of regional training staffing

●carrier training program

Additional delivery practice
Service delivery practice
Resources

Service delivery

Loss of stockholder engagement
Employments focus rents

●Out put out come

●Service constraints

●Accesses engenderment

2.9 Summery of some findings in the literature reviewe

The literature review on the Addis Ketema Labor and Skill Office highlights the following key findings:

Importance of the Office: The office plays a critical role in addressing labor market challenges in Addis Ababa, especially amidst high youth unemployment and a disconnect between educational outputs and labor market needs.

Service Delivery: While the office offers vital services such as job placement, vocational training, and career counseling, its effectiveness is limited by factors such as resource constraints (financial and human), bureaucratic inefficiencies, and inadequate stakeholder engagement. This results in certain groups, especially vulnerable populations, not fully benefiting from the available services.

Skills Mismatch: A significant challenge is the ongoing skills mismatch between the education system and labor market requirements, which impedes the office's ability to successfully connect job seekers to suitable employment opportunities.

Efforts to Improve: There have been initiatives by both the government and international organizations to address these issues, including the National Employment Policy and Strategy and skill development programs. These efforts aim to better align vocational training with labor market demands.

Conceptual Framework: The review outlines input, output, challenge, and feedback factors affecting service delivery at the Addis Ketema office, emphasizing the need to address resource limitations, inefficiencies, and improve collaboration among stakeholders.

Future Research and Policy Recommendations: To improve service delivery and employment outcomes, further research is necessary to evaluate the impact of current interventions and develop innovative strategies to overcome challenges. This would inform future policies aimed at promoting sustainable economic growth in Addis Ketema and similar urban areas in Ethiopia.

These findings suggest that while there are notable challenges, targeted improvements and better alignment of services with labor market needs could enhance the effectiveness of the labor office in supporting local communities.

Conclusion

In conclusion, this literature review has provided an in-depth exploration of the current practices and challenges surrounding the service delivery at the Addis Ketema Labor and Skill Office. The review has demonstrated the pivotal role that such institutions play in addressing the labor market challenges in Addis Ababa, especially given the high youth unemployment rates and the mismatch between educational outputs and labor market demands.

Key findings indicate that while the Addis Ketema office offers essential services such as job placement, vocational training, and career counseling, the effectiveness of these services is hampered by several factors. Resource constraints, including limited financial and human resources, significantly restrict the office's ability to provide comprehensive services. Additionally, bureaucratic inefficiencies and a lack of stakeholder engagement further exacerbate the challenges in service delivery, leaving certain groups, particularly vulnerable populations, underserved. Moreover, a persistent skills mismatch between education outputs and labor market requirements undermines the office's ability to connect job seekers with meaningful employment opportunities.

Despite these challenges, there have been notable efforts by both the government and international organizations to enhance the efficiency of labor service delivery through policies such as the National Employment Policy and Strategy and various skill development initiatives. These efforts highlight the importance of improving vocational and technical training programs to better align with labor market needs.

The conceptual framework presented in this review has outlined the critical input, output, challenge, and feedback factors that contribute to the overall service delivery system at the Addis Ketema Labor and Skill Office. By addressing the identified challengesparticularly resource limitations, bureaucratic inefficiencies, and a need for improved stakeholder collaboration there is potential for significant improvements in service delivery, which could ultimately lead to better employment outcomes for the local population.

Moving forward, further research should focus on assessing the impact of current interventions and exploring innovative strategies for overcoming the identified challenges. The findings of this study will inform future policy recommendations and practical steps to enhance the role of labor offices in promoting sustainable, inclusive economic growth in Addis Ketema and similar urban settings in Ethiopia.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Description of the study area

ADDIS KETEMA is situated in the heart of Addis Ababa, with a diverse and mixed land use. It is bordered by other sub-cities such as LIDETA to the west, KIRKOS to the north, and ARADA to the east. The sub-city covers a significant portion of the central urban area, and its central location makes it a key hub for business, transportation, and commerce in the capital. Characterized by a dense, vibrant urban environment with a mix of residential, commercial, industrial, and informal sectors characterizes ADDIS KETEMA. It is a major commercial center, home to bustling markets like the MERKATO, which is one of the largest open-air markets in Africa. The area also includes a mix of traditional and modern buildings, with many old residential neighborhoods alongside newer commercial developments.
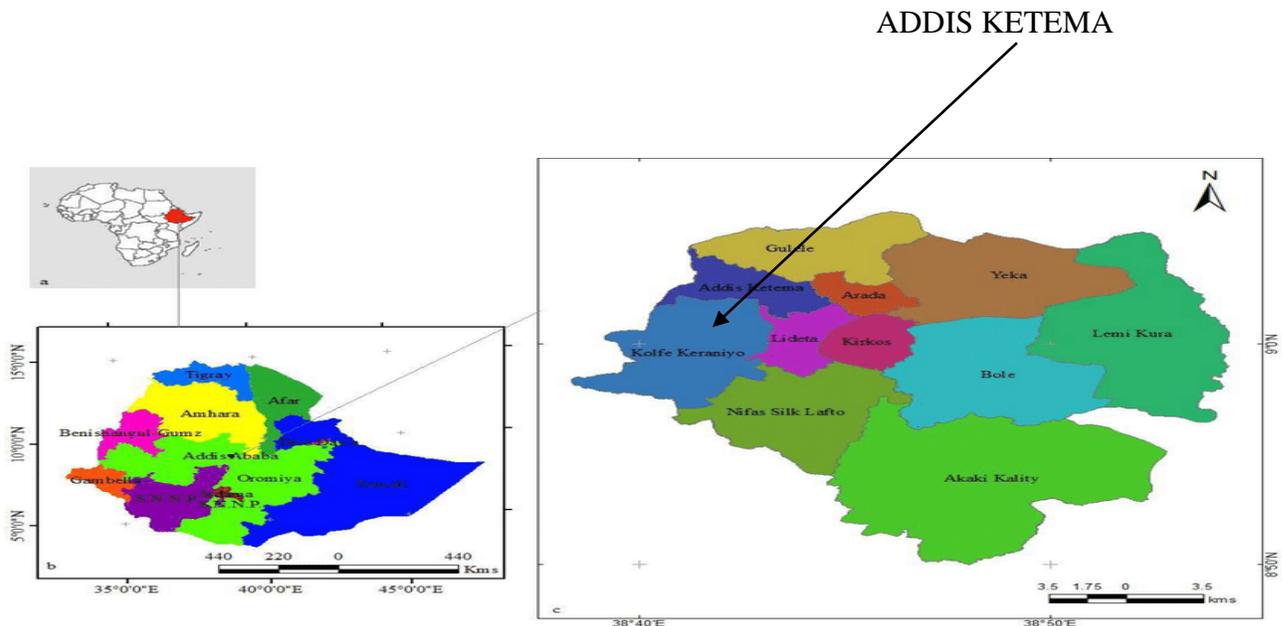
Figure 2Addis ketema sub city

3.2. Research Approach and Design

3.2.1 Research Approach

According to Creswell (2009), there are three approaches of research; quantitative, qualitative and mixed. The following discussions briefly presents the basic features of these research approaches. Quantitative research is a means for testing objective theories by examining the relationship among variables. On the other hand, qualitative research approach is a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem with intent of developing a theory or pattern inductively. Mixed approach was used by the combination of both quantitative and qualitative approaches. The research approach adopted for this study, thus was, the mixed research approach.

3.2.2 Research Design

Based on purpose, research design is classified into three main categories such as descriptive, exploratory, and explanatory research Saunders, Lewis and Thorn hill, (2014). The goal of exploratory research is to discover ideas and insights;

Descriptive research is usually concerned with describing a population concerning important variables.

Explanatory research is used to establish cause-and-effect relationships between variables. It is a causal analysis concerned with the study of how one or more variables affect changes in another variable. It is thus a study of functional relationships existing between two or more variables. This study, thus, adopted descriptive and explanatory research design for the reason that it aimed to assess and examine the relationship among leadership style, and employee performance and explanatory research design is used to establish cause-and-effect relationships between variables. It is thus a study of functional relationships existing between two or more variables Kothari, (2014).

3.3. Sample Sizeand SamplingTechniques

3.3.1. Population

According to Hair (2010), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. Therefore, for this study, the target population targeted employees of Addis ketema labor and skill office in Addis Ababa.

The target populations of this study were employees of Addis ketema labor and skill office in Addis Ababa including the management and supervisors of the office in various departments. Moreover, non-permanent employees are excluded from this study. The study conducted excluding the permanent employees who were working less than six months as a reason of they are not familiar with the working environment and helps to minimize the sampling group in time and resource constraints.Therefore, according to Addis ketema labor and skill office HR Report (2023), both management and operational level employees were targeted as a study variable. In this case, there are a total of 210 active employees, of which 195 are permanent staff.

