

ASSESSMENT OF QUALITY OF SERVICE DELIVERY IN CASE OF AMHARA SAYINT WOREDA JUSTICE OFFICE.



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DECLARATION

I, the undersigned, declare that this thesis is my own original work and has not been presented in any other university. All sources of materials used for this thesis have been duly acknowledged.

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ACRONYMS AND ABBREVIATION

| | |
|----------------|--|
| CSA | Central Statics Agency |
| Fig | Figure |
| NO | Number |
| OFED | Office of Finance and Economic Development |
| SERVQUAL | Service Quality Model |
| SPSS | Statistical Program for the Social Science |
| Std. Deviation | Standard Deviation |
| UK | United Kingdom |
| US | United States |

Abstract

In Amhara sayint woreda justice office, service quality is perceived as being generally poor. According to the Ethiopian Constitution, the mandate of a justice is to ensure service deliveries through satisfying citizens' basic needs. Therefore, an understanding of customers' expectations and perceptions is vital for any service organizations success. The general objective of this study was to assess the quality of service delivery in Amhara sayint woreda justice office, to provide a view on the customers' expectations and perceptions of the service quality delivery in order to identify any potential service quality gaps. The study follows a descriptive research design approach. The questionnaire included the SERVQUAL measuring scale. Residents of the Amhara sayint woreda justice office formed the sampling frame of this study. In accordance with the scope of the study, the study was confined to the Amhara sayint woreda justice office. In order to determine whether the identified differences were positively significance or negative significance, an independent sample t-test was conducted. Perception of customers with respect to tangibility and reliability dimension were positively recorded this shows that there is apposite significance while on the responsiveness, assurance and empathy dimension significant difference is negative in the means between expectations and perceptions Because of time and resource constraints the study focuses on only the quality of service delivery of the case studies in Amhara sayint woreda justice office only, future research should be undertaken on other service sectors customer.

Key words: *Service, Quality, Gaps, SERVQUAL, Customer, Expectations, Perceptions*

Chapter One

Back Ground of the Study

1.1 Introduction

Delivering quality service is essential for the success and survival of service organizations (Noone&Namasivayam, 2010). The role of service quality is widely recognized as being a critical determinant for the success of an organization in a competitive environment, where any decline in customer satisfaction due to poor service quality should be a matter of concern. Customers have high service expectations and are aware of rising standards in service, prompted by competitive trends in the business environment (Frost & Kumar, 2000).

Service quality is a major area of attention for practitioners, managers and researchers due to its strong impact on business performance, costs, customer satisfaction, customer loyalty and profitability (Seth &Deshmukh, 2005).

Service delivery and service quality can provide an organization with a lasting competitive advantage (Van der Walet *al.*, 2002). Curry and Sinclair (2002) state that service quality is determined by the disparity between the expectations of the community and its perceptions of the service actually delivered. The quality of services provided by organizations can make the difference between success and failure. Service quality, customer satisfaction and customer value have become the main concerns in service organizations and, as a result, many organizations are paying more attention to improving service delivery and service quality (Wang, Hing-Po & Yang, 2004).

According to Gaster and Squires (2003) Public services is a term usually employed to mean services provided by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the services, and it is associated with a social consensus (usually expressed through democratic elections) that certain services should be available to all, regardless of their income.

The major weaknesses identified on public service delivery were: lack of service standards; lack of one stop shopping service delivery; inadequately skilled employees to provide the services; unavailability of training programs on service delivery for the employees; unaffordable service fees and charges; and unavailability of a complaints-handling mechanism (Ethiopian Public Service Delivery Policy, 2001).

The Ethiopian Service Delivery Policy was adopted in 2001 with the main objectives of: ensuring efficiency and effectiveness of service delivery; equity in access to government services; and ensuring accountability for failure to provide services. Article 6 of the Policy Paper provides the following instruments and directions for public service delivery: formulation of mission statement ,promoting positive attitude towards serving the public, defining eligibility, facilitating easy access

,establishing a complaints handling mechanism, providing adequate information, consulting with service users; setting up service standards; providing cost-effective services; and promoting transparency.

Satisfying customers is a core business challenge which has attracted considerable research attention. SERVQUAL model differentiates the service quality construct distinguishing between functional service quality (doing things nicely) and technical service quality (doing things right). (Parasuranam, Zeithmal& Berry, 1985).

There is a growing interest in understanding how customers evaluate their service experience given the competitiveness and complexity of the service sector (Gruber, 2011). As the service sector is making an increasingly significant contribution to the modern economy, customers reap the benefits of greater choice and easy availability (Seth et al., 2008). Growth in the service sector has become much more competitive because of liberalization of the economy, and transformation of the marketing activities within the sector (Khan, 2010; Byarugaba, 2010; Seth et al., 2008). There is therefore a need for companies to work towards retaining the customers to ensure their survival in the face of intense competition.

In Ethiopia the government has carried out various civil service reforms like expenditure control and management, Human Resource Management, service Delivery, Top Management systems, and Ethics to increase the quality of service delivery so that to improve customers satisfaction in public organizations sharing capable and adequate human resource, which is mandatory to achieve organizational goals. But, it is well established that a high level of employee turnover is undesirable in organization for several of reasons, high turnover indicates that an organization is ethics doing a poor job selecting the correct employees or failing to provide a work environment that enables employees to commit long term (Hailemariyam, 2001).

The justice sector is among the institutional preconditions for pursuits of development. The effectiveness of Growth and Transformation Plans require a predictable, coherent, efficient, effective and accessible justice system which, inter alia, ensures contract enforcement, property rights (that are clearly defined, secure and easily transferable), access to justice and a normative and institutional setting that facilitates the economic, social, environmental, cultural and political avenues of development in the context of good governance (Justice System Reform Program 2002).“An efficient legal and judicial system which delivers quick and quality justice reinforces the confidence of people in the rule of law, facilitates investment and production of wealth, enables better distributive justice, promotes basic human rights and enhances accountability and democratic governance”.

The 2005 Comprehensive Justice System Reform Program adopted a holistic approach in addressing the gaps and challenges in Ethiopia’s justice system. This is indeed commendable because positive development in each component contributes to the overall improvement of the justice system; and

meanwhile, the justice system in general benefits from the positive causal reciprocity of each element or subsystem that determines the strengths or shortcomings of the aggregate. In other words, success or failure in each component positively or negatively contributes to the progress or regression of the justice system (Ministry of Capacity Building, Justice System Reform Program Office 2005).

The study was focus on Assessment of quality of service delivery a Case Study in Amhara Sayint Woreda justice office.

1.2 Statement of the problem

Improving public service delivery is one of the biggest challenges in socio economic development. Public services are a key determinate of quality of life that is not measured in per capital income. Employees as well as customers are one of the resources that organizations need to manage effectively to survive, thus they are not “owned” by organization like any other asset and as such labor turnover is a reality for organizations (Reforming Public Service Delivery, 2007).

Public sector organizations exist to provide services to the citizens, the private sector and other institutions. It is a well known fact that service quality delivery by public sector organizations is best with a lot of challenges. The public sector has been seen as lethargic and non-responsive to the needs of the citizens and the private sector (ibid).

Issues such as excessive bureaucracy, political interference, corruption, poor working conditions, poor work ethics, outdated and outmoded systems, procedures and practices among others, conspire to impact adversely on service quality delivery by public sector organizations. Service quality particularly in the public sector organizations has become ever more important in improving customer satisfaction (Public Service Delivery, 2007)

According to Mohammed Nor et al (2010) argues that the public complaint of long queues, poor service delivery and insufficient physical facilities may affect the image and level of service quality in the public sector.

A study was conducted in UK by Sarshar and Moores (2006) on improving service delivery in facilities management. The major challenges that hindered service delivery were identified as: Lack of strategic awareness, lack of capacity, poor performance monitoring, Poor coordination processes and high staff turnover:

Access to justice is seriously undermined by the lack of awareness of, or knowledge about, the law or the formal legal system. There is little evidence of dissemination of information to the general community about their rights and responsibilities under the formal legal system. Large segments of the population are completely unaware of the existence or the nature of laws, legal rights, the official legal system, or courts, and there are few effective methods to create and build awareness, or provide legal services or advice. Literacy rates are low and media coverage is poor, which hinders education

and informational campaigns. Even where awareness exists, the public has little confidence in the courts (International Bank for Reconstruction and Development / The World Bank 2005).

Published research regarding the role of justice in achieving or failing to achieve customer satisfaction focuses only on service recovery after a service failure (Blodgett, Granbois, & Walters, 1993; Tax, Brown, & Chandrashekaran, 1998), overlooking the full spectrum of service encounter outcomes, i.e. service success, service recovery, and service failure (Smith & Bolton, 1998). This void leaves businesses and researchers with insufficient information concerning the relationships between the justice experienced in a service expectation and perception as well as the customer's satisfaction level.

Elias N. Stebek (2013) - three core problems were identified with regard to the justice sector: Firstly, it is neither accessible nor responsive to the needs of the poor. Secondly, serious steps to tackle corruption, abuse of power and political interference in the administration of justice have yet to be taken. Thirdly, inadequate funding of the justice institutions aggravates most deficiencies of the administration of justice. These challenges require enhancing access of the poor to justice, addressing the issues of corruption, abuse of power and interference in the administration of justice, and the need for adequate funding of justice institutions. The above researcher doesn't consider quality from customer perspective using SERVQUAL model..

In addition to this the researcher haven't find a literature on quality of service delivery on Amhara sayint woreda justice office.

Therefore, the main purpose of the study is to assess service quality delivery and customer satisfaction using SERVQUAL model. And also factors hindering customer satisfaction at AmharaSayint Woreda justice office.

1.3 Research questions

Within the framework of statement of the problem given, the researcher attempt to answer the following basic research questions:-

1. What are the factors of customer's compliance on service delivery?
2. What are the customers' expectations of service-quality delivery at justice office?
3. What are the customers' perceptions of service-quality delivery by the justice office?
4. What service quality gaps exist those are delivered by Amhara sayint woreda justice office?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this study was to assess the quality of service delivery in Amhara sayint woreda justice office.

1.4.2 Specific objectives

In order to achieve the general objective, the following Specific objectives were formulated for the study:

- To assess the customers' expectations of service-quality delivery in Amhara sayint woreda justice office.
- Examine the customers' perceptions of service-quality delivery in Amhara sayint woreda justice office.
- Identify the gaps between customers' expectations and perceptions of service-quality delivery in Amhara sayint woreda justice office
- Identify priorities for improvement in an attempt to improve service-quality delivery within Amhara sayint woreda justice office.

1.5. Scope of the Study

Even if service delivery is broad in the sense, however, the papers were addressing the assessment of quality of service delivery in Amhara sayint woreda justice office. Out of the target 29 sectors, justice sectors were selected. Because this sector gives huge service and the customer had complain on service delivery. And which have 35 kebeles customers and to assess the efficient public service delivery and organizational performance. Among 35 kebeles,3 kebeles customers were selected because the researcher cannot assess all kebeles due to limitation of time and money. So the thesis was delimited to quality of service delivery at independent variable and customer satisfaction on dependent variable.

The SERVQUAL model was used and the scale comprises 22 items divided into the five dimensions of tangibility, reliability, responsiveness, assurance and empathy. Each of the 22 items was measured in two ways, namely the expectations of customers concerning service quality and the perceived levels of service actually provided.

1.6. Significance of the Study

Amhara SayintWoreda can play a significant role in the development activities of our county Ethiopia. For that to happen, qualified service deliveries are mandatory:

So the study was figure out what the assessments of quality of service delivery, how to tackle the problem and proposed solution and help to take measures on problems by identifying, the conceptual or knowledge gaps, the obstacle methodologies and the existing rules and regulation was needed .It may serve as reference to researchers and other who are interested in conducting further investigation on the issue. It would support policy makers as a stepping stone to carry out further studies on quality of service delivery. It would help Amhara sayint woreda justice office to develop and implement effective service quality improvement initiatives. And also the study provides empirical support for management strategic decision in several critical areas of their operation and to provide a

justifiable valid and reliable guide in designing workable service delivery improvement strategic for creating and delivering customer value, achieving customer satisfaction and loyalty, building long term mutually beneficial relationship with customers.

1.7. Limitation of the study

Conducting successful and unbiased research is a challenging task. It requires the commitment of the researcher and the respondent and an adequate time and budget. Because of time and resource constraints the study focuses on only the quality of service delivery of the case studies in Amhara sayint woreda justice office only and the number of respondents has been limited to 278 customers.

Since, there is no research work done on the study area (Amhara SayintWoreda) in the context so far were the major limiting factors that are encountered during the data collection period. However, utmost effort should be made to attempt these problems by handling all the activities as per the schedule as well triangulating the different data collected using different instruments.

1.8. Organization of the study

The researcher has been organized five chapters. The first chapter deals with background of the study area, statement of the problem, objective of the study, significance, scope and organization of the study. The second chapter deals with discussion on service quality highlights the definition, dimensions, customer satisfaction, customer expectations and perceptions, as well as various service-quality measurement models. The third chapters contain research methodology, sampling, data collection tools and data analysis. The fourth chapters deals with present and analyzes all collected data. The last chapter contains conclusions and recommendations. Vital documents were annexed at the end.

Chapter Two

2. Review of Related literatures

A literature review of secondary data sources was undertaken to achieve the theoretical objectives of the study. Secondary data sources included government publications, local and international journal articles, and relevant textbooks

In order to shape the focus of this study on service quality, sufficient knowledge on the service sector is necessary. The first section of this chapter provides an overview of services with respect to the definition and characteristics. Thereafter, the focus of this study service quality is discussed in detail. The discussion on service quality highlights the definition, dimensions, customer satisfaction, customer expectations and perceptions, as well as various service-quality measurement models. Further more, the brief discussion on the theoretical, empirical and conceptual literature overview of the status of justice sector and quality of service delivery in the Amhara sayintworeda.

2.1 Introduction to service

Kotler (1999) defines a service as "any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything". Reibstein (1997) reiterates this by indicating that a service is a product offering in the form of a performance, deed or act. According to Svensson (2004), the interaction between the service provider and the customer produces, distributes and consumes services.

Despite the difficulty in finding the proper definition for services, it is evident that the customer perceives services as either being of a high quality or a low quality (Ukens, 2007). Customers react differently to what appears to be the same service. The perception of service, whether high quality or low quality, may be affected by factors such as the customer's disposition, culture, timing, environment, as well as previous experience (Wright, 1995).

2.1.1 Characteristics of services

Various researchers have identified four characteristics of service, which they believe distinguish a service from a product in marketing terms, and these include intangibility, inseparability, heterogeneity and perish ability (Du Plessis, *et al.*, 1995; Theron *et al.*, 2003; Woodruff, 1995).

1. Intangibility

Intangibility refers to that which cannot be seen or evaluated before receipt. The five senses perceive only the results of a service and not the service itself. Service levels are often uncertain and the benefits frequently unknown (Theron *et al.*, 2003). The Oxford Dictionary of Current English (1996) defines intangibility as "that which is difficult to define or describe which cannot be touched or seen, and which cannot be easily understood mentally".

2. Inseparability

The degree of inseparability depends on the type of service delivered and the actual supplier. Fisk *et al.* (1993) indicate that a customer receiving a service is directly involved in the service delivery process and may therefore influence the process.

Services are produced and consumed at the same time, unlike products that may be manufactured and then stored for later distribution. Therefore, the service provider becomes an integral part of the service itself (Woodruff, 1995). Owing to the production of a service being inseparable from the consumption, it is impossible for customers to pre-order a service experience (Theron *et al.*, 2003).

3. Heterogeneity

Owing to a service being produced and consumed simultaneously, and customers constituting part of the service offering, Woodruff (1995) argues that a service only exists once and is never repeated exactly and is therefore always unique, giving rise to concerns about service quality and uniformity issues. According to Gabbott and Hogg (1998), heterogeneity refers to a function of human involvement in the delivery and consumption. Individuals deliver services and, therefore, each service encounter will be different by virtue of the participants, the time of performance or the circumstances in which the service is being delivered.

4. Perish ability

According to Theron *et al.* (2003), each service experience is unique and exists only for the duration of the transaction. Demand issues develop when there are not sufficient service providers or resources to meet the customer's demand for a particular service. Service perish ability means that a dissatisfied customer has limited access to recourse in the case of receiving a low quality service.

2.2 Theoretical support

Equity theory and attribution theory provide theoretical support for the proposed models. These theories have their roots in law, psychology, sociology, and economics and have been extended into the services arena to measure justice and fairness in the context of a service encounter. Justice, a customer's perception of fairness of the overall outcome of a service encounter (Berry & Seiders, 1998), is the customer's judgment about the equity in the service encounter. Fairness, the customer's conclusion regarding the equality of treatment in the transaction, is measured against many variables, not by a strict application of a rigid set of rules or standards. This fairness conclusion, which is based on dictates of the conscience or the principles of natural justice, is a judgment in equity. In arriving at the judgment, customers consider what happened, why it happened, and who is responsible for the event(s) and outcome(s). As customers apply an equity theory of justice and seek to attribute their dilemma to a reason and a responsible party, they are guided by attribution theory as they arrive at a judgment of satisfaction or dissatisfaction.

Attribution theory, which helps explain how consumers arrive at judgments of satisfaction or dissatisfaction regarding services (Folkes, 1984), can be examined across multiple fields and is one of the main paradigms in psychology and among marketing scholars (Swanson, 1998). Attribution theory originated with Heider's (1959) proposal of locus, stability, and control as the three causal dimensions that determine a customer evaluation. It is one component of the customer's method of assessing equity in the service encounter as they look not only at what happened but where the cause originated (locus), whether it is expected (stability), and who was to blame (control), i.e., to what or whom the situation is attributable.

Equity theory provides a fair and just outcome when a strict adherence to the rule of law yields an unfair or unjust result. Equity has been acknowledged as important to attaining customer satisfaction because people want to be treated fairly (Walster, Walster, & Berscheid, 1978), and services marketing research has supported a positive correlation between inequity and customer dissatisfaction (Mowen & Grove, 1983). Individuals who sense injustice or inequity attempt to restore justice (Greenberg, 1990a). Folger's (1987) employee satisfaction research supports that individuals who cannot imagine a better distributive outcome will not perceive inequity. This research takes Folger's use of equity theory from inside the firm (measuring employee satisfaction) to outside the firm (measuring customer satisfaction). Later theorists added interactional and procedural justice as complementary models to expand equity theory beyond a pure material, i.e., distributive justice, focus (Cropanzano, 1992).

2.3 Service Encounter Literatures

Early empirical studies developed theoretical models of service failure and recovery linked to distributive and procedural justice (Blodgett, 1994). Later studies developed theoretical models of service failure and recovery that added interactional justice (Smith, 1998). Customers evaluate service delivery by subjective, emotional, and intangible perceptions. The many expectation-confirming and expectation-disconfirming events that occur during one service encounter lead to one perception of the entire encounter (Zeithaml et al., 1990).

2.3.1 Gestalt Theory

Wirtz and Bateson (1997) referred to the Gestalt phenomenon as positive or negative halo effects. The Gestalt theory supports that very strong performance of one attribute overwhelms the service judgment to positive or that very poor performance in one area will make the service judgment negative regardless of other attribute ratings. Even though multiple-attribute models have received much empirical support as measurements of customer satisfaction (Churchill & Surprenant, 1982), Gestalt evaluations of salient attributes are important to theorists because one very strong attribute may minimize weak attributes, making the salient attribute responsible for the overall justice or

service quality judgment. Services marketing researchers have suggested that a Gestalt evaluation of service is more valid than a more segmented multiple-attribute approach (Johns & Tyas, 1997).

2.3. 2. Service Success and Recovery

For purposes of this study, service successes are defined as satisfying service encounters that may include proactive or reactive service recovery. A proactive service recovery occurs when a successful service encounter results after an initial service failure from which the service provider initiates a recovery. A reactive service recovery occurs when a customer complains and the service provider then recovers from the failure (Smith, 1998). Although the literature reveals little research about initial service success, success is an integral part of the service encounter satisfaction literature that discusses service recovery.

Zemke and Bell (1990) defined service recovery as making right what has gone wrong. Regardless of outcome, service recovery efforts influence a guest's perceptions. A sufficiently positive service recovery may reduce the initial failure to insignificant in the guest's perception. Highly successful recoveries have a surprisingly satisfying effect on a customer's perceptions of service quality. Spreng, Harrel, and MacKoy (1995) identified three reasons why successful service recovery may cancel the impact of service failure: 1) The customer begins to believe that the business is fair based on communications that occur between the customer and the service provider. 2) The recovery is so successful that the service failure memory is cleared. 3) The communication between the customer and the service provider creates an understanding in the perception of the customer so that the customer attributes the failure to extenuating circumstances.

2.3.3 Service Failure and Failed Service Recovery

When the service provider does not deliver what the guest expects, a service failure that could lead to dissatisfaction has occurred (Smith, 1998). Gronroos (1992) defined service failure as not performing as the customer expected the firm to perform. A service failure has occurred when a customer leaves the system dissatisfied.

According to Smith (1998): "(1) failures are prevalent; (2) failures are memorable; and (3) failures lead to defection." Evidence of service failures is accumulating for hospitals, hotels, restaurants, banks, automobile repair businesses, credit card companies, and other service industry businesses. When the customer's overall assessment of the service encounter is dissatisfaction and there is no customer complaint and no service recovery attempt, an unresolved failure has occurred (Smith & Bolton, 1998).

Many times, customers react to dissatisfying service encounters with negative word-of-mouth communications, changed behavioral intentions toward the firm, and lost trust in and commitment to the firm.

There are various reasons why companies do not correct service failures. They may be unaware of the service failure (no guest complaint and no recognition by the firm of the failure), they may choose to ignore the service failure, or their attempt may fail to satisfy the customer. A firm may ignore a complaint when it does not feel responsible, when it feels the customer is responsible, or when it realizes it cannot fix the service failure. A company's response to a service failure can upset a customer more than the initial failure (Bitner, 1990).

Encounter literature supports that the majority of service failures are due to the behaviors and attitudes of service employees (Bitner, 1990). Bitner showed that 43% of dissatisfied customers remained dissatisfied due to an employee's negative response to a service failure. Descriptors used by guests to describe these bad behaviors included uncaring, impolite, unresponsive, and unknowledgeable (Keaveney, 1995).

Much of the service failure and recovery research has occurred with customers who have lodged complaints (Tax et al., 1998) and with companies that have initiated proactive recovery (Smith, 1998). Those studies miss the largest group of dissatisfied customers, the silent dissatisfied who did not complain to the firm and who create the iceberg effect that constitutes a major threat to the firm's future (Heskett, Sasser, & Schlesinger, 1997).

Failed service recovery is not achieving customer satisfaction on the attempt to recover from a service failure. It can result from a failed proactive or reactive recovery attempt (Smith, 1998). A dissatisfied customer may lodge a complaint that initiates a failed reactive service recovery (Tax et al., 1998). A company's knowledge of a service failure followed by an inappropriate response, i.e., double deviation from expectations (Bitner et al., 1990), further reduced the customer's perceptions of service quality and produced worse dissatisfaction than existed with the initial service failure (Bitner, Booms, & Mohr, 1994). The appropriate interactional, distributive, and procedural justice response was critical in preventing failed service recovery and double deviation (Smith, 1998).

The service Equity theory has also been recognized and researched in other disciplines. Sociologists measure equity by a ratio of exchange of economic resources for an emotional assessment judgment. Equity theory in sociology grew out of relative deprivation theory and the social comparison era with Adams' (1965) proposal of a mathematical formula of outputs to inputs to make social comparisons. Adams' job satisfaction research concerning pay equity determined that employees who enjoy an equitable or fair pay ratio also enjoy job satisfaction. Empirical support for Adams' results includes

research by Cropanzano (1992) and Greenberg (1982) that has extended pay equity and job satisfaction research principles to customer satisfaction and dissatisfaction evaluations. Smith (1998) has recently extended these principles to measure interactional, distributive, and procedural justice in studies involving service failure and recovery.

The economist's theory of utility holds that individuals strive to maximize the utility of what they receive in an exchange. This study uses the economist's theory of utility to explore the exchange of dollars for goods and/or services. Many exchanges, including the customer's exchange of money for products and services (Smith, 1998), are now evaluated for utility equity based on the customer's intangible formula of give and get. Management and marketing theorists have extended exchange and equity principles traditionally used for evaluating employee satisfaction and dissatisfaction to customer satisfaction and dissatisfaction.

Recovery method attempted is not as critical as an employee's response on learning about the service failure (Sundaram et al., 1997). In Keaveney's research, 17% of lost customers reported switching service providers due to poor employee response to service failures. Keaveney categorized responses as 1) reluctant responses, 2) failures to respond, and 3) negative responses. In the same study, more than 7% reported switching due to a service provider's unethical behavior, including dishonesty, intimidating conduct, dangerous practices, and conflicts of interest. Many of the switching incidents occurred due to interactional injustices.

2.3.4 Service Failure and Recovery

Service failure and recovery play important roles in determining service quality and customer satisfaction (Smith, 1998). Much of the first early marketing writing about failure and recovery was anecdotal; it suggested things to do to fix a described service failure. (1990) categorized airport service encounters into three behavior classes: 1) employee response to service delivery system failure, 2) employee response to customer needs and requests, including the further classifications of special order or request and admitted customer error, and 3) unprompted and unsolicited employee actions, which were further classified into mischarged, accused of shoplifting, employee-created embarrassments, and employee attention failures.

Hoffman et al. (1995) offered a failure and recovery typology specific to restaurants. They used Bitner's three major classes and somewhat different subgroups in their restaurant-specific inquiry. Product defects slow or unavailable service, facility problems, unclear policies, and out-of-stock conditions were common failures in the first behavior class.

Research on service failure and recovery confirmed the impact of service recovery on customer satisfaction, word-of-mouth communications, and repurchase intentions (Bitner et al., 1995). Gilly

used quality and speed to demonstrate the importance of customers' perceptions of service recovery efforts in achieving customer satisfaction. Bitner found that customers attribute higher service encounter satisfaction to the service provider who offers a systematic response to service failure. Zeithaml et al. (1990) confirmed a positive relationship between service quality and service recovery.

Service failure and recovery have been related to process (procedural justice), output (distributive justice), interaction (interactional justice), and their effects on recovery outcome. Goodwin and Ross (1992) reported the interaction effects between the process and outcome of service recovery. Their experiment represented the justice framework across four different service business types. They manipulated the service recovery outcome as favorable and unfavorable and manipulated the process by introducing the conclusion of an apology from the business and stipulating that the apology was delivered in a high (loud, inconsiderate, hostile, and rude) or low (soft, kind, gentle, polite, and considerate) voice. Results confirmed the importance of apologizing in a sincere manner when attempting to recover from a service failure. Employees who sincerely tried to resolve the service failure, whether they were successful or not, achieved higher levels of customer satisfaction than employees who did not attempt to solve the customer's problem or attempted to solve the customer's problem in an unacceptable manner.