3.3.2. Sampling Techniques

There are two known sampling techniques; probability sampling and non-probability sampling. The non-probability sampling is a method in which sampling units are taken purposely by the researcher whereas under probability sampling each sample unit in the target population has an equal chance to be included in the sample Bryman and Bell, (2013). The former is subjective and depends on the judgment or the justification of the researcher while the latter is all about random (equal chance) of being selection. In the course of selecting a sample of 138 respondents out of the targeted study population, the research used probability-sampling technique called stratified random sampling techniques. Since the subjects in the Addis ketema labor and skill office were stratified in two strata i.e. management and non-management staff. This classification is based on homogeneity of the populations. As the entire list of the targeted staff were readily available, the probability sampling technique is practical.

3.3.3. Sample Size Determination

Sample size refers to the total number of units that are chosen for analysis in the research investigation. The type of investigation and the intended application of the results Kumar, (2016), also determine it. As mentioned above, the sampling frame constitutes a total of 138 Employees under Addis ketema labor and skill office.

The researcher used stratified random sampling technique in selection of the respondents, meaning that each and every individual had the same chance of being selected be it male or female. In this procedure, the respondents were selected at random, and these respondents were identified according to their willingness and availability to take part in the study.

According to Isreal (1999)for any sample, given the estimated population proportion of 0.05 and 95% confidence level, the sample size is given by

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

$$n = \frac{z^2 * \hat{p}(1 - \hat{p})}{\varepsilon^2}$$

Where n = Actual sample size

Z= standard normal deviation (1.96)

P= proportion of the target population estimated to have at a particular study (10%)

$$\alpha\alpha = .05$$

$$n = \frac{(1.96)^2 . 10(1-.10)}{.05^2} = 138$$

\

Table 1Sample Size and Sampling Techniques

	Stratified by management &non-management	Number of populations in each Strata (Ni)	Proportion total	The sample selected from each stratum
1	Leaders	20	9.53	26
2	Employees	117	55.72	25
3	clients	73	34.75	87
	Total (N)	**210**	**100**	**138**

3.4. Data Sources and Data Collection Instruments

3.4.1 Data Sources

For the purpose of this study, relevant information was gathered from primary and secondary sources. The primary data were obtained through questionnaire and employees of the Addis ketema labor and skill office were taken as the main sources of primary data. Secondary data were gathered by reviewing documents such as books, periodicals, and other pertinent sources, which are relevant to this study. The study used both primary and secondary sources. Data were gathered from primary sources directly from leaders that include supervisors, directors and their subordinate employees. Primary sources of data are main sources of data used in this study.

3.4.2 Method of Data Collection

Data for this study were collected using a structured self-complete research questionnaire, which will distribute to the target population and collected after a few days. Primary data were collected from the subject of study.

The questionnaire was designed to gather data from the Addis ketema labor and skill office employees including the management staffs. It was self-administrated, very simple and easy to understand. The questionnaire of the research was customized from different research works such as Multi factor leadership questionnaire (MLQ) Kothari, (2014). The questionnaire

contained two parts. The first parts focus on the demographic characteristics of respondents, which consists age, sex, educational background and year of service in the Addis ketema labor and skill office. The second part consisted MLQ research questions & the 3rd part will consist Interview. The items of questions administered on a five-pointLiker scale. Respondents were requested to choose their level of agreement on a given item. 1 "Strongly disagree", 2 "Disagree" 3 "neutral" 4 "Agree" 5 "Strongly agree". The development of the questionnaire was based on the following variables; Accessibility, Staff CompetenceService Quality, Challenges, Overall Impact, Communication and Client Satisfaction.

For the proper achievement of the objectives of the study; among different primary data collection method, the researcher used survey questionnaires and interview to collect primary data. Furthermore, it has ability to accommodate large sample size. It also used to collect needed data from selected respondents of different department in the office because of its richness and accuracy to measure the intentions to know the real Assessing the service delivery practice and challenges in the case of ADDIS KETEMA LABOR AND SKILL OFFICE. To build literature of review and other theoretical analysis is about the topic the researchers collected secondary data from different research articles, textbooks and internet sources.

3.5. Methods of Data processing, Analysis and Presentation

Kothari and Gang (2014) argue that collected has to be presented, analyzed and presented in accordance with the outlines laid down for the purpose at the time of developing the research plan. Data analysis involves the transformation of data into meaningful information for decision-making. It involved editing, error correction, and rectification of omission and finally putting together or consolidating information gathered.

Data analysis is generally used to show how significant the data collected is data that was analyzed using different tables and pie charts. The collected data was analyzed quantitatively and qualitatively. The data was first subject to basic analyses such as SPSS, Excel software, graph, frequency table. The collected data have to be changed and interpreted in to meaningful information, figure and statement. So, it was analyzed, processed and interpreted according to the nature of data.

Descriptive and inferential statistics used SPSS version 20 and specifically multiple regression

model was applied. Set of data were described using percentage, mean, standard deviation and coefficient of variance and presented using tables, charts and graphs.

Fraenkel and Wallen, (2014) argue that regression is the working out of a statistical relationship between one or more variables. The researcher used a multiple regression analysis to show the influence of the independent variables on the dependent variable. Statistical Package for Social Science (SPSS) software version 20 is employed to analyze and present the data through the statistical tools use for this study, namely descriptive analysis, correlation and multiple regression analysis.

The descriptive statistical results were presented in tables, frequency distributions and Percentages to give a condensed picture of the data. This was achieved through summary of statistics, which includes the means and standard deviations values which are computed for each variable in this study.

In this study, Pearson's correlation coefficient was used to determine the relationships between leadershipstyleandemployeeperformance.Multipleregressionanalysiswasusetoinvestigatetheeffectofleadership style and employee performance. The equation of multiple regressions on this study is generally built around two sets of variables, namely dependent and independent variables. The basicobjectiveofusing   regression equation is to make there search ermor eeffective at describing, understanding, predicting, and controllingthe stated variables.

The researcher used a multiple regression analysis to show the influence of the independent variables on the dependent variable.

The multiple regression equation was followed:

$$Y = \beta o + \beta 1 X1 + \beta 2 X2 + \beta 3 X3 + \beta 4 X4 + \beta 5 X5 + \beta 6 X6 + \varepsilon$$

Where, Y = Client Satisfaction

βo = intercept of regression line

$\beta 1$-$\beta 6$ = partial regression coefficient of the independent variable

X1 = Accessibility,

X2 = Staff Competence

X3 = Service Quality,

X4 = Challenges,

X5 = Overall Impact,

X6= Communication

ε = error term and βo is constant while $\beta 1$, $\beta 2$, $\beta 3$, $\beta 4$, $\beta 5$, $\beta 6$ are coefficient to estimate

3.6. Validity and Reliability Test

3.6.1. Validity Test

Validity is the degree to which results obtained for the analysis of the data actually represent the phenomena under study. The types of validity include internal validity, which clearly indicates the principles of cause and effects in research, External validity which clearly focus on the effects of research that can be generalized.

In most academic and business studies, KMO & Bartlett's test play an important role for accepting the sample adequacy.While the KMO ranges from 0 to 1, the world-over accepted index is over 0.5. For Factor Analysis to be recommended suitable, the Bartlett's Test of SPHERCITY must be less than 0.05. The study applied the KMO measures of sampling adequacy and Bartlett's test of SPHERCITY to test whether the relationship among the variables has been significant or not as shown in below in table 3.2. The Kaiser-Mayor-OKLIN measures of sampling adequacy shows the value of test statistic as 0.640, which is greater than 0.5 hence an acceptable index. While Bartlett's test of SPHERICITY shows the value of test statistic as 0.000 which is less than 0.05 acceptable indexes. This result indicates a highly significant relationship among variables. Moreover, the instruments were given to the research advisors for final comment. Based on their comments, subsequent corrections were made to the survey questionnaire and finally distributed to the sample population.