Research has also shown that process and outcome of recovery differ according to nature and type of service (Mittal & Lassar, 1995). Mittal and Lassar's results indicated that technical quality was more important in the healthcare industry and functional quality was a stronger determinant of customer satisfaction in an automobile repair business.

Roos (1999) studied service failure and recovery and the firm's relationship with the customer, showing that successful recoveries increase relationship quality (i.e., increase customer trust and commitment for the firm). Zeelenberg and Pieters (1999) examined failed service delivery and showed a positive correlation with customers' unfavorable behavioral intentions, including the intention to exit, engage in negative word-of-mouth communications, or seek redress with lawsuits. Becker (2000) recently suggested that service recovery strategy would need to vary to reflect cultural differences.

2.4 Public Service Delivery

According to Gaster and Squires (2003) Public services is a term usually employed to mean services provided by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the services, and it is associated with a social consensus (usually expressed through democratic elections) that certain services should be available to all, regardless of

their income. Even where public services are neither publicly provided nor publicly financed, for social and political reasons they are usually subject to stricter regulation than most economic sectors.

According to Baden (1977) as cited in Awortwi (2003) " a public good is one which, if available for anyone is available for everyone". Musgrave and Musgrave (1980) identified two major reasons for the existence of social or public goods due to market failure namely non-excludability and non-rivalry. Non-excludability refers to the difficulties to exclude potential users from the services. Non-rivalry refers to the enjoyment of services without diminishing the benefits for other users.

Public services have distinguishing characteristics from private goods and services. Public services are paid through general taxation or means-tested payment or direct fees. Individual payments by choice and profit motives, which are common in the private services, are rare in public services. Public services operate within a legal and financial framework that is very different from the profits-driven private sector (Gaster and Squires, 2003).

2.4.1 Measuring Public Service Delivery

The challenge arises from the absence of universal definition of quality services and measurement indicators. Gaster and Squires (2003) explained the challenges as "differences of definition and identification of need, conflicts of interests, constraints of finance, arguments about policy, and legal requirements must necessarily be taken into account in decisions about the extent, nature and focus of services to and for the public. Therefore any discussion of quality and its improvements must be within this context."

Chakrapani (1998) indicated the difficulties of defining quality and suggested to avoid getting into an academic definition of quality by accepting some operational definitions. He stated "a product or service has quality if customer's enjoyment exceeds their perceived value for money. In a competitive market, the product or service with the highest quality is the one that provides the greatest enjoyment". This definition focuses on customer satisfaction to measure service quality.

Leisen and Vance (2001) identified two schools of thought on service quality from a theoretical perspective. The first school of thought is European and maintains that consumers judge the quality of services on two broad aspects: (1) the service delivery process - the way the services are performed; and (2) the service outcome - the end-result of the service. The second one, the US school of thought on service quality, identifies five service quality dimensions, which in general correspond most closely to the European process component of the service. These five dimensions of services quality are reliability, responsiveness, assurance, empathy, and tangibles (each of them will be elaborated later).

The above mentioned schools of thought in general agree that quality of services should be measured or judged by the customers. However, they differ on the techniques or methods of how customer satisfaction is measured in relation to service quality. The European school of thought includes both

the process and outcome of the services to measure quality, while the US school of thought focuses on process aspects of the services.

2.4 Service Quality

Delivering quality service is essential for the success and survival of service organizations (Noone&Namasivayam, 2010). In a turbulent and extremely competitive global business environment, organizations face considerable pressure to meet or exceed customer expectations by delivering services that are of the highest quality (Dorsch, etal1997).

The role of service quality is widely recognized as being a critical determinant for the success of an organization in a competitive environment, where any decline in customer satisfaction due to poor service quality should be a matter of concern. Customers have high service expectations and are aware of rising standards in service, prompted by competitive trends in the business environment (Frost & Kumar, 2000).

Service quality is a major area of attention for practitioners, managers and researchers due to its strong impact on business performance, costs, customer satisfaction, customer loyalty and profitability (Seth &Deshmukh, 2005). Quality, when related to products, is defined as the conformance to specifications. The service perspective of quality focuses on the customer's specification of the service.

Service quality has been widely researched in multiple disciplines and, as such, a number of definitions exist to describe the phenomenon. Even though the definitions differ, the majority share some key concepts, which have become standard in the academic conceptualization of service quality.

Earlier research by Parasuraman *et al.* (1985) proposed that service quality is a function of the difference between expectations and performances along the quality dimensions. Parasuraman *et al.* (1988) later described service quality as a form of attitude related, but not equivalent to, satisfaction that results from the comparison of expectations with performances. Bolton and Drew (1991) concur with this emphasizing that quality and satisfaction are two different concepts and cannot be regarded as synonymous.

One of the first scholars who attempted a definition of service quality is Chrönroos (2000), who indicated that the quality of service is determined by technical quality, functional quality and the image of the service organization. The technical quality is the service the customer actually receives and the functional quality involves the manner of service delivery. The former being the outcome while the latter is the process of service delivery. Zenitha *et al.* (1990) identified several dimensions of service quality, which are discussed in the following section.

2.5.1 Dimensions of service quality

The dimensions of service quality have been identified through the pioneering research of Parasuraman, Zenithal and Berry and originally consisted of ten dimensions, namely tangibility, reliability, responsiveness, competence, courtesy, credibility, security, access, communication and understanding the customer. As the work on determining the dimensions of service quality advanced, the ten original dimensions of service quality were reduced to five unique dimensions (Boshoff & du Plessis, 2009). Cram (2001) reiterates this by identifying five specific dimensions of service quality, namely tangibility, reliability, responsiveness, assurance and empathy. According to Zeithamlet al. (2008), the dimensions of service quality represent how customers organize information about service quality in their minds. These five dimensions of service quality are discussed in the following sections.

1. Tangibility

The definition of tangibility is the appearance of physical facilities, equipment, personnel and communication materials (Santos, 2002). Tangibility provides physical representations or images of the service that customers, particularly new customers, will use to evaluate quality. Service organizations often use tangibles to enhance their image, provide continuity and signal quality to customers. In contrast, organizations that do not pay attention to tangibility dimensions of the service strategy can confuse and even destroy a good strategy (Wilson *et al.*, 2008).

Owing to the intangible nature of services, it is often difficult for customers to understand and evaluate services and, therefore, customers often rely on the tangible evidence that surrounds the service in forming evaluations (Jamal & Anastasiadou, 2009). The tangibility dimension of SERVQUAL compares customer expectations to customer perceptions regarding the organization's ability to manage its tangibles. Comparing the perception scores to the expectation scores provides a numerical variable that indicates the tangibles gap (Bateson & Hoffman, 2011).

2. Reliability

The reliability dimension of service quality refers to the ability of service organizations to perform the promised service dependably and accurately, and thus reflects the consistency and dependability of an organization's performance (Rodriquez, Bonar & Sacchi, 2011). Wilson *et al.* (2008) state that reliability means that the organization delivers on its promises about service delivery, service provision and problem resolution. Even though unreliable service providers are extremely frustrating for customers, a disturbing number of organizations still fail to keep their promises regarding service delivery. In many instances, the customer is ready to spend money if only the service provider will show up and conduct the transaction as promised (Bateson & Hoffman, 2011).

3. Responsiveness

Responsiveness is the willingness to help customers and to provide prompt service (Jamal & Anastasiadou, 2009). This dimension emphasizes attentiveness and promptness in dealing with

customer requests, questions, complaints and problems. Responsiveness also captures the notion of flexibility and the ability to customize the service to customer needs. The organization must view the process of service delivery and the handling of requests from the customer's point of view rather than from the organization's point of view (Wilson *et al.*, 2008).

Responsiveness reflects a service organization's commitment to provide services in a timely manner. As such, the responsiveness dimension concerns the willingness and readiness to provide a service. Occasionally, customers may encounter a situation in which employees are engaged in their own conversations with one another while ignoring the needs of the customer (Bateson & Hoffman, 2011).

4. Assurance

The assurance dimension of service quality addresses the competence of the organization, the courtesy it extends to its customers and the security of its operations (Bateson & Hoffman, 2011). Jamal and Anastasiadou (2009) define assurance as employees' knowledge and courtesy, and the ability of the organization and its employees to inspire trust and confidence. Bateson and Hoffman (2011) add that competence pertains to the organization's knowledge and skills in performing the promised service and refers to how the organization's employees interact with the customer and the customer's possessions. Wilson *et al.* (2008) warn that this dimension is likely to be particularly important for services that customers perceive as high risk or for services that customers feel uncertain about their ability to evaluate the outcomes.

5. Empathy

Jamal and Anastasiadou (2009) define empathy as the caring and individualized attention that the organization provides its customers. Bateson and Hoffman (2011:337) explain that empathy is the ability to experience another's feelings as one's own. According to Wilson *et al.* (2008), the essence of empathy is conveying, through personalized or customized service, that the customers are unique and special and that their needs are understood.

Empathetic firms have not lost touch with what it is like to be a customer of their own organization. As such, the organization understands customers' needs and makes their services accessible to their customers. In contrast, organizations that do not provide the requested individualized attention to their customers and offer, for example, operating hours convenient for the organization and not its customers, fail to demonstrate empathetic behavior (Bateson & Hoffman, 2011).

From the discussion above, the inference is that customers want to receive the service as promised in order to receive quality service. According to Brink and Berndt (2004), service quality is an antecedent of customer satisfaction and customer satisfaction exerts a stronger influence than service quality on buying behavior. Zeithamlet *al.* (2008) are of the opinion that customer satisfaction is closely linked to service quality.

2.5.2 Measuring service quality

According to Dhurup (2003), receiving a high level of service is important to customers but understanding how to measure and evaluate the service quality received is challenging. A reliable measure of service quality is critical for identifying the aspects of service needing performance improvement, measuring the degree of improvement needed on each aspect and evaluating the impact of improvement efforts (Zeithamlet *al.*, 2008). Seth and Deschmukh (2005) believe that for an organization to gain a competitive advantage, marketers must collect information on market demand to enhance service quality. Zeithamlet *al.* (2008) warn that unlike products quality, which can be measured objectively by indicators such as durability and number of defects, service quality is abstract and is best captured by surveys that measure customer evaluations of service.

This section provided an overview of service quality. In order to gain a comprehensive understanding of service quality, the following section describes the various service quality models that are prominent in the literature.

2.6 Service Quality Models

Given the complex nature of service quality, it is not surprising that there have been divergent views about the most suitable way to conceptualize and measure it (Palmer, 2011). Much of the research still uses some variant of the disconfirmation paradigm to measure customer satisfaction. Disconfirmation holds that satisfaction is related to the size and direction of the disconfirmation experience, where disconfirmation is related to the person's initial expectations. A customer's expectations are positively confirmed when a service performs as expected and negatively disconfirmed when the product or a service performs better than expected (Churchill &Suprenant, 1982).

While the literature on service quality identifies various service quality models by different researchers, there is little consensus and much disagreement about how to measure service quality (Robinson, 1999). According to Seth and Deshmukh (2005), the SERVQUAL model and the Gap Analysis model draw much support from researchers. Ooi *et al.* (2011) promote the use of these two models and state that they have been important in attempting to conceptualize service quality. Therefore, a discussion on the SERVQUAL model and the Gap Analysis model follows.

2.6.1 SERVQUAL model

The SERVQUAL model, developed by Parasuraman *et al.* (1985), is a measurement model for service quality that has been extensively applied in many studies focusing on service quality assessment. Zeithamlet *al.* (2008) add that the SERVQUAL model is one of the first measures to be developed specifically to measure service quality. The SERVQUAL instrument is known to been the predominant method used to measure customers' perceptions of service quality (Lewis & Booms, 1983).Boshoff and Du Plessis (2009) believe that this model is arguably, the best-known instrument

to measure customers' perceptions of service quality. According to Jabnoun and Khalifa (2005), the popularity of the SERVQUAL is because of the various advantages the model offers, namely that it:

- is accepted as a standard for assessing different dimensions of service quality
- is shown to be valid across various service industries
- has demonstrated reliability in that different respondents interpret the questions similarly
- is parsimonious in that it has a limited number of items and therefore it can be completed quickly
- has a standardized analysis procedure to aid in the interpretation of results.

The SERVQUAL model views service quality as the gap that exists between customer expectations and perceived performance. The model suggests that the greater the distance between the two variables where performance supersedes expectations, the greater the service quality (Crick & Spencer, 2011).

Wilson *et al.* (2008) have identified the following purposes of the SERVQUAL model:

- through identifying differences between customers' perceptions and expectations, service organizations may identify average gaps for each service attribute.
- The five SERVQUAL dimensions may be used to assess the service organization's service quality.
- Service organizations may monitor customers' perceptions and expectations using individual service attributes or the SERVQUAL dimensions.
- Service organizations may compare the service quality ratings against those provided by competing organizations.
- The service organizations service performance measurements may be used to identify and examine differences in customer segments.
- The SERVQUAL model may be used to measure the internal service quality offered by the service organizations departments or divisions.

The SERVQUAL instrument involves a scale consisting of two sections, each of which contains 22 service attributes, grouped into the five service quality dimensions, namely tangibility, reliability, responsiveness, assurance and empathy (Cram, 2001). The model was designed to measure customers' expectations and perceptions of service quality.

The conceptualization, dimensionality, operationalization, measurement and applications of the SERVQUAL model have been subjected to some criticisms, which include the dimensions (reliability, assurance, tangibility, empathy, responsiveness) not being universal and that the model fails to draw on established economic, statistical and psychological theory (Buttle, 1996). In spite of these criticisms of the effectiveness of SERVQUAL across different service settings, there is a universal agreement that the 22 items are reasonably good predictors of service quality in totality (Sureshchandaret *al.*, 2002). The model remains the most complete attempt to conceptualize and

measure service quality. Nyecket *al.* (2002) state that although the model has critics, it does not render the measuring tool moot, rather the criticism received may have more to do with how researchers use the tool. Parasuraman *et al.* (1991) argue that, with minor modification, SERVQUAL can be adapted to any service organization. They add that information on service quality gaps can help marketers diagnose where performance improvement can best be targeted.

Based on the five SERVQUAL dimensions, the gap between customers' expectations for excellence and the perceptions of actual service delivered will be measured with the SERVQUAL instrument. The instrument helps service providers understand both customer expectations and perceptions of specific services as well as quality improvements over time (Parasuraman *et al.*, 1988). Hu *et al.* (2010) believe that the SERVQUAL model provides reasons why the service quality of the service industry cannot meet the customer demands, and consider that, in order to meet the customer demands, it is necessary to break through the five service quality gaps in the model. This has led to the development of the Gap Analysis model.

2.6.2 Gap Analysis Model

Parasuraman *et al.* (2004:45) developed the Gap Analysis model. Parasuraman *et al.* (1985:48) proposed that service quality is a function of the differences between expectation and performance along the quality dimensions and, therefore, developed a service quality model based on gap analysis. The Gap Analysis model is, according to Skalen and Fougere (2007), the most important development in the field of customer perceived service quality and conceptualizes service quality as a comparison between customer's expectations and perceptions.

The Gap Analysis model is based on a set of techniques that identifies the difference between what is achieved and what needs to be achieved. The differences occur at different points in the system. The analysis of the various gaps between expectations and perceptions are not restricted to semantics differential or quadrant analysis (Chakrapani, 1998). The Gap Analysis model illustrates the level of quality, which is determined by subtracting the perceived service score from the customers expectation score for each of the items (Kurtz & Clow, 1998). The following are some common gaps used when measuring service quality:

Gap 1: Customers' expectations – Managements' perceptions gap

Gap 1 is the most immediate and obvious gap and is usually between what customers want and what management think customers want (Bateson & Hoffman, 2011). Wilson *et al.* (2008) state that Gap 1 is the difference between customers' expectations of a service and the organizations interpretation of the customers' expectations.

According to Wilson *et al.* (2008), in order to close Gap 1, formal and informal methods to capture information about customer expectations must be developed through marketing research techniques involving a variety of traditional research approaches, customer interviews, survey research, complaint systems and customer panels. Bateson and Hoffman (2011) concur, stating that closing Gap 1 requires minutely detailed knowledge of what customers' desire and then building that response into the service operating system.

Gap 2: Management's perceptions – Service quality specifications gap

According to Kurtz and Clow (1998), Gap 2 is the difference between management's perception of customers' expectations and the translation of those perceptions into service quality specifications. Gap 2 is the difference between management's perception of what the customer expects and the translation of this perception into service standards (Chakrapani, 1998).

Closing this gap requires setting service quality objectives. The objectives must be set with the customer, the service contact provider and the management. Customer contact employees must understand management's perspective and the need to generate a profit. In exchange, management must understand what is and what is not possible in terms of operations. In order to be effective, the objectives must be customer-oriented. Task standardization will also help reduce the size of Gap 2 and this can be done through technology (Kurtz & Clow, 1998).

Gap 3: Service quality specifications – Service delivery gap

Gap 3 is the discrepancy between development of customer-driven service standards and actual service performance by company employees. Even when guidelines exist for performing services well and treating customers correctly, high-quality service performance is not a certainty (Wilson *et al.*, 2008). Primary causes of this gap are the variable and inseparable nature of services. Most services are performed by people, and therefore the quality of service is highly dependent upon how well the service provider performs his or her job (Kurtz & Clow, 1998).

A common characteristic of successful service companies is teamwork. A feeling of teamwork is created when employees see other employees and management as key members of the team. There must be a fit between employee skills and job requirements if employees are to provide the services according to the job specifications. Computerized diagnostic equipment is essential to diagnose problems (Kurtz & Clow, 1998).

Gap 4: Service delivery – External communications gap

Gap 4 is the difference between the service the organization promises it will deliver through its external communications and the service it actually delivers to its customers. If advertising or sales promotions promise one kind of service and the customer receives a different kind of service, the communications gap becomes wider and wider (Bateson & Hoffman, 2011). According to Chakrapani (1998), Gap 4 is the gap between what is delivered and what is communicated to customers as being delivered.

In order to reduce the size of Gap 4, service providers must address two issues: horizontal communications and the propensity to over promise. Service contact employees should have input into the organization's advertising and promotional plans, ensuring that messages conveyed to the prospective customers can be operationally performed (Kurtz & Clow, 1998).

Gap 5: Customer's expectation – Perceived service gap

Gap 5 is the difference between what customers expect from the service provider and what they perceive they are getting. For example, when a customer goes to a retail location he/she may expect service within 15 minutes but may perceive the average service time to be close to 30 minutes (Chakrapani, 1998). The key to closing the customer gap is to close Gaps 1 through to 4 and to keep them closed (Wilson *et al.*, 2008). Each gap responds in the same manner - before the organization can close Gap 5, it must close, or attempt to narrow Gaps 1 to 4 (Bateson & Hoffman, 2011). Gap 5, which is the difference between what customers received and what customers expected, is the sum of Gaps 1 to 4 and both the direction and the magnitude of the first four gaps affect Gap 5 (Kurtz & Clow, 1998).

Closing the gap between what customers expect and what customers perceived is critical to delivering quality service. Any organization interested in delivering quality service must begin with a clear understanding of its customers' expectations (Wilson *et al.*, 2008).

This section provided an overview of the SERVQUAL model and the Gap Analysis model. A decision was made to employ the SERVQUAL model as the measuring instrument for this study in order to obtain the information required. In order to gain a comprehensive understanding of service quality in justice service delivery, as the title of this study suggests, a background on the Ethiopian ministry of justice office is vital, and this is addressed in the following section.

2.7 Customer satisfaction

Kotler (2000) defines customer satisfaction as customer's feelings of desire or disappointment resulting from comparing the perceived performance of a service to their expectations of that service. Lewis and Mitchell (1990) define customer satisfaction as the extent to which a service meets customers' needs or expectations. Barnes (2001) states that customer satisfaction is the customer's fulfillment response.

What will satisfy one customer will not necessarily satisfy another, and what will satisfy a customer in one situation may not satisfy that same customer in a different situation? There is a difference between customer expectations and customer perceptions, as related to customer satisfaction. Customer satisfaction may develop quickly or may be cultivated over time. Satisfaction may be a customer's afterthought whereby the customer may think back on the experience and realize how satisfying or dissatisfying it was (Sureshchandar, Rajendran & Anantharaman, 2002). Wu (2009) concurs and states that customer satisfaction is an emotional state resulting from a customer's

interactions with a service organization over time. When the actual performance of the service provider exceeds customer expectations, positive disconfirmation occurs and leads to satisfaction, while actual performance below expectations results in negative disconfirmation and dissatisfaction.

2.7.1 Customer satisfaction versus service quality

Perceived service quality is one of the most highly debated and researched topics in marketing theories (Sureshchandaret *al.*, 2002). Crick and Spencer (2011) emphasize that service quality is a moving target rather than a fixed goal. While customer satisfaction is often the goal of service organizations, it often translates into merely meaning that customers are at ease but not necessarily excited about the organization. Therefore, organizations should focus on service quality. Seth and Deshmukh (2005) state that the focus of service organizations changed from profit maximization to maximizing profits through customer satisfaction; therefore, owing to the importance of delivering a more superior service to that of competitors, service quality needs to be a priority. Shemwell, Yavas&Bilgin (1998) are in agreement with this and state that the key to a sustainable competitive advantage lies in delivering high quality service that will in turn result in satisfied customers.

Cook (2002) believes that monitoring customer satisfaction is a pointless exercise unless management are committed to the process and are likely to act on the results. Managers must decide which areas of customer satisfaction to measure, since different customers have different expectations and, therefore, different satisfaction levels with the service provided by an organization.

Bolton and Drew (1991) warn that service marketers should understand that service quality and customer satisfaction are two different concepts and cannot be regarded as synonymous. The distinction between these terms is consistent with the distinction between attitude and satisfaction.

Customer expectations of service performance do not remain constant. Organizations need to be aware of how expectations are changing and adapt their service offering accordingly (Zeithamlet *al.*, 2008).

2.7.2 Customer expectations

Service quality perceptions result from the customers' comparison of expectations of a service with actual service performance. This implies that, for an organization to deliver quality service, it has to meet or exceed the customer's expectations of the service. It is possible to evaluate service quality on both the process of service delivery as well as the actual outcome of the service (Theron *et al.*, 2003). Among the aspects of expectations that need exploration and understanding for successful services marketing are the definition of customer expectations, an understanding of customer expectations and the expectation of different types of service.

Harris (2007) states that expectations are personal visions of the results that will come from experiences that may be either positive or negative. Brink and Berndt (2004) define expectations as customers' desires or wants. According to Zeithaml and Bitner (2000), expectations are pre-trial

beliefs or desires about service delivery that serve as points of reference against which performance and quality are judged.

According to Zeithaml *et al.* (2008), understanding what the customer expects is the most critical step in delivering quality service. Service organizations that do not have a clear understanding of customer expectations are likely to lose customers to competitors, while wasting capital, time and other resources on aspects that are not important to their target market. Zeithaml *et al.* (1993) maintain that customer expectations of services are a customer's normative beliefs about the level of service that will be delivered in a given service encounter.

2.7.3 Determinants of service expectations

According to McKnight (2009), different customers have different service needs and expectations. Zeithaml *et al.* (2008), state that because customer expectations are critical to their evaluation of services, services marketers require a thorough understanding about the nature and determinants of expectations. Service marketers must recognize that customers have different levels of expectations about services. Wilson *et al.* (2008) warn that the level of expectation can vary widely depending on the reference point the customer holds. Various researchers (Parasuraman, 2004; Harris, 2007; Wilson *et al.*, 2008) state that customers have a range of expectations, rather than a single ideal level of expectations, which include a desired service, adequate service and a zone of tolerance. Desired service refers to expectations based on customers' previous experiences that are enhancements to adequate service. Customers "expectations change constantly and each customer has a unique set of expectations resulting in a challenging reality for service marketers, and providing a unique opportunity for enhancing customer satisfaction (Lucas, 2005).

According to Zeithaml *et al.* (2008), desired service is defined as the level of service that the customer wishes for and hopes to receive. Although customers hope to receive a desired service, they recognize that this is not always possible.

Adequate service is the customers' most basic requirements of a service interaction (Lucas, 2005). It is the minimum tolerable expectation of performance acceptable to the customer (Boshoff & Du Plessis, 2009). Adequate service is partly influenced by the customers' „predicted service“ level, referring to the customers' perception of what the service is likely to be (Zeithaml & Bitner, 2000).

The zone of tolerance is the range in which customers do not particularly observe service performance. Boshoff and Du Plessis (2009) refer to the zone of tolerance as the difference between the adequate service level and desired service level. Zeithaml *et al.* (2008) state that the zone of tolerance is due to services being heterogeneous, in that service performance may alter across service providers, across service employees from the same service provider and even across service encounters with the same service employee. The extent to which customers recognize and are willing to accept this variation creates the zone of tolerance.

Service performance inside or outside the customer's acceptable range, whether very low or very high, may acquire the attention of the customers in either a positive or a negative manner (Parasuraman, 2004).

2.7.4 Customer perceptions

According to Ukens (2007), customers' perceptions influence expected outcomes and customers expect reliability and trustworthiness from service providers. Aspects of customer perceptions that require an understanding for successful services marketing include the definition of customer perceptions, factors forming perceptions and the importance of perceptions.

Perception is the way in which customers see something based on their experience (Theron *et al.*, 2003). According to Boshoff and Du Plessis (2009), perception is the process of receiving, organizing and assigning meaning to information or stimuli detected by a customer's five senses. Brink and Berndt (2004) concur with this, stating that perception is the result of a number of observations by the customer.

Perception can change from day to day and from experience to experience. The service provider must always be aware of the power of perception. Perceptions are less rigid than attitudes and may be influenced and changed. The basis of customer perception is experience, knowledge, expectations, influences and interpretation, and not pure rational logic (Theron *et al.*, 2003).

Various variables in the customer's mind influence the perceived value of service and its quality, including perceived certainty of service delivery, expectations about characteristics of service and perceptions of need or desire for service (Groth & Dye, 1999).

Parasuraman *et al.* (1988) defines customer perceptions of service quality as a global judgment or attitude relating to the superiority of a service. According to Theron *et al.* (2003), customers' perceptions of service quality is determined by their experiences with the service, as well as the expectations they bring to the service situation and their perception of the quality of the service received. Sureshchandra *et al.* (2002) describes perceived service quality as one of the most highly debated and researched topics in marketing theories. There are two dimensions to the construct of perceived service quality; these are the perceived expectations of quality before purchase and the perception of quality delivered. The two dimensions are positively related to the extent that would determine the customers' perceived service quality (Theron *et al.*, 2003).

Generally, service quality is used to measure customers' perceptions of services rendered. Customers are ideal for appraising how well employees have provided quality service given that they are able to observe employee performance (Brooks, Lings & Botschem, 1999). Measuring service quality is, although complex, critical to the service marketer. Measures of service quality can be derived by assessing the difference between customers' expectations and perceptions (Zeithaml *et al.*, 2008).