Table 2 KMO & Bartlett Test

KMOandBartlett'sTest		
Kaiser-Meyer-OkinMeasureofSamplingAdequacy.		0.640
Bartlett'sTestofSPHERICITY	Approx.Chi-Square	5843.677
	DF	410
	Sig.	.000

3.6.2 Reliability Test

As per Khotari (2004) reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire. To test the reliability, the researcher of this study also would conduct a pilot survey to see the strength of internal consistency between the questions. The study would distribute some questionnaires to the respondents, which were not selected as sample respondents of study. So item reliability of the questioners is examined by pilot test of 20 respondents and analyzed by Cronbach's alpha. Cronbach's Alpha is a measure of internal consistency, which indicates how closely, related a set of items are as a group. Values above 0.7 are generally considered acceptable, with values above 0.9 indicating excellent internal consistency. The independent variables include different service delivery: Accessibility, α=0.985, StaffCompetenceα=0.984, Service Quality, α=0.985, Challenges, α=0.991 and Overall Impact, α=0.989, Communication α=0. 989. The dependent variables relate to Client Satisfaction, α=0.973. The very high Cronbach's Alpha values (all above 0.970) indicate that the items within each scale have excellent internal consistency. This suggests the scales are reliable measures of the underlying constructs. All those results above the 0.9 as result it acceptable and excellent internal consistence do the questioner have been occurred.The results on reliability of the research instruments are presented below in table 3.3

Table 3.3 Reliability Test

No	Scale	Cronbach Alpha (α),
1	Accessibility,	0.985
2	Staff Competence	0.984
3	Service Quality,	0.985
4	Challenges,	0.991
5	Overall Impact,	0.989
6	Communication	0.985
7	Client satisfaction	0.9973

Source: survey, 2024

3.7. EthicalConsideration

The study is ethically cleared from ST MARYS UNIVERCITY COLLAGEpostgraduate program. The researcher took into account in order not to bias and discrimination in terms of sex, social or ethical group in selection and recruitment of participants. The principal of justice applied in selection of respondents and stratified random sampling was applied where by every person had equal chances of being selected. The researcher also used the data from hotel managers & staffs which are collected through questionnaire; permission is obtained from the respondents. To maintain the confidentiality of the information provided by the respondents, the respondents were instructed not to write their names on the questionnaire, assured of that the responses are used only for academic purpose, and kept confidential. The researcher encouraged the respondents to respond to the questionnaire truthfully, honestly and in an unbiased fashion without any fear that their responses would put them in any physical or psychological harm.

4. DATA ANALYSES AND INTERPRETATION

4.1 Response Rate

A total number of 138 questionnaires were distributed to the target population including contingencies and 125 respondents were filled in and returned the questionnaires making the response rate of 91%. The remaining 13 (9 %) employees failed to response to the questioner due to many other reasons.

According to Kothari and Gang, (2014) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and response rate of 70% and over is excellent; therefore, the response rate was good for analysis and reporting. In fact, the researcher duly noted that there were difficulty getting these respondents since most of them is busy managers than workers or employees in the office. The researcher also noted that some respondents were not being happy to give response because of their positions but the researcher gives them a maximum assurance of absolute confidentiality.
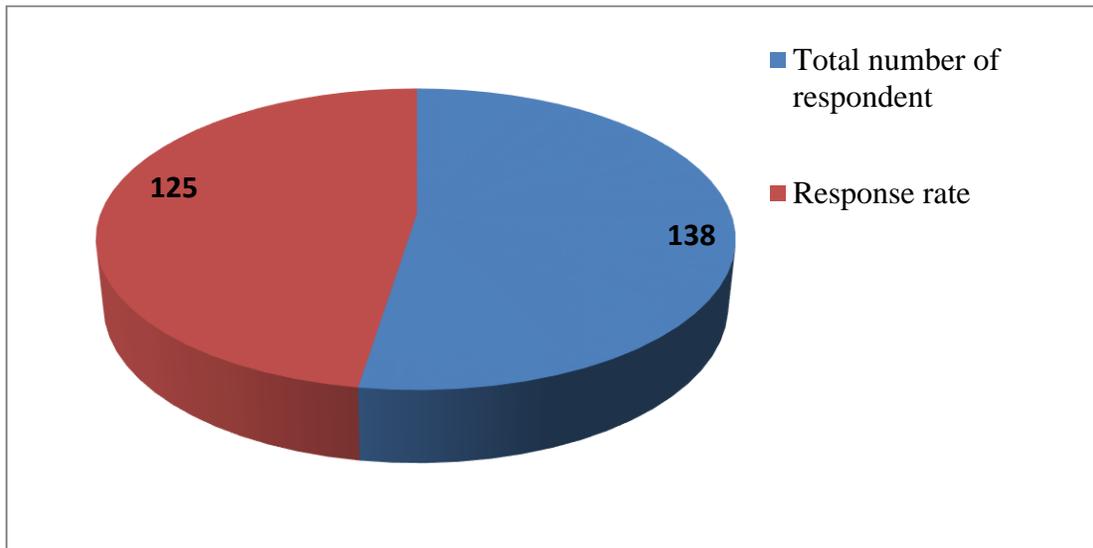

Figure 3 Response rate (survey, 2024)

4.2. Profile of Respondents

The study analyzed the demographic characteristics of the respondents involved in the study. In this section, the respondent's profile is presented. It includes gender, age, Nationality, Marriage and level of education in the current position. Analyzing these variables was meant to provide any evidence of the association between these variables and the various responses.

Table 4.1 depicts that those who completed the survey, the data shows that there are 71 male respondents 56.8% and 54 female respondents 43.2%, for a total of 125 participants. Gender status was important as it is a variable that shows the extent of an individual's social commitment in relation when it comes to interaction with others and it was also analyzed to check whether both sexes were given chances to participate in the study. Furthermore, the researcher needed to know the age distribution of respondents to get balanced views because employs a lot of employees and workers of different sorts. Of those completing the survey, 40.8% of the participants are under 30 years old, 38.4% of the participants are between 30 and 40 years old, 20.8% of the participants are over 40 years old. Based on this fact most of the employees are youth and have productive age.

The level of education of respondents was considered because it is one of the factors that influence one's understanding of the subject matter. Academically, 63.2% of participants have a diploma-level education, 36.8% of participants have a degree or above. This was considered a significant variable because it has a relationship with for how long an individual has the experience, exposure, and much information about Level of service delivery as well as client satisfaction. Marital life means one has commitment to and accepted a lifetime of additional responsibilities. Distribution of the respondents by marital status shows that majority of the respondents 52.0% of participants is single, 42.4% of participants are married, and 5.6% of participants are divorced. Generally, the data represents a sample of 125 Ethiopian individuals, with a slightly higher proportion of male participants 56.8% compared to female 43.2%. The age distribution skews towards younger individuals, with 79.2% under 40 years old. The majorities have a diploma-level education 63.2%, and over half are single 52.0%. This provides a general background on the demographic characteristics of the sample.

Table 4 demographic characteristics of respondents

Characteristics	Category	Frequency	Percent (%)
Sex of Respondents	Male	71	56.8
	Female	54	43.2
Age category	<30	51	40.8
	30-40	48	38.4
	>40	26	20.8
Level of education	Diploma	79	63.2
	Degree &above	46	36.8
Marital status	Single	65	52.0
	Married	53	42.4
	Divorced	7	5.6
Nationality	Ethiopian	125	100.0

Source: survey, 2024

4.3. Descriptive analysis of service delivery and client satisfaction

Service deliveries have a clear effect on client satisfaction in various ways. Its effect can be measured based on its either positive or negative influence on executing transparent service. The descriptive analysis was performed based on the respondent's response about the type of their service deliveries are presented by using five-point Linker scales. The mean and standard deviation to compare the results obtained from the SPSS are presented. In order to see the general perception of the respondents regarding the effects of service delivery and client satisfaction, this research has included the measures stated in the coming tables as follows by summarized analysis & interpretation supplemented by frequency tables and percentages.

The result of revealed that the descriptive statics of main variables of the study. The mean of client satisfaction score of 3.7206 indicates that on average, client satisfaction is moderately high. The standard deviation of 1.15371 suggests there is a moderate amount of variability in performance scores across the 125 employees. This means there are a range of high and low satisfactions within the organization. To further understand the distribution, it would be helpful to look at the frequency or percentage of employees falling into different satisfaction categories. The result showed that most of the respondent in labor and skill office practiced mixed service

delivery style in different extents.However, a commonly used cutoff point is the midpoint of the scale, which is typically the value 3. On a scale from 1 to 5, where 1 represents low and 5 represents high, a value of 3 can be considered as the average or neutral point. Based on this cutoff point, client satisfaction (Mean: 3.7206) the average client satisfaction is higher than the cutoff point, indicating that, on average, client satisfaction well.