2.8 Overview of the Justice System in Ethiopia

2.8.1 History of justice system

Ethiopia has existed as an independent nation for over three thousand years. The fact that Ethiopia Remained independent, apart from a brief occupation by Fascist Italy (1936-41), throughout its long History makes it unique among African countries (Fenta, 2007: Paulos, 2007). In spite of Ethiopia's long history of independence, it was not able to establish modern constitutional government until the third decade of the 20th century. This was due to several centrifugal forces nurtured, among others, by ethnicity and geography that posed a serious challenge to the emergence of a unified modern state. It was the Imperial Government that for the first time introduced a constitutional government in 1931. Since the adoption of the first Constitution, Ethiopia has experienced three different regimes: the Imperial (1930-74), the *Derg*/Military (1974-1991) and the Ethiopian Peoples' Revolutionary Democratic Front (EPRDF)(1991 to date) (Fenta, 2007).

The Imperial and the *Derg* regimes established highly centralized political and administrative systems. The Imperial regime established an absolute monarchy (Meheret, 2002). The *Derg* regime came to power in 1974 and ruled the country on the basis of provisional laws for more than a decade. In September 1987, it introduced a new Constitution modeled on a Marxist-Leninist state (Economic Commission for Africa, 2004). The Constitution further consolidated the centralization process and established an authoritarian state that hardly left any space for participatory governance and development. Monopolization of state power by military elites and further repressive measures intensified civilian and armed resistance (mostly ethnic-based) across the country that ultimately resulted in an overthrow of the Military regime in May 1991 (Fenta, 2007).

The Ethiopian Peoples' Revolutionary Democratic Front (EPRDF) established a Transitional Government in the same year. In 1995, it adopted a new Constitution that provided clear provisions for political pluralism and democratic governance (FDRE, 1995).

The 1995 Constitution of the Federal Democratic Republic of Ethiopia (FDRE) introduced a federal system of government – constituting the Federal Government, nine ethnic-based Regional States and two city administrations.

The federal and regional states have their own legislature, judiciary and executive branches. The federal Government is responsible for establishing and implementing standards and basic policy criteria for Public service delivery. Moreover, it expands and administers federally funded institutions that provide Services to two or more States.

Based on the federal and regional constitutions, the Regional States have established four tiers of government: the regional, zonal, *woreda*, and *kebele* levels (Fenta, 2007).

□ **Regional State** has its own legislature, judiciary and executive bodies. It is fully responsible for social, economic and political developments within its jurisdiction.

□ **Zonal administration** is an intermediary administrative structure between the regional and *woreda* governments. It is responsible for the planning and implementation of service development and other socio-economic developments within its jurisdiction.

□ **Woreda/district level of government** is the lowest unit of government to which budgets are allocated and disbursed. It has an elected council that oversees the cabinet, i.e., a body responsible for executive functions. It has also a judiciary system responsible for ensuring the rule of law within its jurisdiction. The *woreda* government is the leading actor in local social, economic, and political developments, which has to facilitate and coordinate the interventions of various state and non-state actors and communities.

□ **Kebele administration** is a grassroots local government structure led by elected council and an executive body-cabinet elected from among members of the *kebele* council. Despite its political and administrative importance, the *kebele* does not have government budget and technical staff. Therefore, its role in service development and delivery largely relates to mobilizing the local people (Fenta, 2007).

2.8.2 The Justice Sector Constructs

Interactional, distributive, and procedural justice measure service encounter fairness associated with the people, output, and process involved, respectively. These constructs are based on perceptions of justice or fairness (Greenberg, 1990). Tax et al. (1998) highlighted the importance of considering the effects of the interaction of the three constructs on customer satisfaction. This researcher has joined the current cadre of researchers in partitioning justice into interactional, distributive, and procedural justice, which is an adaptation of Greenberg's taxonomy of justice that divided procedural justice into systems and informational justice and distributive justice into configure and interpersonal justice (Cropanzano, 1992).

1. Interactional Justice

Interactional justice arises from the interpersonal part of a transaction (Greenberg, 1990b). It is an intangible part of the service encounter experience composed of fairness

Defined by Tax et al. (1998) as the perceived fairness in interactions between people when the guest is present in the service delivery system or while the service is being carried out, interactional justice has also been defined as the quality of interaction between two parties involved in a conflict (Bies&Moag, 1986).

Interactional justice has primarily been explored in customer satisfaction studies when an injustice or service failure has occurred. Bitner et al. (1990) discovered that 43% of poor outcomes in service transactions are due to front-line employees' responses to a service failure. Unacceptable answers about service failures from other than front-line employees.

Smith (1998) operationalized interactional justice as the presence or absence of an apology after a service failure and during a service recovery attempt. Many times, this interpersonal treatment during the service encounter appeared to remain in salient memory longer than other details.

Social psychology literature and organizational behavior literature have suggested that previous personal exchanges or prior experience are critical in resolving conflict (Schlenker, 1982; Semin & Manstead, 1983; Tedeschi & Reiss, 1981). These studies acknowledge the impact of personal interactions on problem solving. This researcher has observed that three of the service quality attributes (empathy, assurance, and responsiveness) identified by Parasuraman, Zeithaml, and Berry (1985) are anchored heavily in the interactional justice

Attributes (politeness, empathy, effort, explanation and information, honesty, and attitude) identified by Hocutt et al. (1997). Zeithaml, Berry, and Parasuraman (1993) defined empathy as caring, individualized attention; assurance as the knowledge and courtesy of employees and their ability to convey trust and confidence; and responsiveness as the willingness to help customers and provide prompt service.

2. Distributive Justice

Distributive justice is the perceived fairness of the tangible outcome of the service encounter (Hocutt et al., 1997). Problems with measuring distributive justice arise because equity, equality, and need are not easy for the customer to distinguish and it is difficult for service personnel and customers to assess input and output value (Deutsch, 1985). The distributive justice equity model has been tested extensively in sociological and organizational behavior research (Greenberg, 1990). Distributive justice has been used many times to explain justice or fairness (Tax, 1993). Researchers favor use of the distributive justice model when inputs and outputs are easily measured.

Distributive justice is achieved in a service recovery when the customer receives at least what they would have received before the service failure occurred. This has been called restoration to at least value level (Adams, 1965) and atonement (Bell & Zemke, 1987). Reimbursement, replacement, repair, correction, credit, and no attempt at resolution are possible responses to distributive injustice (Tax et al., 1998).

3. Procedural Justice

Procedural justice is process fairness. Service recovery literature has defined procedural justice as the organization's step-by-step actions in solving problems (Lind & Tyler, 1988). Tax and Brown (1998) called procedural justice the adequacy of the criteria or procedure used in decision making. In assessing procedures, the customer makes a subjective comparison of the processes used to handle a transaction, service recovery, or injustice. In order of importance, the attributes of procedural justice are 1) assuming responsibility, 2) timing and speed, 3) convenience, 4) follow-up, 5) process control, 6) flexibility, and 7) knowledge of process (Tax et al., 1998).

Services marketing studies have used procedural justice to measure fairness. Goodwin and Ross (1989, 1992) measured procedural justice using the consumer's opportunity to participate in the process by offering opinions. Procedural justice is difficult to manipulate in experimental situations; however, it can be used with retrospective self-reports of service failures and recoveries (Goodwin & Ross, 1992).

4. Combined Constructs of Justice

The reciprocal influence among the justice constructs has been explored and supported (Tax et al., 1998). It has also been suggested that customers evaluate interactional, distributive, and procedural justice independently (Greenberg, 1990b). Swanson (1998), citing the high correlation of procedural and interactional justice, examined them as a unit that influences and is influenced by distributive justice.

In 1995, Blodgett et al. confirmed that distributive and interactional justice in a retail firm's service recovery approach are related to the customer's word-of-mouth behavior and repurchase intentions. Their data, based on retrospective service reports, supported that interactional justice had a more important impact than distributive justice on the customer's future behavior with the firm, suggesting that interactional justice may be more important than researchers had realized. Earlier research (Blodgett & Tax, 1993) used an experimental scenario that had indicated that distributive justice was more important than interactional justice to future behaviors. The researchers found that customers wanted to get what they wanted (distributive justice), but they also wished to be treated with respect (interactional justice). The different results may stem from the different methodologies; however, it is possible that customers' justice requirements vary with the type of service being rendered. Tax et al. (1998) examined the interaction between distributive and interactional justice in determining customer satisfaction after a lodged complaint. Human resource management literature concluded that the degree to which an appraisal is perceived as unfair increases if poor communication techniques are used to explain the appraisal (Greenberg & McCarty, 1990a).

McCabe (1990) and Tax et al. (1998) explored the concept that employee behavior (interactional justice) influences customer perceptions of procedural justice. For Tax et al. (1998), the hypothesized interaction between procedural and interactional justice was not statistically significant in complaint handling situations. According to Smith (1998), as customers attribute employees' actions and treatment to the organization, their interpersonal treatment will influence perceptions and, thus, assessments of procedural justice. If the workers at a firm do not provide politeness, empathy, effort, honesty, and the right attitude, the customer satisfaction perception associated with procedural justice is reduced (Goodwin & Ross, 1992).

Folger (1986) suggested that perceptions of procedural injustice cause perceptions of distributive injustice to worsen. This is especially the case when the customer thinks the outcome could have been better through a fairer process. When unfair procedures lead to poor outcomes, a customer's satisfaction is likely to decrease (Tax et al., 1998).

The three constructs of justice are correlated and complementary (Swanson, 1998). Each customer arrives at an overall judgment of the service based on perceptions regarding the people (interactional justice), the product (distributive justice), and the process (procedural justice), which interplay to determine a service assessment or a customer satisfaction judgment based on overall justice (Blodgett et al., 1993).

2.8.3 Structure of the Ethiopian Constitution

In May of 1991, Ethiopia made a major shift from a highly centralized system of government to a democratic and decentralized federal system. The country's constitution, which was adopted in December of 1994 guarantees respect for human and democratic rights of citizens. The principle of self-determination as enshrined in the constitution is manifested by a federal state structure devolving power to regions that are constituent members of the federation. The constitution guarantees full independence of the judiciary with judicial powers both at the federal and regional levels vested in the courts. In addition to federal courts, there are nine regional courts each with a three-tier court structure -- supreme, high (zonal) and first instance (woreda). The Federal Government and member states of the federation have parallel legislative, executive and judicial organs that perform their functions independent of one another.

The House of Peoples' Representatives, the highest authority of the Federal Government, is the law-making organ in all matters assigned by the constitution to the federal jurisdiction. The State Council, the highest organ of state authority, has the power of legislation on matters falling under state jurisdiction. It is important to note here that regions have residual powers in matters that are not expressly given to the Federal Government alone or concurrently with regions.

The House of Federation, the second chamber of the parliament, is vested with the power to interpret the constitution, organize the council of constitutional inquiry, decide on issues relating to the rights of citizens, nationalities and self-determination, including the right to secession.

The Independence of the judiciary is also guaranteed by the federal constitution. Judicial powers both at federal and regional levels are vested in the courts. Because of the duality of institutions entailed by the dichotomy of the federal/regional state structure there are, in addition to federal courts, nine regional courts each with its own complement of a three-tier court structure -- supreme, high (zonal) and first instance (woreda) courts. Unless the House of Peoples' Representatives votes to establish nation-wide federal high and first instance courts by two-thirds majority, jurisdiction is delegated to regional courts.

The constitution also elaborates the powers and duties of the executive branch of the Government. The Council of Ministers is the highest executive organ at the federal level. Other federal agencies referred to as commissions, authorities and offices are accountable to appropriate ministries excepting those directly accountable to the Office of the Prime Minister. In regions, the state council (legislature) is the highest governmental organ. State executive organs parallel and analogous to ministries of the Federal Government are referred to as bureau. In regional states, the executive organ is the state cabinet headed by the chief administrator of the state.

Article 37 of the FDRE Constitution guarantees “the right to bring a justifiable matter to, and obtain decision or judgments by, a court of law or any other competent body with judicial power”. Such right can be invoked by individuals, or by any association which represents “collective or individual interest of its members”, or by “any group or person who is a member of, or represents a group with similar interests”. The constitutive ingredients of Article 37(1) include the right to institute a claim, and the right to obtain decision or judgments. These core elements presuppose: awareness on the part of the claimant about the law which envisages the accessibility of laws(i.e. legal information) and other data which are relevant to the claimant (data related with registration of ownership or immovable property, accessibility of data, etc);b) professional advice or representation in preparing claims, defenses, arguments in court, etc.) obtaining judgments in accordance with the law within a reasonable time.

Access to justice presupposes the existence of the normative dimension that relates to the content and form of laws, and the adjudicative dimension to which the claims are made and from which judgments are sought. These two settings enable access to justice only when (fairly comparable) legal services of advising and representation exist to both sides of the litigation. While the normative and the adjudicative preconditions for access to justice relate to lawmaking and the judiciary, the

realization of access to justice require access to legal information and the availability of legal services.

2.8.4 Vision and mission of the Justice sector

The vision of the justice sector foresees Ethiopia where “good governance prevails, human rights and democratic rights are ensured, peace and security prevails, rule of law is ensured, and where there is effective, efficient, accessible and independent judicial system with due accountability and public confidence”.

The Amharic text of the vision reads “መልካም አስተዳደር የሰፈነባት፣ ሰብአዊና ዲሞክራሲያዊ መብቶች የተከበሩባት፣ የዜጎች ሰላምና ደህንነት የሰፈነባት፣ የሕግ የበላይነት የተረጋገጠባት፣ ውጤታማ፣ ቀልጣፋ፣ ተደራሽ፣ ነፃና ተደራሽነት ያለው የሕዝብ አመኔታ የተቸረው የፍትሕ ሥርዓት የሰፈነባት ኢትዮጵያን እውን ማድረግ ነው።”

The **mission** of the justice sector is to ensure peace and security of citizens and residents, respect and protect the human rights and democratic rights of citizens and residents, ensure rule of law, and provide speedy, equitable, cost-effective and accessible justice for all.

ፍትሕ ዘርፉ ተልዕኮ የዜጎችንና የነዋሪዎችን ሰላምና ደህንነት ማረጋገጥ፣ የዜጎችንና የነዋሪዎችን ሰብአዊና ዲሞክራሲያዊ መብቶች ማክበርና ማስከበር፣ የሕዝብና መንግሥት መብቶችና ጥቅሞች ማስከበር፣ የሕግ የበላይነትን ማረጋገጥ፣ እንዲሁም ፈጣን፣ ፍትሐዊ፣ ወጭ ቆጣቢና ተደራሽ የፍትሕ አገልግሎት ለሁሉም መስጠት ነው።

2.8.5 Powers and duties of Justice Sector

According to Proclamation No.4 of 1995 (as amended), which defines the powers and duties of the executive organs of the Federal Democratic Republic of Ethiopia, the duties and responsibilities of the Ministry of Justice are the following

- Act as a chief advisor to the Federal Government on matters of law.
- Prosecute federal crimes before federal and state courts.
- Study the causes and methods of crimes and their prevention.
- Institute cases or intervene in proceedings before federal and regional courts, other judicial body's or arbitration tribunals, where the rights and interests of the public and of the Federal Government so require.
- Issue, supervise and revoke licenses of advocates practicing before federal courts.
- Provide legal education with a view to raising the public's legal consciousness.

2.8.6 Major Problems of the Justice System in Ethiopia

The system of justice in Ethiopia is generally characterized by delays in the dispensation of justice, lack of institutional capacity in law enforcement, court congestion. This creates obstacles in the promotion and protection of human and democratic rights, inefficiencies in law enforcement as well as in the administration of justice. These problems exist mainly because of shortage of adequately trained personnel and the lack of essential equipment and facilities at both federal and regional

levels. Programs designed to bring about a fair and efficient system of justice in the interest of the people have not fully lived up to expectations. The most critical problems are the following:

- Acute shortage of trained professionals and inadequate qualification of existing personnel.
- Lack of essential facilities in institutions of justice.
- Insufficiency and inability of institutions providing legal education to produce competent lawyers in desired numbers.
- Outdated and inefficient methods and procedures of the justice system in delivering justice.
- Inability of existing laws to fully cope with the constitution and the present state of affairs.
- Court congestion and delays.
- Obstacles in the promotion and protection of human and democratic rights.
- Inefficient system of law enforcement.

In general, the justice system is unnecessarily costly, complex and unpredictable. Dispositions of criminal cases are so protracted that rights granted by the constitution are not fully operational. In order to ameliorate the situation, the Government has been taking measures aimed at bringing about improvements in the administration of justice by making budgetary allocations from its meager resources. These include regular trainings, on-the-job and otherwise, of judges, prosecutors and other justice personnel on procedural and substantive laws of Ethiopia. The major laws of the country existing in the form of codes such as the penal code, the commercial code, the criminal procedure code and the family code have been revised in line with the federal constitution and the needs and aspirations of the people in the last three years. Several new laws such as the administrative procedure law, the notary public law, the stock exchange law, and law on civil registration system have been initiated.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. DESCRIPTION OF THE STUDY AREA

Amhara Sayint Woreda is one of the 24 woredasin south wollo Zone of the Amhara national regional states. The Woredaseat, Adjibar, is found about 189 kilometers away from Dessie. As per the Office of Finance and Economic Development (OFED) forecast of 2009 E.C, the Woredahad a population of 168,139 of who 84,171 are men and 83,968 women. From the total population, 9695(5.8%) are urban dwellers and 158,444 (94.2%) are rural dweller. The majority of the inhabitants Ethiopia Orthodox Christianity, with 99% of the population reporting that belief, and 1% were Muslim.

The major portion of the study area is 22.8 % weinhdega, 34.64% kola, 38.7% dega, 4.1% wurech. The study area is bordered on the South by the South Gonder zone at Semada woreda, on the west by the Mehale sayint woreda, on the North by the Leg ambo and mehale sayint woreda and on the East by Mekedela and Tentaworedas. There are different governmental and nongovernmental institutions in this woreda.

As described by the Woreda Government communication Affair report (2017), 70% is Gorges while the rest 13% and 17% are mountainous and plain respectively and Amhara Sayint Woreda is characterized by low and erratic rainfall with mean annual rainfall of 219.75 mm that ranges from 437-2.5 mm. The temperature varies from a minimum of 5°C to a maximum of 32°C annually and it has mean annual temperature of 22°C.

The Woreda occupies an area of 1,183.05 square kilometers, which is divided into 35 kebele administrations (1urban and 34 rural). Subsistence agriculture is the dominant economic activity that engaged about 85 percent of the population (OFED, 2009). Many kebeles were inaccessible and hence, expansion and development of social and economic services such accessibility of justice, health, education and water remained challenging. Only 25 percent of the population had access to justice (Amhara Sayint Woreda justice office report).

Amhara Sayint Woreda justice office have three core departments to implement the activities of office. Those are:

1. Amhara Sayint Woreda justice office Criminal file investigation, decision and litigation core process
2. Amhara Sayint Woreda justice office Process of protecting the rights and interests of the state and the public core process
3. Amhara Sayint Woreda justice office Registration and authentic core process

3.2. Research Design

To effectively handle the problem at hand the researcher would use mixed research approaches (qualitative and quantitative) were employed in the study. These approaches were done to create a better understanding of the research problem. Qualitative method were conducted on study the selected issues in depth and to assess attitudes, behaviors, and opinions of the respondents; whereas

quantitative method helps the researcher to study the selected issue in breath. Therefore, studying the issue in depth and breadth is providing a quality finding.

3.3. Research Method

The study adopts descriptive research method to identify the assessment of quality of service and organizational performance.

Descriptive research attempts to describe systematically a situation ,problem, phenomenon, service or program, or provides information about, say, living condition of a community, or describes attitudes towards an issue.

In this study descriptive analysis were chosen because of its simplicity and clarity to draw inferences, Averages, percentages, and tables were used for the analysis of the collected data.

3.4. The Population of the Study

In Amhara sayint woreda there are 29 public service sectors. From these sectors the researcher were purposively selected the one which is justice sectors. The reason to select justice office is because of this sector gives huge service and customers complain on the delivery of quality of service at the office. And the researcher tries to get solution on the gaps of service delivery. In Amhara sayint woreda there are 35 kebeles. Among 35 kebeles, 3 kebeles customers were selected purposively because the researcher cannot assess all kebeles due to limitation of time and money

The sampling frame of the study includes the public servants in the selected public sectors, the head officers, judges/prosecutor at the office.

3.5. Sampling Technique and Sampling Size Determination

The sampling frame contains 35 kebles which have 168,139 total population from those, 3 kebele customers were select. There are a total of 912 customers. From those customers the researcher selected a sample of 278 customers by using Yamane's formula.

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

Where n= sample size

N= total population size

e= acceptable level of error that is 5% (Yamane, 1967: Assefa Gidey, 2016)

To select the respondents the researcher employed purposive and simple random sampling technique to select customers in the sector. The purposive sampling were employed to address the individuals who have direct relation with the study, head officers, judges/prosecutor, while simple random sampling is employed to collect the data about quality of service from customers.

3.6. Source of Data

In this research, both primary and secondary data sources were used, the study utilized first hand information to assess perception of the respondent for the research question and published and unpublished working manuals, procedures, and performance report from secondary sources.

Primary data sources include information obtained from respondents by dispatching multi-response questionnaires, and conducting interviews.

Secondary data sources include different books and internet sources, annual sector oral reports of Amhara Sayintworeda justice, researches done by various sources, and different statistical reports.

3.7. Data gathering technique

To make the researcher effective, primary and secondary data were collected. Data were collected through instruments such as questionnaires, and interviews. Semi structured questionnaires were designed and disseminated to the sampled respondents. These questionnaires were first constructed in English and then translated into Amharic with similar meanings for better understanding. The interview was conducted with key informants. Semi structure questionnaires have been designed and administered.

3.8. Data Analysis and Interpretation

The collected data was analyzed using both the qualitative and quantitative analysis technique. The qualitative analysis employed with the help of open and selective coding of ideas, opinions and suggestion of the sample population. While the quantitative techniques used with the help of frequency and percentage to present, analyze and interpret figurative data. The quantitatively analyzed data was displayed by using tables and also the research used SPSS software and MS excel to analyze the collected data.

In order to obtain classification information particularly related to the main aims of the study, socio-economic and demographic information were collected to measure customers' expectations and perceptions of service-quality delivery, the SERVQUAL scale was used in the questionnaire.

3.9. Ethical Consideration

In this study, the researcher considered the rights of respondents and organizations as well as the ethical principles that have to be followed in conducting research. Generally, the researcher gives a great attention and respects to the dignity of respondents and organization without any preconditions. Hence, the study carried out in line with research ethics that mainly include providing adequate information and explanation to all participants about the research, its objectives, methodologies, actively and potential benefit to various bodies; ensure their right and promised to all participants in order to keep their anonymity and confidentiality of the personal information they give during the interview and the information they give were insured by using a code system to refer to the data of specific participants, and not personal names and finally the researches expected to aware that participants had the right to be informed of the research findings.

CHAPTER FOUR

4. RESULT AND DISCUSSION

4.1. INTRODUCTION

In this chapter the collected data were assessed, analyzed, presented and interpreted along with and pertaining to assess the quality of service delivery in Amhara sayint woreda justice office.

The first portion deals about the demographic characteristics of respondents which include sex, age, occupation, residential Area. Second portion about leaders, Judge/prosecutorby semi structured interview.

The results of quantitative data were examined and analyzed through Likert scale questionnaire by using SPSS (Statistical Program for the Social Sciences).version 20. The questionnaire for Likert scale was scaled 1, 2, 3, 4 and 5. 1 and 2 stands for strongly disagree and disagree respectively, 3 stands for undecided, 4 and 5 stands for agree and strongly agree and respectively for the items stated. The researchers used descriptive (Frequency and percentages) statistics.

The descriptive statistic was applied for the purpose to assess the perception, opinion and attitudes respondents towards on, and quality of service delivery in the study area.

4.2. Development of questionnaire items

In order to obtain classification information particularly related to the main aims of the study, socio-economic and demographic information were collected to measure customers' expectations and perceptions of service-quality delivery, the SERVQUAL scale was used in the questionnaire. This scale comprises 22 items divided into the five dimensions of tangibility, reliability, responsiveness, assurance and empathy. Each of the 22 items was measured in two ways, namely the expectations of customers concerning service quality and the perceived levels of service actually provided. (Parasuraman *et al*, 1985).

4.3 The Respondent Rate of Questionnaires

The respondents were current customers in the Amhara sayint woreda justice office. Out of a total of 278 questionnaires distributed to the respondents in the selective research sectors, 236 were collected which accounts about 85% was successful in the collection of the distributed data. Some of them returned incompletely. 236 questionnaires were useful for this study.

Interviews were conducted with total of 6 key respondents by Judge, /prosecutor, leaders of the sector were analyzed under the qualitative data analysis part of the study.

4.3.1. Demographic Characteristics of respondent

The research instrument related to the demographic information of residents of Amhara sayint worda justice office, including Sex, Age, Residential Area, Educational States and Occupation.

Table 3. Respondent's Age, Sex, Residential Area, Educational States and Occupation

| No | Item | Measure | No | percent |
|----|--------------------|------------------------------|-----|---------|
| 1 | Sex | Male | 150 | 63.6% |
| | | Female | 86 | 36.4% |
| | | Total | 236 | 100% |
| 2 | Age Group | 18-30 | 41 | 17.4% |
| | | 31-40 | 74 | 31.4% |
| | | 41-50 | 62 | 26.2% |
| | | 51 and above | 59 | 25% |
| | | Total | 236 | 100% |
| 3 | Educational States | Under diploma | 112 | 47.5% |
| | | Diploma | 43 | 18.1% |
| | | BSC/BA | 73 | 31% |
| | | Master | 8 | 3.4% |
| | | Total | 236 | 100% |
| 4 | Residential Area | urban | 74 | 31.4% |
| | | rural | 162 | 68.6% |
| | | Total | 236 | 100% |
| 5 | Occupation | Professional | 26 | 11% |
| | | Manager/Administrator | 29 | 12.3% |
| | | Professor/Teacher/Researcher | 18 | 7.5% |
| | | Proprietor | 17 | 7.2% |
| | | Self-employed | 12 | 5% |
| | | Student | 14 | 6% |
| | | Technician/Engineer | 7 | 3% |
| | | illiterate | 113 | 48% |
| | | Total | 236 | 100% |

(Source: Filed Survey 2018)

The background information of the respondents in Table 4.1 above indicated that, out of the 236 respondents of Amhara sayint worda justice office, 63.6% were male, only 36.4% were females. This shows that Mass of the customers are male than female.

More than 31.4% of the respondents were aged between than 31 and 40. About 26.2 percent were aged between 41 and 50, and 25% were aged above 51. 17.4% of them were aged between 18 and 30. This implies that from the total sample adult age groups were involved on justice service delivery.

In terms of educational status, as shown in item 3 of the above Table, was: 47.5% under diploma, 31% were BSC/BA, 18.1% diploma and 3.4% have masters. This data imply that a significant number of illiterate customers in Amhara sayint woreda justice office had. This might be one of the challenges for the organization in carrying out their customer service delivery activities successfully and customer does not know about the policies and strategies about justice.