4.3.1. Assessment of service Accessibility

These findings congruent with Jayasingam & Cheng (2009) that specified this type of service Accessibility satisfies all movements and foster level of satisfaction of personnel. Consequently, Service accessibility is crucial for client satisfaction as it ensures that services are easily reachable and usable by all clients, regardless of their physical, technological, or social barriers. When clients can effortlessly access service; whether through user-friendly websites, convenient locations, or flexible communication channels; they are more likely to have positive experiences. This ease of access fosters trusts and loyalty, as clients feel valued and understood. Additionally, accessible services cater to diverse needs and preferences, enhancing overall engagement and satisfaction. Ultimately, prioritizing service accessibility not only meets client expectations but also drives business success through repeat patronage and positive word-of-mouth, (2015). The results in Table 4.2 show that, the individual consideration had the highest mean score of 3.1856 suggests a moderate-to-high level of service accessibility on average. Service accessibility is characterized by a high degree of control and centralized decision-making by the leader, with little input from followers. The moderate-to-high level indicates this is commonly used, though perhaps not exclusively. Based on this,the average service accessibility score is below the cutoff point, suggesting that, on average, service accessibility is not preferred or perceived as effective.

4.3.2. Assessment ofStaff Competence

This result is consistence to Ojokuku, et al. (2012) the study found out in this type of Staff Competence, Staff Competencethe results in Table 4.2 show that, the individual consideration had the highest mean score of 3.386 indicates a moderate-to-high level of Staff Competence on average. It involves shared decision-making, with the leader soliciting input from followers and collaborating with them. The relatively high level of this service suggests the organization

values employee participation and empowerment. Based on this,the average Staff Competencescore is slightly above the cutoff point, indicating that, on average, Staff Competencies somewhat preferred or perceived as moderately effective.

4.3.3. Assessment of Service Quality

As literatures suggest that this Service quality is crucial for client satisfaction as it directly influences the overall experience and perception of a brand. High service quality ensures that clients receive timely, reliable, and effective solutions to their needs, which fosters trust and loyalty. When clients encounter consistent and exceptional service, they are more likely to feel valued and understood, leading to increased satisfaction and positive word-of-mouth referrals. Conversely, poor service quality can result in frustration and dissatisfaction, prompting clients to seek alternatives. Therefore, prioritizing service quality not only enhances client satisfaction but also contributes to long-term business success and a competitive edge in the market (Okenwa, 2020).

The results in Table 4.2 indicate that individual consideration had the highest mean score of 3.192, which suggests a moderate level of Service quality on average. Service quality is characterized by a hands-off approach, and the moderate level suggests this service is used to some degree, but perhaps not as prominently as the other. Based on this the average Service quality score is below the cutoff point, suggesting that, on average, Service quality is not preferred or perceived as effective.

4.3.4. Assessment of Challenges in service delivery

Challenges in service delivery can arise from various factors, including inconsistent service quality, inadequate training of staff, and a lack of effective communication channels. Organizations may struggle to meet client expectations due to resource constraints or high employee turnover, which can lead to diminished service standards. Additionally, technological issues or outdated systems can hinder the efficiency of service delivery, resulting in delays and errors. Furthermore, managing client relationships and addressing complaints effectively can be difficult, especially in a diverse customer base with varying needs and preferences. These challenges can ultimately impact customer satisfaction and loyalty if not addressed promptly and effectively (Bass, 1990).

The results in Table 4.2 show that, the individual consideration had the highest mean score of 3.364 indicates a moderate-to-high level of Challenges in service delivery on average. Challenges in service delivery often stem from inconsistent service quality, inadequate staff training, and poor communication channels, which can lead to unmet client expectations. Resource constraints and high employee turnover further exacerbate these issues, resulting in diminished service standards. Additionally, technological limitations or outdated systems can hinder efficiency, causing delays and errors. Effectively managing diverse customer relationships and addressing complaints is also a significant challenge, as varying needs and preferences can complicate service interactions. If these challenges are not addressed, they can negatively impact customer satisfaction and loyalty. Based on this, the average Challenges in service delivery score is slightly above the cutoff point, indicating that, on average, Challenges in service delivery is somewhat preferred or perceived as moderately effective.

4.3.5 Assessment of Overall Impact service delivery

The overall impacts of service delivery encompass enhanced customer satisfaction, operational efficiency, and employee morale, which collectively contribute to a strong brand reputation and improved financial performance. Effective service delivery differentiates organizations in competitive markets, fosters customer loyalty, and encourages adaptability and innovation. Additionally, it supports compliance with regulations and facilitates continuous improvement through customer feedback, ultimately driving long-term growth and sustainability for the organization. (2017). The results in Table 4.2 show that, the individual consideration had the highest mean score of 3.4512 indicates a moderate-to-high level of Overall Impact on average.

Overall Impact emphasizes the leaders and employees, such as the provision of rewards for meeting expectations. The moderate-to-high level suggests this style is commonly used, potentially alongside the other service approaches.

The standard deviations for the Overall Impact range from 1.15372 to 1.30374, suggesting a moderate amount of variability in the Overall Impact scores across the 125 employees.

4.3.6. Communication and Client Satisfaction

Effective communication significantly impacts service delivery by enhancing customer satisfaction, building trust, and facilitating problem resolution. Clear and transparent communication sets realistic expectations, fosters loyalty, and allows organizations to gather valuable feedback for continuous improvement. It also ensures that employees are well informed and engaged, which leads to better teamwork and service quality. In times of crisis, timely communication helps manage customer concerns and maintain trust, while the integration of modern communication tools streamlines interactions and improves responsiveness. Ultimately, prioritizing effective communication creates a positive experience for customers and strengthens the overall service delivery process.

As a result of this data suggests this office has a moderately high level of client satisfaction on average. The service delivery exhibited is a mix of Accessibility, Staff CompetenceService Quality, Challenges, Overall Impact, and Communication, all at moderate-to-high levels on average. There is a moderate amount of variability in both the client satisfactions and service delivery scores across the 125 employees included in the sample. Based on this, the communication score is slightly above the cutoff point, suggesting that, on average, communication style is somewhat preferred or perceived as moderately effective., Interview Findings indicate that most leader members reflect the combination of service deliveries significantly influences client satisfaction. They believe that this service delivery is essential in the training service as it helps to build strong relationships with employees, enhances teamwork, and ultimately leads to better guest satisfaction. This suggests that the way in which leaders interact with their team members has a substantial effect on their performance. This information can guide us in recognizing which specific service or approaches are most effective in driving positive outcomes within our office teams.

Table 5descriptive statics on the main variables

Descriptive Statistics (N=125)		
Item	Mean	Std. Deviation
Accessibility	3.7206	1.15371
Staff Competence	3.1856	1.15372
Service Quality	3.3860	1.27337
Challenges	3.1920	1.30374
Overall Impact	3.3640	1.28724
Communication	3.4512	1.29189

Source: survey, 2024

4.4. Inferential Analysis

4.4.1. Classical Linear Regression Model (CLRM) Assumptions

In the descriptive statistics part, the study showed that the mean, standard deviation, minimum and maximum values of the dependent and explanatory variables for each variable. However, this section provides test for the classical linear regression model (CLRM) assumptions such as Normality, Linearity, Multi co linearity, Autocorrelation and HOMOSCEDASTICITY tests. Accordingly, before applying the model for testing the significance of the slopes and analyzing the regressed result normality, Linearity test and multi co linearity tests were made for identifying misspecification of data if any so as to fulfill research Quality.

4.4.1.1. Normality Test

This test was applied to control whether a data is well-modeled by a normal distribution or not, and to calculate in what way likely an underlying random variable is designate normally distributed. To check that a distribution of scores is normal, it needs to look at the values of Kurtosis and SKEWNESS. The values of SKEWNESS and KURTOSIS should be zero in a normal distribution. Positive values of SKEWENESS indicate a pile-up of scores on the left of

the distribution, whereas negative value indicates a flat distribution. The further the value is from zero, the more likely it is that the data are not normally distributed. However, the actual value of SKEWNESS and kurtosis are not, by themselves, informative. Instead, it needs to take the value and convert it to a z-score. The z-score is simply a standardize score from a distribution that has Mean of 0 and standard deviation of 1.0. As shown in the below figures the distribution is normal distribution as a result those indicates most of the client satisfaction as well as effectiveness are strategically based on Accessibility, Staff Competence, Service Quality, Challenges, Overall Impact, Communication and Client Satisfaction
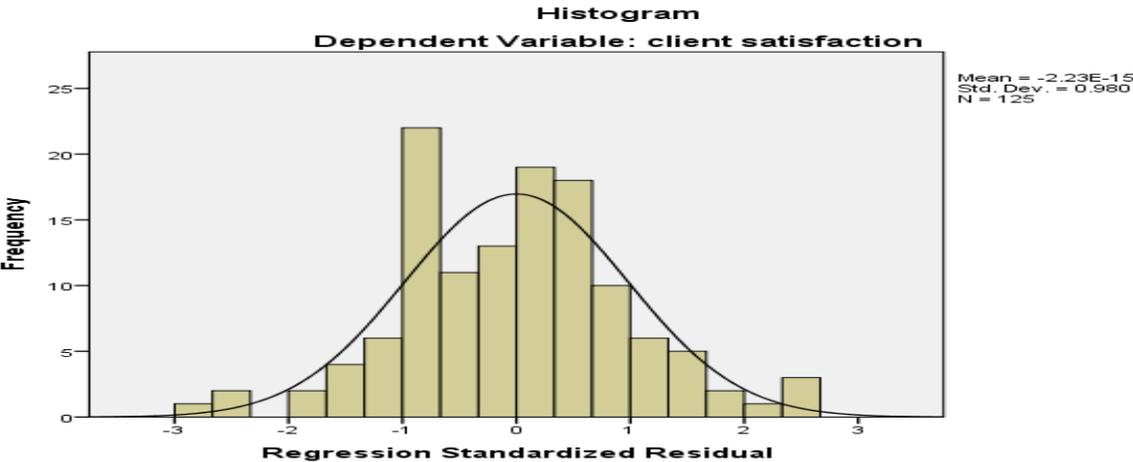
Figure 4 Normality Test (survey, 2024)

4.4.1.2. Linearity Test

There are a number of ways to check a linearity relationship exists. This study applied normal p-p plot in order to check linearity and visually inspect the scatter plot. The figure shows that the relationship between dependent variables (client satisfaction) and independent variables (Accessibility, Staff CompetenceService Quality, Challenges, Overall Impact, Communication) are aligned or closely related each other as a result when improve these independent variables it also improves the client satisfaction effectiveness. As shown in below fig. 4.2 and the points show linearity.
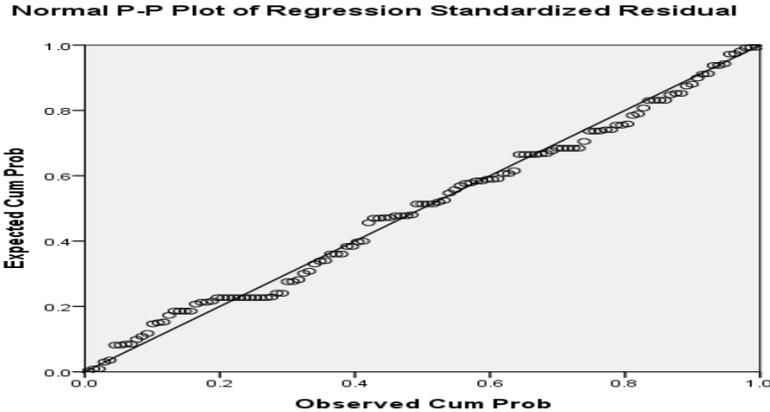
Figure 5 Linearity Test (survey, 2024)

4.4.1.3. Homoscedasticity

Testing for HOMOSCEDASTICITY lies with an assumption in regression analysis that the residuals at each level of the predictor variable(s) have similar variances. Using the plots of ZRESID against ZPRED, the distribution is checked whether the graph looks like a random array of 45 dots evenly dispersed around zero. This is to mean that at each point along any predictor variable, the spread of residuals should be fairly constant. In Figure 4, it shows that each of the predictor variable against the standard residual values. The plot depicts that how the points are randomly and evenly dispersed throughout the plot and, these patterns are indicatives of a situation in which the assumption of HOMOSCEDASTICITY have been met
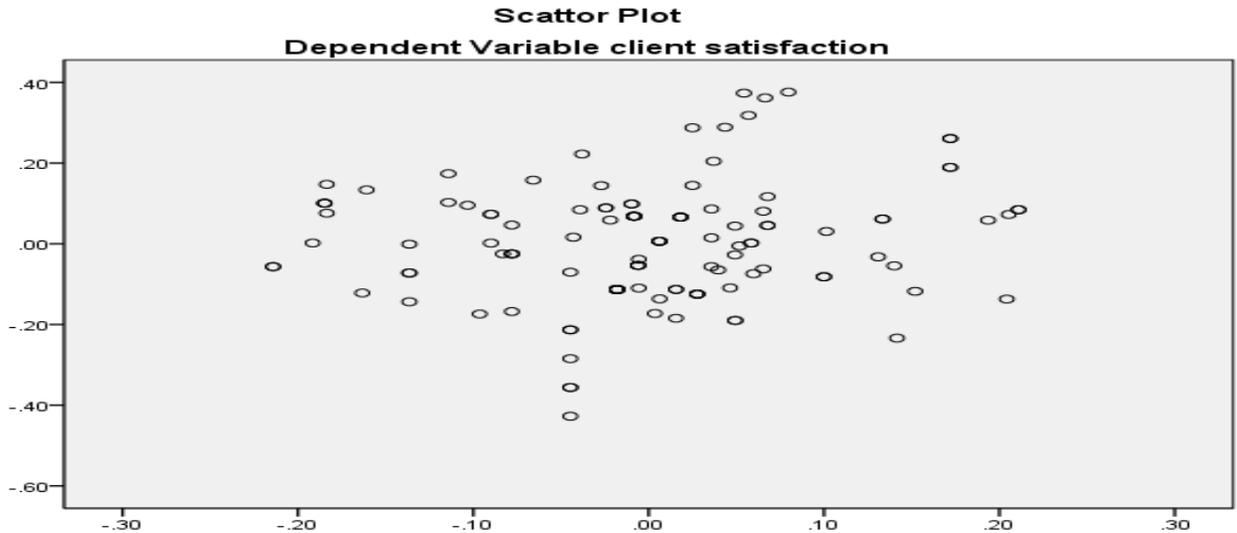
Figure 6scattered plot for homoscedasticity test (survey, 2024) 4.4.1.4. Autocorrelation

Autocorrelation refers to the correlation between the residuals (or errors) of a regression model at different time points. It helps in determining if there is any systematic pattern or relationship between the residuals. One way to detect autocorrelation is by examining a plot of the residuals against time or using statistical tests such as the Durbin-Watson test. The Durbin-Watson statistic ranges from 0 to 4, with a value close to 2 indicating no autocorrelation. In this case, the Durbin-Watson value is 0.353, which is significantly lowers than 2. This suggests that there is positive autocorrelation in the residuals of your regression model. Positive autocorrelation indicates that the residuals at one time point are positively correlated with the residuals at the previous time point.

4.4.1.4. Multi-Co linearity Test

The other test which was conducted in this study is the multi-co linearity test, this help to identify the correlation between explanatory variables and to avoid double effect of independent variable from the model. According to Gujarati (2004), the standard statistical method for analyzing data for multi co linearity is examining the explanatory variables correlation coefficients; condition index and variance inflation factor. Multi co linearity occurs when two or more independent variables are highly correlated, which can lead to unreliable estimates of coefficients and difficulties in determining the individual effect of each predictor. Therefore, the

analysis reveals that all the service delivery in your model exhibit severe multi co linearity, as indicated by their low tolerance values and high VIF values. This suggests that these predictors are highly correlated with each other, which could lead to issues with interpreting the coefficients and may affect the overall model's reliability. In order to examine the possible degree of multi-co linearity among the explanatory variables, correlation matrixes of selected explanatory variables were presented below table 4.3.

Table 6 Multi Co linearity Assumption Test

Co linearity Statistics					
Model		T	Sig.	Co linearity Statistics	
				Tolerance	VIF
1	(Constant)	10.616	.000		
	Accessibility	4.243	.000	.028	35.169
	Staff Competence	1.540	.126	.006	180.107
	Service Quality	-6.046	.000	.014	72.923
	Challenges	.387	.700	.006	153.989
	Communication	8.879	.000	.010	98.463

Source: survey, 2024

4.5. The service delivery on client satisfaction

Model summary is used to determine how much the variance is measuring the dependent variable (client satisfaction) and it is also used know how well the regression model fits the data. The multiple correlation coefficients (R) are 0.992, which indicates a very strong positive correlation between the independent variables (service delivery) and the dependent variable (client satisfaction). The R-square value is 0.985, which means that 98.5% of the variation in client satisfaction can be explained by the combined effect of the six-service delivery variable included in the model. The adjusted R-square is 0.984, which is very close to the R-square value. This suggests that the model has good explanatory power and the addition of more predictors would not significantly improve the model's fit. The standard error of the estimate is

0.14604, which represents the average amount of error in the prediction of client satisfaction using the regression model. As results, table 4.4 Shows that, the six-service delivery variable have a very strong and significant influence on client satisfaction. The result explains a very high percentage (98.5%) of the variation in client satisfaction, suggesting that these six-service deliveries are crucial factors in determining client satisfaction. Interview Findings indicate that, most leaders said that service delivery plays a significant role in influencing client satisfaction. Their approach to delivery can have a direct impact on the motivation, engagement, and productivity of team members. Generally, the contribution of service delivery to client satisfaction is a critical consideration for office leaders, and it's essential for us to continuously evaluate and adapt our service delivery approach to maximize the potential of our teams and enhance overall business success.