Regarding the residential areas of the customers of Amhara sayint woreda justice office 68.6% were living in the rural areas. This shows that customers lost their time and money to reach justice office. Even if the justice office were clustered all kebeles to give service to the customers by revolving court, there is no service on time and cannot address all issues.

With regard to the customers' respondents' of Amhara sayint woreda justice office occupation, 48% have illiterate, 12.3% have manager or administrator, and 11percent have professional jobs, and 7.5% of teachers, 7.2% of proprietor, 6% of student, 5% of self-employed. 3% have following by technician or engineer. This implies that mass of Amhara sayint woreda justice office customer were illiterate and they cannot know about the policies and strategies about justice. This may alarm to the government officials who work for quality justice service delivery.

4.4 Customer expectations on service quality of Amhara sayint woreda justice office

Table 4. Customer expectations on all dimensions

| Customer expectations of service quality dimension | Mean | 1 | 2 | 3 | 4 | 5 | Total |
|--|------|----|-----|----|----|----|-------|
| Dimension 1: Reliability | | | | | | | |
| 1. Keep Promises to the customers | 2.89 | 22 | 80 | 29 | 61 | 44 | 236 |
| 2. Interest in solving when the problem is occurred | 3.40 | 58 | 83 | 21 | 46 | 28 | 236 |
| 3. Dependable in handling | 3.77 | 95 | 78 | 8 | 31 | 24 | 236 |
| 4. Providing service at the time they promise | 3.90 | 83 | 108 | 14 | 19 | 12 | 236 |
| Dimension 2: Responsiveness | | | | | | | |
| 5. Tell when service are performed to the customer | 2.49 | 31 | 38 | 11 | 87 | 69 | 236 |
| 6. Prompt service | 3.48 | 67 | 81 | 19 | 37 | 32 | 236 |
| 7. Quickly correct mistakes | 3.32 | 52 | 75 | 36 | 42 | 31 | 236 |
| 8. Never busy to respond the customer question | 2.45 | 29 | 36 | 18 | 82 | 71 | 236 |
| Dimension 3: Assurance | | | | | | | |
| 9. Trust for their customer | 2.77 | 42 | 52 | 13 | 68 | 61 | 236 |
| 10. Customers were Feel safe during the stay on the office | 2.72 | 36 | 47 | 25 | 70 | 58 | 236 |
| 11. Consistently courteous to customers | 2.82 | 41 | 50 | 25 | 65 | 55 | 236 |
| 12. personnels Knowledge about justice | 3.20 | 52 | 65 | 35 | 46 | 38 | 236 |
| 13. officers were Trained and experienced | 2.57 | 33 | 35 | 29 | 77 | 62 | 236 |
| 14. Answer customer question completely | 2.45 | 28 | 35 | 22 | 81 | 70 | 236 |
| Dimension 4: Empathy | | | | | | | |
| 15. Willing to handle special requests for the customers | 2.69 | 38 | 46 | 17 | 75 | 60 | 236 |
| 16. give Personal attention | 2.70 | 47 | 38 | 13 | 73 | 65 | 236 |
| 17. understand customer Best interest at heart | 3.45 | 65 | 80 | 18 | 42 | 31 | 236 |
| 18. Understand specific needs of customers | 3.19 | 51 | 69 | 27 | 51 | 38 | 236 |
| Dimension 5: Tangibility | | | | | | | |
| 19. justice office have Modern looking equipment | 3.28 | 57 | 68 | 30 | 45 | 36 | 236 |
| 20. Attractiveness of the physical facility of office to customers | 2.79 | 37 | 49 | 31 | 65 | 54 | 236 |
| 21. Neatness of personnel's appearance to customers | 2.79 | 57 | 45 | 33 | 61 | 40 | 236 |
| 22. Have visually appealing promotional materials | 3.48 | 77 | 62 | 28 | 36 | 33 | 236 |

Note: 1. strongly disagree 2. Disagree 3. Undecided 4. Agree 5. Strongly Agree

(Source: respondents Survey 2018)

Customer expectations on Reliability dimensions, on the above Table, the mean score of item 4 was higher than the other three items. There were 108 (48.8%) and 83 (35.2%) of the respondents who were close to disagree and “strongly disagree” in item 4. In item 4, according to its mean score, 3.90, the respondents strongly disagree justice staffs provided service at the time they promised to do, but still 14 (5.9%) of the respondents agreed it compared with 78 (33.1%) of the respondents’ disagreement. This shows that personnel’s were not loyal according to promised.

In item 1, the mean score was 2.89 on a scale from 1 to 5, so it meant most respondents thought they agreed justice staff did not what they promise to do by certain time. 80(33.9%) of the respondents indicated disagree. In item 2, the mean score was 3.40 and most respondents 83(35.2%) thought justice staffs showed not sincere interest in solving their problem when they indicated it. According to result of item 3, its mean score was 3.77. So, the respondents 95 (40.3%) thought Amhara sayinte worda justice office personnel’s agreed they were does not dependable in handling service problem. There were only 31(13.1%) of the respondents who agreed strongly that they were dependable.

On the item of responsiveness of service quality dimensions as shown in Table 2 in item 5, 87(36.9%) of the respondents agreed justice staffs told them when services would be performed and only 31 (13.6%) of them thought they did not tell them when services would be performed. According to item 6, about 81 (34.3%) they did not think they got prompt service from justice staffs and 37 (15.7%) of the respondents thought staffs gave them prompt service. When they were asked if justice staffs quickly corrected mistakes or not,75(31.8 percent) of them indicated that justice customers did not get quick correction of mistake. While only 42 (17.8%) quickly corrected them. In item 8, only 29 (12.3%) of the respondents thought they were too busy to respond to their requests in contrast of 82 (34.7) % of the respondents who agreed staffs were not busy to respond their requests.

On the assurance of service quality dimensions, in item 9, 68(28.8%) of the respondents agreed personnel’s were confident. 61 (25.3%) of them were close to “strongly agree” so that they could trust justice staffs. In item 10, 58(24.6%) of the respondent strongly agreed they felt safe when they stayed at the office, so total 128 (54.3%)of them agreed to feel safe. Only 36 (15.3) % of them indicated they did not feel safe. Also surprisingly in item 11, 65(27.5%)of the respondents strongly indicated justice staffs were consistently courteous with them during the stay. So, 120 (50.8%) of them agreed that justice staffs were consistently courteous with customers. In item 12 respondents respond amhara sayint worda justice office personnel’s were not well Knowledgeable about justice rather they give service by experience.

In addition, in item, 13 and 14, most of respondents tended to agree strongly that justice staffs were well trained and experienced, about justice to answer their requests completely. Their degrees of

agreements were 78 (33.1%), 81 (34.3%) respectively in comparison with less than 35 (14.8%) of disagreement of the respondents.

To evaluate empathy of service quality dimensions of Amhara sayint worda justice staffs, generally speaking, in item 15 and 16, justice staffs did better job compared with the other two items. The respondents thought justice staffs were willing to handle special requests and gave them personal attention. But in item 17 and 18, the respondents agreed staffs had not the best interests at heart and understood customer specific needs. Their mean scored higher than item 15 and 16.

The last items considered as Tangibility of service quality dimensions on the the Amhara sayint worda justice staffs. In item 22, its mean score was higher than other items. In item 22, there were 77(32.6 %)of the respondents who strongly disagree that staff’s have not visually appealing promotional materials compared that only 33 (14%)of them strongly thought their answer was positive. And also in item 19 most respondents 68(28.8%) thought justice staffs haven’t modern looking equipment. In item 20, 65 (27.5%) of the respondents agree the office are attractiveness of the physical facility to the customers. So, total 119 (50.4%) of them agreed office are attractiveness of the physical facility to the customers. In addition, in item 21, more than half of the respondents 118 (50%) seemed to strongly agree that justice staffs were Neatness of personnel’s and only less than 40 (16.9%) of the respondents thought they haven’t Neatness of personnel’s.

4.5 Customer perceptions on service quality of Amhara sayint worda justice office

According to Boshoff and Du Plessis (2009), perception is the process of receiving, organizing and assigning meaning to information or stimuli detected by a customer’s five senses. Brink and Berndt (2004) concur with this, stating that perception is the result of a number of observations by the customer. Theron *et al.* (2003),also customers’ perceptions of service quality is determined by their experiences with the service, as well as the expectations they bring to the service situation and their perception of the quality of the service received.

Table 3. Customer perceptions on Tangibility Dimension

| | Mean | 1 | 2 | 3 | 4 | 5 | Total |
|---|------|-----|-----|----|----|----|-------|
| 1. Amhara sayint worda justice office has modern looking equipment | 4.00 | 78 | 120 | 11 | 13 | 14 | 236 |
| 2. The physical facilities at the Amhara sayint worda justice office are attractive | 3.99 | 76 | 112 | 25 | 15 | 8 | 236 |
| 3. Personnel at the Amhara sayint worda justice office are neat in appearance | 3.80 | 70 | 109 | 16 | 22 | 19 | 236 |
| 4. Materials associated with the service (such as pamphlets or statements) are clear and attractive from the Amhara sayint worda justice office | 4.16 | 120 | 75 | 12 | 16 | 13 | 236 |

Note: 1. strongly disagree 2. Disagree 3. Undecided 4. Agree 5. Strongly Agree

(Source: respondents Survey 2018)

Tangibility provides physical representations or images of the service that customers, particularly new customers, will use to evaluate quality. On the above Table Customer perceptions on Tangibility Dimension the mean score of item 4 was higher than the other three items. There were 120 (50.8%) and 112 (47.9%) of the respondents who were close to disagree and in item 1 and 2. In item 4, according to its mean score, 4.16, the respondents strongly disagree Materials associated with the service (such as pamphlets or statements) are clear and attractive from the Amhara sayint woreda justice office, but 13 (5.5%) of the respondents agreed it. In item 3, the mean score was 3.99 on a scale from 1 to 5, so it meant most respondents thought they disagreed justice staff did not have physical facilities

This shows that customers cannot get the expected service on the tangible evidence that surrounds the justice office.

Table 4. Customer perceptions on Reliability Dimension

| | Mean | 1 | 2 | 3 | 4 | 5 | Total |
|---|------|-----|----|----|----|----|-------|
| 5. When the Amhara sayint woreda justice office promises to do something by a certain time they keep that promise | 4.19 | 124 | 74 | 11 | 15 | 12 | 236 |
| 6. When a customer has a problem, the Amhara sayint woreda justice office shows a sincere interest in solving it | 3.52 | 83 | 58 | 21 | 46 | 28 | 236 |
| 7. The Amhara sayint woreda justice officerability to perform the promised service dependably | 3.87 | 99 | 78 | 9 | 30 | 20 | 236 |
| 8. justice officer provides their services at the time they promised to do so | 4.24 | 128 | 73 | 10 | 14 | 11 | 236 |
| 9. The Amhara sayint woreda justice office have error-free records | 4.16 | 120 | 75 | 12 | 16 | 13 | 236 |

Note: 1. strongly disagree 2. Disagree 3. Undecided 4. Agree 5. Strongly Agree

(Source: respondents Survey 2018)

On the item of Customer perceptions on Reliability Dimension as shown in above Table in item 8, 128(54.2%) of the respondents said that strongly disagreed Amhara sayint woreda justice office provides their services at the time they promised to do so and 14 (5.9%) of them provides their services at the time they promised when services would be performed. Item 5, 124(52.2%) t When the Amhara sayint woreda justice office promises to do something by a certain time they don't keep that promise and 15 (6.4%) only implement. When they were asked if justice staffs error-free records or not, 120(50.8 percent) of them indicated that justice customers did not get error-free records .While only 16 (6.8%) were error-free records. In item 7, 99 (41.9%) The Amhara sayint woreda justice office not gets things right the first time.

Item 6 46 (19.5) only help a customer When a problem has occurred, and shows a sincere interest in solving it. On the item of reliability of service quality dimensions, Amhara sayint woreda justice office were not implement promises to do something by a certain time they keep that promise, when personnel's shows a customer a sincere interest in solving the problem, not provides their services at the time they promised to do so and were not error-free records. The organization delivers on its promises about service delivery, service provision and problem resolution was less.

Table 5. Customer perceptions on Responsiveness Dimension

| | Mean | 1 | 2 | 3 | 4 | 5 | Total |
|---|------|----|----|----|----|----|-------|
| 10. Personnel at the Amhara sayint woreda justice office tell customers exactly when services are performed | 2.50 | 34 | 37 | 11 | 86 | 68 | 236 |
| 11. Personnel's give customers prompt service | 3.55 | 81 | 67 | 19 | 37 | 32 | 236 |
| 12. Amhara sayint woreda justice officer are always willing to help customers | 2.47 | 31 | 38 | 11 | 87 | 69 | 236 |
| 13. Personnel at the Amhara sayint woreda justice office are never too busy to respond to customers' requests | 3.56 | 80 | 71 | 18 | 36 | 31 | 236 |

Note: 1. strongly disagree 2. Disagree 3. Undecided 4. Agree 5. Strongly Agree

(Source: respondents Survey 2018)

On the item of responsiveness customer service quality perception as shown in the above Table in item 12, 87(36.9%) of the respondents strongly agreed justice staffs are always willing to help customers and only 31 (13.6%) of them thought they did not help them when services would be performed. on item 11, about 81 (34.3%) they did not think they got prompt service from justice staffs and 37 (15.7%) of the respondents thought staffs gave them prompt service. In item 13, 80 (33.9%) of the respondents thought they were too busy to respond to their requests in contrary 36 (15.3) % of the respondents who agreed staffs were not busy to respond their requests. item 10 shows that 86(36.4%) Personnel at the Amhara sayint woreda justice office tell customers exactly when services are performed, while 37(15.7%) were disagree.