Table 7 Predictive power of leadership style on employee's performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992[a]	.985	.984	.14604
a. Predictors: (Constant), Accessibility, Staff Competence,Service Quality, Challenges, Overall Impact, Communication and Client Satisfaction				

Source: survey, 2024

4.6. ANOVA

As shown in the below The Sig. column shows the p-value, which is less than 0.001, suggesting that the overall model is highly significant and the independent variables collectively have a significant effect on the dependent variable (Client Satisfaction). The ANOVA table suggests that the multiple regression models are highly significant, with the six-service delivery variable collectively explaining a substantial amount of the variation in Client Satisfaction. The high F-statistic and the low p-value (less than 0.001) indicate that the model as a whole is statistically significant, meaning that at least one of the six-service deliveries has a significant effect on Client Satisfaction. In the below tables data, it is possible to conclude that, the ANOVA results

demonstrate that comprising the six-service delivery variable is a good fit for predicting Client Satisfaction, and that the independent variables collectively have a significant influence on the dependent variable. However, to fully understand the individual effects of each service delivery, you would need to examine the regression coefficients and their statistical significance.

Table 8ANOVA Results

ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	162.513	5	32.503	1523.982	.000[b]
Residual	2.538	119	.021		
Total	165.051	124			
a. Dependent Variable: Client Satisfaction					
b. Predictors: (Constant), Accessibility, Staff Competence, Service Quality, Challenges, Overall Impact, Communication					

Source: survey, 2024

4.7. The contribution service delivery to client satisfaction

Based on the provided coefficients table, the researcher provides the following analysis, interpretation, and summary of the data: The table presents the results of a multiple regression analysis, where the dependent variable is client satisfaction and the independent variables are different service delivery. The constant term of 0.495 represents the predicted value of client satisfaction when all the service delivery are set to zero. This suggests that there are other factors beyond the service delivery included in the model that influence client satisfaction. Depends up on the coefficients provided, Staff Competenceand Challengesare not significant in this model becausethe p-value (0.126) is greater than the common alpha level of 0.05, indicating that the Staff Competenceis not statistically significant in predicting the outcome variable. Although it has a positive effect, the evidence is not strong enough to conclude that it has a meaningful impact. Whereas the p-value (0.700) is significantly higher than 0.05, suggesting that Challenges does not have a statistically significant effect on the outcome variable at all.

Thus, the lack of significance for Staff Competenceand Challenges could be attributed to their lower coefficients, high standard errors, and potential multi co linearity with other and contextual factors affecting their perceived effectiveness. Organizations may need to explore how these service deliveries are implemented and perceived in practice to enhance their impact on client satisfaction.

4.7.1. Accessibility:

As it is clearly stated in the below table 4.6, the UN standardized coefficient for Accessibility is 0.286, which is positive and statistically significant $p < 0.001$. This indicates that a one-unit increase in accessibility is associated with a 0.286 increase in client satisfaction, holding all other service delivery variable constant. The standardized coefficient (beta) of 0.286 suggests that accessibility has a moderate positive effect on client performance.

4.7.2. Staff competence:

As illustrated in the below table 4.6, it observed that the UN standardized coefficient for Staff competence is 0.213, which is positive but not statistically significant $p = 0.126$. This means that the relationship between Staff competence and client performance is not strong enough to conclude that it has a significant effect on satisfaction, based on the provided data. This suggests that the relationship between Staff competence and client satisfaction is not strong enough to be considered significant in this result.

4.7.3. Service Quality:

As shown in the below table 4.6, the UN standardized coefficient for Service Quality is -0.519, which is negative and statistically significant $p < 0.001$. This suggests that a one-unit increase in Service Quality is associated with a 0.519 decrease in client satisfaction, holding all other Service Quality constant. The standardized coefficient (beta) of -0.587 indicates that Service Quality has a strong negative effect on client satisfaction.

4.7.4. Challenges:

As it is clearly stated on the table 4.6, the coefficient for service delivery challenges is 0.049, which is positive but not statistically significant p-value = 0.700. This means that the relationship between service delivery challenges and client satisfaction is not strong enough to conclude that it has a significant effect on satisfaction, based on the provided data.

4.7.5. Communication:

As shown on the table 4.6, the coefficient for Communication is 0.894, which is positive and statistically significant p-value < 0. 001. This indicates that a one-unit increase in Communication is associated with a 0.894 increase in client satisfaction, holding all other service delivery constant. The standardized coefficient (beta) of 1.002 indicates that Communication has a very strong positive effect on client satisfaction.

The results suggest that Accessibility, and Communication have a positive and statistically significant impact on client satisfaction, while Service Qualityhas a negative and statistically significant impact.

Staff Competence and Challenges;do not show a statistically significant relationship with Clint satisfaction in these results. From the table we can see that the predictor variables of Challenges, Overall Impact, Communication and Staff Competencegot variable coefficients statistically significant since their p-values are less than the common alpha level of 0.05. Feedback from some management members who involved in this study said that, there is the habit providing recognition rewards when subordinate workers reach their goals. They have strong believed in the importance of acknowledging and rewarding hard work and achievements to motivate and incentivize my team members. The Recognition rewards can come in various forms such as verbal praise, certificates, bonuses, or other incentives tailored to the individual preferences of team members. This response indicates recognizing and rewarding accomplishments, foster & boost morale of employees to contribute to the office objectives.

Table 9 Beta coefficients of UN standardized and Standardized Coefficients

Coefficients[a]						
Model	UN standardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	.495	.047			10.616	.000
Accessibility	.286	.067	.286		4.243	.000
Staff Competence	.213	.138	.235		1.540	.126
Service Quality	-.519	.086	-.587		-6.046	.000
Challenges	.049	.126	.055		.387	.700
Communication	.894	.101	1.002		8.879	.000
a. Dependent Variable: client satisfaction						
b. Predictors: (Constant), Accessibility, Staff Competence, Service Quality, Challenges, Overall Impact, Communication						

Source: survey, 2024

4.8. Level of client satisfaction

Based on the Residuals Statistics provided in the above table is that, Predicted Value: The minimum predicted value is 1.4179, the maximum is 5.2006, and the mean is 3.7206, the standard deviation of the predicted values is 1.14481, so this indicates a wide range of predicted client satisfaction levels, with the mean being around 3.72 on a 5-point scale. On the other hand, the minimum residual is -0.41793, and the maximum is 0.36174, The mean residual is 0.00000, indicating that on average, the actual and predicted values match, The standard deviation of the residuals is 0.14306, The residuals represent the difference between the actual and predicted values and the small standard deviation suggests that the model is fitting the data reasonably well, with most residuals being close to 0. The Standardized Values shows that, standard predicted values have a mean of 0.000 and a standard deviation of 1.000, which is typical for standardized scores and the standard residuals have a mean of 0.000 and a standard deviation of 0.980, again indicating a good model fit. As A Whole the data suggests a model that predicts client satisfaction reasonably well, with a wide range of predicted values 1.42 to 5.20 and small residuals (standard deviation of 0.14). The average predicted performance is around 3.72 on a 5-point scale. Overall, the model appears to be fitting the data appropriately.

Table 9Residuals Statistics (N=125)

	Mean	Std. Deviation
Predicted Value	3.7206	1.14481
Residual	.00000	.14306
Std. Predicted Value	.000	1.000
Std. Residual	.000	.980

4.9 The Relationship between service delivery and client satisfaction

To find out the relationship between the dependent variables (client satisfaction) and independent variables Pearson's correlation coefficient(r) was used. This measure is very important to know the strength and direction of a linear relationship between those variables. The finding showed that, Challenges and Overall Impact, deteriorated client satisfaction. Based on the correlation analysis presented in the table, client satisfaction is highly correlated with all service delivery service examined, accessibility $r = 0.974$, $p < 0.01$, staff competence $r = 0.984$, $p < 0.01$, service quality $r = 0.971$, $p < 0.01$, challenges $r = 0.983$, $p < 0.01$ and communication $r = 0.990$, $p < 0.01$. The strongest correlation is between client satisfaction and communication $r = 0.990$, $p < 0.01$, indicating that this service delivery has the most significant positive relationship with client satisfaction. communication $r = 0.983$, $p < 0.01$ and staff competence $r = 0.984$, $p < 0.01$ also show very strong positive correlations with client satisfaction, suggesting that these service deliveries are also closely linked to high client satisfaction. Service quality $r = 0.971$, $p < 0.01$ and accessibility $r = 0.974$, $p < 0.01$ have slightly lower, but still very strong, positive correlations with client satisfaction. All the correlations are statistically significant at the 0.01 level, indicating a high degree of confidence in the relationships between the service delivery and client satisfaction.

From the above table, we can say that, all the service delivery examined, including Accessibility, Staff CompetenceService Quality, Challenges, Overall Impact, Communication, have a strong positive

relationship with client satisfaction. The strongest correlation is with communication, followed by challenges and staff competence. Most leader members during Interview reflect that, there is a strong correlation between service delivery and client satisfaction. Service delivery can have a direct impact on the motivation, engagement, and productivity of the team members. By exploiting effective service, they can satisfy their customer and employees, build trust, and inspire them to deliver exceptional service to guests. In general, the correlation between service delivery and satisfaction is a critical consideration for office leaders, and it's essential for them to continuously evaluate and adapt their service delivery approach to maximize the potential of our teams and enhance overall service success.

Table 10Correlation analysis between service delivery and client satisfaction

Correlations		Client satisfaction	Accessibility	Staff competency	Service quality	Challenge	Communication
Client satisfaction	Pearson Correlation	1					
	Sig. (2-tailed)						
Accessibility	Pearson Correlation	.974**	1				
	Sig. (2-tailed)	.000					
Staff competency	Pearson Correlation	.984**	.981**	1			
	Sig. (2-tailed)	.000	.000				
Service quality	Pearson Correlation	.971**	.984**	.991**	1		
	Sig. (2-tailed)	.000	.000	.000			
Challenge	Pearson Correlation	.983**	.979**	.996**	.990**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
Communication	Pearson Correlation	.990**	.980**	.994**	.988**	.993**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).							

4.10. Discussion and Interview findings

4.10.1 Accessibility

To assess the accessibility of services offered by the Addis Ketema Labour and Skill Office, one can evaluate several key factors including the physical location of the office, its operating hours, availability of services in multiple languages, and the presence of online platforms for service delivery. Additionally, gathering feedback from local residents regarding their experiences and any barriers they face in accessing these services, such as transportation issues or lack of awareness, can provide valuable insights. Engaging with community organizations that work with job seekers and skill development can also help identify gaps in accessibility and suggest improvements. Clients seeking to access services at the Addis Ketema Labour and Skill Office often encounter several challenges, including limited awareness of available programs and services, which can hinder their ability to utilize resources effectively. Additionally, language barriers may affect communication for non-Amharic speakers, making it difficult for them to understand the application processes or receive assistance. Physical accessibility can also be an issue, particularly for individuals with disabilities or those living in remote areas who may struggle with transportation. Furthermore, long wait times and bureaucratic hurdles can deter clients from pursuing the support they need, leading to frustration and decreased engagement with the office's offerings.

4.10.2 Staff competency

To evaluate the knowledge and skills of staff in meeting client needs, they would implement a multifaceted approach that includes gathering client feedback through surveys and interviews, conducting regular performance reviews that assess competencies in communication and problem-solving and observing staff interactions during client engagements. Additionally, they would utilize case studies and role-playing exercises to simulate real-world scenarios, analyze outcome metrics such as successful client placements, and solicit input from partner organizations to gain an external perspective. This comprehensive evaluation strategy would

help identify strengths and areas for improvement, ultimately enhancing staff effectiveness in serving clients. To enhance staff service delivery, it's essential to provide targeted training programs that focus on key areas such as effective communication, active listening, and conflict resolution. Workshops on cultural competency and empathy can help staff better understand and address diverse client needs. Additionally, incorporating ongoing professional development opportunities, such as webinars and mentorship programs, can keep staff updated on best practices and industry trends. Access to resources like comprehensive service manuals, client management software, and feedback tools will also empower staff to deliver more efficient and responsive service, ultimately improving client satisfaction and outcomes.

4.10.3 Service quality

Summarize common sentiments regarding office service quality. Many individuals appreciate when office staffs are friendly, attentive, and knowledgeable, as these traits contribute to a positive experience. Efficient handling of inquiries and a willingness to go the extra mile can significantly enhance perceptions of service quality. On the other hand, delays in response, lack of clear communication, or unhelpful attitudes can lead to frustration. Overall, the effectiveness of service often hinges on the staff's ability to engage with clients empathetically and professionally. To improve the quality of services provided, organizations should prioritize staff training and development to enhance customer interaction skills, ensuring that employees are well-equipped to address inquiries and resolve issues effectively. Implementing regular feedback mechanisms, such as surveys or suggestion boxes, can help gather insights directly from clients about their experiences and areas for improvement. Additionally, fostering a culture of empathy and responsiveness within the team can create a more positive atmosphere for both staff and clients. Streamlining processes through technology can also reduce wait times and enhance overall efficiency, ultimately leading to a more satisfying customer experience.

4.10.4 Communication

The effectiveness of communication between office staff and clients can vary significantly based on several factors, including the clarity of information provided, the responsiveness of the staff, and the channels used for communication. In many cases, effective communication fosters a positive relationship, leading to higher client satisfaction and trust. However, if there are gaps in communication such as delays in responses or unclear messaging clients may feel undervalued or frustrated, which can negatively impact their overall experience with the organization. To enhance the communication process, they recommend implementing structured training programs for staff that focus on active listening and effective messaging techniques. Additionally, utilizing a multi-channel approach such as email, phone, chat, and social media can cater to clients' preferences and ensure they have access to support through their preferred methods. Regularly reviewing and updating communication protocols based on client feedback will also help identify areas for improvement and ensure that the organization remains responsive to client needs.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

This study distributed a total of 138 qustionneries to the tartgate population, with 125 complated and returned, result in a high response rate of 91%. The response rate is considered excellent for analysis and reporting according to kothori and gang (2014), who indicate that respone rate of 70% and above is excellent. The research encounter some challenges is gatting reseponse duto the busy schedules of the respondents, many of whom were managers. Despite this is deficaulties, respondents were assured of confidentiality, which helped ensure a high response rate.

Descriptive Analysis of Service Delivery and Client Satisfaction: the study examined the relationship between service delivery and client satisfaction, using a five point likert scale for various aspects. The result showed moderately high livel client satisfaction, with a mean score of 3.7206, indicating that on average, respondents reported relatively high satisfaction levels. The standard devatrion of 1.15377 revealed that while most respondents were satisfactied, there was considerable variability in satisfaction level across the sample.

Classical Linear Regression Model (CLRM) Assumptions Tests

Normality Test: The data showed normality with skewness and kurtosis values close to zero. The normal p-p plot further supported the assumption that the distribution of scores is normal, confirming the model's suitability for analysis.

Linearity Test: Visual inspection through scatter plots and normal p-p plots confirmed a linear relationship between the independent variables (service delivery factors) and client satisfaction. This indicates that improvements in service delivery can directly enhance client satisfaction.

Homoscedasticity Test: The scatter plot of residuals against predicted values showed random dispersion of points around zero, indicating that the variance of residuals remains constant, meeting the homoscedasticity assumption.

Autocorrelation Test: The Durbin-Watson statistic was 0.353, suggesting positive autocorrelation in the residuals. This indicates that residuals at one time point are correlated with those at the previous point, which could affect the reliability of the model.

Multicollinearity Test: The analysis revealed severe multicollinearity between some independent variables, as shown by the high Variance Inflation Factor (VIF) and low tolerance values. This suggests that the service delivery factors are highly correlated with each other, which can make it difficult to interpret individual coefficients accurately

Regression Analysis and Service Delivery's Contribution to Client Satisfaction

Model Fit: The multiple correlation coefficients (R) were 0.992, and the R-squared value was 0.985, indicating that 98.5% of the variation in client satisfaction could be explained by the six service delivery variables. The adjusted R-squared value of 0.984 further suggests that the model fits the data well and that additional predictors wouldn't significantly improve the model's explanatory power.

ANOVA: The ANOVA table showed a highly significant F-statistic (1523.982) with a p-value of less than 0.001, confirming that the model as a whole is statistically significant and that the six service delivery factors have a substantial effect on client satisfaction.

Individual Impact of Service Delivery Variables on Client Satisfaction

Accessibility: The standardized coefficient (Beta = 0.286) was statistically significant ($p < 0.001$), suggesting that an increase in accessibility improves client satisfaction. This indicates that accessibility is a key driver of satisfaction.

Staff Competence: Despite a positive relationship (Beta = 0.213), the p-value (0.126) indicated that staff competence does not have a statistically significant impact on client satisfaction in this model. This might be due to multicollinearity or other contextual factors affecting staff competence's effectiveness.

Service Quality: The negative standardized coefficient (Beta = -0.519) and significant p-value ($p < 0.001$) suggest that poorer service quality leads to a decrease in client satisfaction. This highlights the importance of maintaining high service standards.

Challenges: The coefficient for challenges (Beta = 0.049) was positive but not statistically significant (p = 0.700). This suggests that service delivery challenges do not have a meaningful effect on client satisfaction in this context.

Communication: The coefficient for communication (Beta = 1.002) was positive and highly significant ($p < 0.001$), indicating that effective communication has a very strong positive impact on client satisfaction

Key Findings and Implications

Service Accessibility: The mean score of 3.1856 suggests moderate-to-high accessibility, indicating that services are fairly easy to access but may have room for improvement in ensuring that they are fully accessible to all clients.

Staff Competence: The mean score of 3.386 highlights a moderate-to-high level of staff competence. This suggests that staff members are generally perceived as competent but may still have areas for development.

Service Quality: The mean score of 3.192 shows that service quality is perceived to be moderate. Although the services are not consistently of high quality, they are generally adequate.

Challenges in Service Delivery: A mean score of 3.364 reflects a moderate-to-high level of challenges in service delivery. This suggests that service delivery is impacted by several challenges, including inconsistencies in service quality and potential resource constraints.

Overall Impact: The mean score of 3.4512 shows that the overall impact of service delivery on client satisfaction is moderately high, indicating that the effects of service delivery practices on satisfaction are positive but not maximized.

Communication: The mean score of 3.4512 indicates that communication within the organization is moderately effective, which contributes positively to service delivery and client satisfaction.

Interpretation of Results

The study reveals a generally positive relationship between service delivery and client satisfaction, with certain areas (like service quality and accessibility) needing improvement to further enhance client satisfaction. Staff competence appears to be strength, as it contributes to positive perceptions of service delivery. However, challenges in service delivery, such as inconsistent quality and resource limitations, may be limiting the full potential for client satisfaction.

The data also suggests that communication plays an important role in enhancing service delivery and client satisfaction. This is consistent with the views shared by respondents in the interviews, who noted that effective leadership and teamwork significantly impact client satisfaction.

5.2 Conclusion

In conclusion, the study highlights the significant relationship between service delivery and client satisfaction within the organization. The high response rate and positive demographic profile of respondents suggest a robust engagement with the survey, while the analysis reveals that factors such as service accessibility, staff competence, and effective communication are crucial in enhancing client satisfaction. Despite some challenges in service delivery, the overall assessment indicates a moderately high level of client satisfaction, emphasizing the need for continuous improvement in service practices to foster loyalty and maintain a competitive edge. The findings underscore the importance of leadership and employee involvement in driving service excellence, ultimately contributing to the organization's long-term success.

5.3 Recommendation

Recommendations

- ❖ Enhance Service Accessibility: Prioritize making services more accessible by improving user-friendly interfaces and communication channels. This ensure that all clients can easily reach and utilize services, thereby increasing satisfaction.
- ❖ Invest in Staff Training: Implement regular training programs to boost staff competence and ensure employees are well-equipped to meet client needs. This can enhance service quality and foster a more knowledgeable workforce.
- ❖ Improve Communication Strategies: Develop clear and transparent communication methods to set realistic expectations and encourage feedback. This help build trust and strengthen relationships with clients.
- ❖ Address Challenges in Service Delivery: Identify and mitigate challenges related to inconsistent service quality and inadequate training. Regular assessments and feedback loops can help in adapting strategies to improve service delivery.
- ❖ Monitor Client Satisfaction: Establish a continuous feedback mechanism to monitor client satisfaction levels. Regular surveys and assessments can provide insights into areas needing improvement and help in maintaining high satisfaction rates.
- ❖ Leverage Data Analysis: Utilize findings from the study to inform decision-making and strategic planning. Data-driven insights can help in tailoring services to better meet client expectations.
- ❖ Foster Leadership Engagement: Encourage leaders to actively participate in service delivery processes, as their involvement can significantly impact employee motivation and client satisfaction. By implementing these recommendations, the organization can enhance service delivery, improve client satisfaction, and sustain long-term growth.

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Appendix

Variable	Statement	1	2	3	4	5
Accessibility	1. The services provided by the office are easily accessible.					
	2. The location of the office is convenient for clients.					
	3. The office has sufficient outreach efforts to inform the community about available services.					
	4. The office provides adequate information about available job opportunities.					
	5. The application process for services is straightforward and clear.					
	6. The office's hours of operation are convenient for clients.					
Staff Competence	7. Staff members are knowledgeable about the services offered.					
	8. The staff are adequately trained to handle clients' needs.					
	9. Staff members provide personalized assistance when needed.					
	10. The staff demonstrate empathy and understanding during interactions.					
	11. I feel confident in the abilities of the staff to assist me.					
	12. The staff are approachable and easy to communicate with.					

	13. The quality of service meets my expectations.					
	14. The office effectively collaborates with other organizations to enhance services.					
	15. I receive timely updates on the status of my applications.					
Service Quality	16. The office effectively addresses complaints and grievances.					
	17. I am satisfied with the overall service delivery of the office.					
	18. The office maintains a high standard of professionalism in service delivery.					
	19. The office uses technology effectively to improve service delivery.					
	20. I find the office's communication methods to be effective.					
	21. I am aware of the feedback mechanisms available to clients.					
Communication	22. The office regularly seeks feedback to improve its services.					
	23. The information provided by the office is clear and understandable.					
	24. I feel that my concerns are taken seriously by the staff.					
	25. There are barriers that prevent me from accessing the services I need.					
Challenges	26. I have experienced delays in receiving services.					
	27. The waiting times for services are acceptable.					

	28. The physical facilities of the office are adequate for service delivery.				
	29. The office adequately addresses the needs of marginalized groups.				
	30. I have encountered issues related to service availability.				
Overall Impact	31. I feel empowered by the services provided by the office.				
	32. I often recommend the services of the office to others.				
	33. The office has established a good reputation in the community.				
	34. I believe that the office is making a positive impact on the community.				
	35. The office is committed to continuous improvement in its services.				
	36. The office provides training and skill development opportunities.				
Client Satisfaction	37. I feel satisfied with the overall communication from the office regarding services.				
	38. The office provides follow-up support after service delivery.				
	39. I believe that the office addresses my needs effectively.				
	40. I am likely to return to the office for additional services in the future.				
	41. I feel valued as a client of the office.				
	42. The services I received were worth the time invested.				

Interview Questions

Accessibility

1) How do you find the accessibility of the services offered by the Addis Ketema Labour and Skill Office?
2) What specific challenges do clients encounter when trying to access these services?

Staff Competence

1) How would you evaluate the knowledge and skills of the staff in meeting client needs?
2) What types of training or resources do you think are necessary for staff to improve their service delivery?

Service Quality

1) Can you share your experiences regarding the quality of service you have received at the office?
2) What suggestions do you have for improving the quality of services provided?

Communication

1) How effective do you find the communication between the office staff and the clients?
2) Are there any improvements you would recommend for the communication process?

Overall Experience

1) What has been your overall experience with the Addis Ketema Labour and Skill Office?
2) How do you feel the office impacts the community it serves?

Client satisfaction (dependent variable)

1. **Accessibility**
   - ✓ The Addis Ketema Labor and Skill Office are easy to locate?
   - ✓ Is that easy to get the information you need about the services offered by the office?

2. **Staff Competence**
   - ✓ The staffs are well-trained and capable of addressing your needs effectively?
   - ✓ You are satisfied with the professionalism demonstrated by the staffs?
   - ✓ The staffs are equipped to handle the challenges presented by clients?
   - ✓ The staffs are proactive in offering assistance when needed?

3. **Service Quality**
   - ✓ The quality of services I receive at the office meets your expectations?
   - ✓ The office offers reliable services?
   - ✓ You believe the office is consistent in the quality of services it delivers?

4. **Communication**
   - ✓ The staffs at the office communicate information clearly and effectively?
   - ✓ The office uses appropriate channels to communicate with cli
   - ✓ ents?
   - ✓ You feel well-informed about the services offered by the office?
   - ✓ The office encourages feedback and provides adequate response to any queries you have?
   - ✓ Communication between staff members and clients is transparent and open?

5. **Challenges**
   - ✓ The office struggles with handling a large volume of clients efficiently?
   - ✓ There are delays in service delivery at the office?
   - ✓ You believe the office could improve in resolving complaints and challenges faced by clients?

6. **Overall Impact**
   - ✓ The services I receive at the Addis Ketema Labor and Skill Office have a positive impact on my personal or professional development?
   - ✓ The services provided have helped improve you access to labor and skill development opportunities?
   - ✓ You believe the office's services contribute to the overall well-being of the community?