Table 6. Customer perceptions on Assurance Dimension

| | Mean | 1 | 2 | 3 | 4 | 5 | Total |
|---|------|----|----|----|----|----|-------|
| 14. The behavior of personnel at the Amhara sayint woreda justice office makes customers feel confident | 2.41 | 24 | 36 | 23 | 82 | 71 | 236 |
| 15. Customers of justice office feel safe in their dealings with the justice | 2.64 | 30 | 47 | 27 | 72 | 60 | 236 |
| 16. Personnel of Amhara sayint woreda justice office are consistently polite to customers | 2.83 | 50 | 54 | 26 | 65 | 41 | 236 |
| 17. Amhara sayint woreda justice officer have the knowledgeable to answer customers' questions | 3.20 | 52 | 65 | 35 | 46 | 38 | 236 |

Note: 1. strongly disagree 2. Disagree 3. Undecided 4. Agree 5. Strongly Agree

(Source: respondents Survey 2018)

In item 14, 82(34.7%) of the respondents agreed personnel's were confident. So that they could trust justice staffs. In item 15, 72(30.5%) of the respondent strongly agreed they felt safe when they stayed at the office. in item 16, 65(27.5%) of the respondents strongly agree indicated justice staffs were consistently courteous with them during the stay. In item 17 65(27.5) respondents said that Amhara sayint woreda justice office personnel's were not well Knowledgeable about justice rather they give service by experience.

On the assurance dimension of service quality perceptions Amhara sayint woreda justice employees' knowledgeable to answer customers' questions is minimal and its employees to inspire trust and confidence is good.

Table 7. Customer perceptions on Empathy Dimension

| | Mean | 1 | 2 | 3 | 4 | 5 | Total |
|---|------|----|----|----|----|----|-------|
| 18. Amhara sayint woreda justice office gives customers individual attention. | 2.70 | 47 | 38 | 13 | 73 | 65 | 236 |
| 19. justice officer have operating hours convenient to all their customers | 3.36 | 57 | 82 | 20 | 44 | 33 | 236 |
| 20.The Amhara sayint woreda justice office have staff members who give customers personal attention | 3.35 | 72 | 56 | 25 | 48 | 35 | 236 |
| 21. Personnel's Amhara sayint woreda justice office has the customers' best interests at heart. | 2.72 | 38 | 42 | 31 | 65 | 60 | 236 |
| 22.Amhara sayint woreda justice officer understand the specific needs of their customers | 3.47 | 76 | 61 | 29 | 37 | 33 | 236 |

Note: 1. strongly disagree 2. Disagree 3. Undecided 4. Agree 5. Strongly Agree

(Source: respondents Survey 2018)

Empathy is the caring and individualized attention that the organization provides its customers.

In item 22, there were 76(32.6 %) of the respondents who strongly disagree that staff's answer was not positive compared that only 33 (14%) of them strongly thought their answer was positive. And in item 19 most respondents 82 (34.7%) said that justice staffs have not operating hours convenient to all their customers. In item 20, 72 (30.5%) of the respondents agree that staff members who give customers personal attention. In addition, in item 21, more than half of the respondent strongly agrees that justice staffs were willing to understand customers' best interests at heart.

Table 8.SERVQUAL Gap Score

| Dimension | Expectations | | Perceptions | | Gap = Perception minus Expectation |
|----------------|--------------|-----------|-------------|-----------|------------------------------------|
| | Mean | Std. Dev. | Mean | Std. Dev. | |
| Tangibles | 3.085 | 1.338 | 3.9875 | 1.0845 | 0.9025 |
| Reliability | 2.902 | 1.4022 | 3.996 | 1.2258 | 1.094 |
| Responsiveness | 2.8275 | 1.412 | 3.02 | 1.42025 | - 0.1925 |
| Assurance | 2.756 | 1.4295 | 2.896 | 1.38825 | - 0.14 |
| Empathy | 3.225 | 1.4198 | 3.085 | 1.4454 | - 0.14 |

(Source: respondents Survey 2018)

In examining the different gaps between expectations and perceptions of the customer concerning service quality provided by Amhara sayint woreda justice office, the five dimensions of service quality were examined and illustrated in the above Table in terms of the differences between the dimensions' gaps by subtracting from customer perception from customer expectation scores.

On the above Table the gap score of tangibility and reliability dimension were 0.9025 and 1.094 respectively implies that Amhara sayint woreda justice office customers were dilated to the organizational service. Whereas Responsiveness, Assurance and Empathy dimension customer are dissatisfied by the justice office service delivery. In order to determine whether the identified differences were positively significance or negative significance, an independent sample t-test was conducted.

There is enough evidence to say that perception of customers with respect to tangibility and reliability dimension were positively recorded this shows that there is appositve significance while on the responsiveness, assurance and empathy dimension significant difference is negative in the means between expectations and perceptions.

Table.9. Overall Customer Satisfaction of Amhara sayint woreda justice office

| Item | Mean | 1 | 2 | 3 | 4 | 5 | Total |
|---|------|-----|----|----|----|----|-------|
| 1. justice office service meets expectation of customer | 3.43 | 61 | 79 | 29 | 35 | 32 | 236 |
| 2. Customers were Satisfied with staying | 3.10 | 64 | 71 | 26 | 44 | 31 | 236 |
| 3. Recommend justice service to other friends | 2.49 | 32 | 35 | 29 | 61 | 79 | 236 |
| 4. Willing to stay again to the justice office | 2.63 | 38 | 46 | 17 | 60 | 75 | 236 |
| | Yes | No | | | | | |
| 5. I experienced problem | 61% | 39% | | | | | |
| 6. Problem resolved satisfactorily | 46% | 54% | | | | | |

(Source: respondents Survey 2018)

As shown in Table 9, these items were to assess overall satisfaction of service quality of the Amhara sayint woreda justice sector. The most respondents had marked on item 1 and 2 the justice sector service did not met customers expectation 79(33.5%), were not satisfied with staying at the office 71(29.7%), were willing to stay at office again 75 (31.8%), and would recommend to friends or associates 79 (33.5%). However, to pursue 100 % of high quality service in justice sector, overall satisfaction levels have to be end up level of satisfaction. Therefore, the management has to consider improving its service and increasing overall satisfaction scores.

They were asked to indicate whether they had experienced problem with justice office and whether the problem resolved satisfactorily.144 (61%) of the respondents had experienced the problem during their stay and 92(39%) of them indicated that there was no problem experienced during the stay and also, 109(46%) of the respondents indicated the problem resolved satisfactorily. But127 (54%) of them said the problem was not solved satisfactorily. This shows that Amhara sayint woreda justice officers have not resolved the problem of their customers.

4.6 Strength and weakness of Amhara sayint woreda justice office as customer respondents

Generally Amhara sayint woreda justice office customer stated strong and weak side of quality of service delivery in the office.

According to respondents' response personnel's of Amhara sayint woreda justice office has the following strengths in building the trust of the public by giving quality of service-delivery to the customers:

Initiation of to respect the government rules and regulation, giving special service for women and children, to remove un wanted traditional practice and to avoid under age marriage, discussion on

quality circle, caution taken to ensure their work is not in any way contrary to or belittles the culture, religion or sentiments of others and manner of treating both genders equally.

On contrary Amhara sayint woreda justice office has the following weaknesses in building public trust and giving quality of service-delivery to the customers:

Carelessness of personnel's towards government accuser, lack of efficiency and capacity portrayed in discriminatory treatment based on economic status or any other condition, while conducting a proceeding not free from bias/discrimination ,lack of effort made to resolve the case in due time and to describe the proceedings to court users, they do not explaining any delay or inconvenience in a polite manner, lack opportunity and time given to explain one's case Depth of understanding about the case , lack of attention and care in analyzing evidence and lack of clarity of order/ decision given by the judge/ prosecutor and lack of respect they show to customers.

Table 10. Demographic characteristics of Interviewee

| no | Code | Sex | Age | Level of education | Work experience in years | Current Position |
|----|------|--------|-------|--------------------|--------------------------|---|
| 1 | 01 | Male | 41-50 | Degree | 16 | Head of the justice sector |
| 2 | 02 | Female | 41-50 | Degree | 17 | Process of protecting the rights and interests of the state and the public core process owner |
| 3 | 03 | Male | 18-30 | Degree | 3 | Criminal file investigation, decision and litigation core process owner |
| 4 | 04 | Male | 18-30 | Degree | 12 | Registration and authentic core process owner |
| 5 | 05 | Male | 31-40 | Degree | 11 | Head of the court |
| 6 | 06 | Male | 41-50 | Degree | 14 | Judge s of the court |

(Source: Filed Survey 2018)

Basically the interviewee part of the study consists of 2 organization leaders and 4 group leaders of Judge/prosecutor were purposefully selected by the researcher in order to address the main research objectives for the sake of achieving the goal of the study. To analyze the findings of the study based on the information provided by the participants, they were coded and categorized by the researcher. The totally interviewee were 5 men and 1 woman who is organizational leaders and Judge/prosecutor at the office of the sectors.

Thus to assess and analyze the quality of service delivery in Amhara sayint woreda justice office, six organized open-ended questionnaires with sub-questions were asked to all of them. The responses of the participants were recorded in pad notes and analyzed through categorizing based on the objective of the research.

4.7. Factor of customers' compliance on service delivery in Amhara sayint woreda justice office as interviewee response

Customers' compliance on service delivery is a big loss for the organization as well as the government. On top of that it has a negative impact on service delivered and organizational performance. Regarding the data gathered through detailed interview from sector leaders and personnel's of Amhara sayint woreda justice office they spoke in a similar language as customers' compliance on service delivery in the current situation Amhara sayint woreda justice office is a very rooted serious problem. These are:-

Land concern questions judge /prosecutors cannot give real decisions which concerns to whom and can investigate the grievance of the people ,there is high false evidence in the justice sectors, judges /prospectors give service for their relatives and friendly, delay of documents which transfer from police office to justice sectors, there is no clear investigation on cases on Human or documents evidence cannot investigate perfectly, lack of punctuality, turnover of judges /prosecutors, no equal benefit among the personnel's except the judges/prosecutors, Personnel's are not Integrity, Responsiveness, Confidentiality and Fairness to customers.

4.8. Amhara sayint woreda justice office Personnel response about the Challenges of quality of service delivery to customers

According to the response of interviewee there are so many challenges to implement quality of service delivery in Amhara sayint woreda justice office.

Access to justice is one of the rights delineated in the 1995 Constitution. "Everyone has the right to bring a justifiable matter to, and to obtain a decision or judgment by, a court of law or any other competent body with judicial power." Equality and equal protection under the law is also guaranteed, and discrimination is prohibited "on grounds of race, nation, nationality, or other social origin, color, sex, language, religion, political or other opinion, property, birth or other status."

Courts/justice office now exist in most districts (woredas), but these are still far from where much of the rural population lives, and a person may have to leave his or her fields and walk for several days to reach the closest justice office. Very few courts/ justice office have the resources or ability to operate on circuits, and therefore cannot effectively move closer to the populations they serve. Attitudes in the justice office /courts towards assistance to the public can be poor. Language barriers can often be a problem, and interpreters may not be available. Prosecutors/ Judges, who have little or no formal legal training, or even copies of laws, are less likely to apply correct legal standards with consistency, which leads to arbitrariness, unfairness, unpredictable results, and undermines

credibility and confidence in the official justice system. Many of the above problems are more severe in Amhara sayint woreda justice office.

As discussed above, even member of the legal profession have difficulties accessing relevant laws, regulations and information. There is little evidence of dissemination of information to the general community about their rights and responsibilities under the formal legal system. Large segments of the population are completely unaware of the existence or the nature of laws, legal rights, the official legal system, or courts, and there are few effective methods to create and build awareness, or provide legal services or advice. Literacy rates are low and media coverage is poor, which hinders education and informational campaigns. Even where awareness exists, the public has little confidence in the justice.

In general challenges to implement quality of service delivery in Amhara sayint woreda justice office according to the interviewee were: The budget is low to facilitate the revolving court which addresses for all kebele customers. So the customers are lost their time and budget unwontedly, there is no free education opportunity to the personnel. So the personnel's has not motivation for their work. Among the personnel's there is no equal knowledge /knowhow on analysis of cases. So the customers are not loyal for them. Lack of Readiness for change/ there are some judges or prosecutors who they are living on many times on the office. There is false evidence on cases; there is high justice cajoler/intermediary, and corruption, bribe among the personnel's, lack of administrative leadership, no vigilance education for all citizens ,lack of penal discussion for all citizens which concern justice and lack of sophisticated /technological materials on the sectors.

4.9. Quality of service delivery gaps in Amhara sayint woreda justice office according to the interviewee response.

Through detailed interview from sector leaders and personnel's of Amhara sayint woreda justice office Quality of service delivery gaps are: officers cannot differentiated the customers petition on which one is solve the problem or not, no transport service to address the customers especially rural area, cannot perform BPR standards. The personnel's cannot create awareness to the society on the basis of vigilances law education, lack of budget & trained human resource ,they can't give the lasting solution on government accusal /carelessness of personals towards government accuser/, lacks of giving continues solution on malefactors up to end/inadequate citizen participation on malefactors, lack clear investigation on document &human evidences to give quality customer service ,lack of Rapid and equitable judicial decisions/ consuming time on one cases, customers they do not know about Independence , Transparency and accountability on justice arenas, lack of coordination between justice sectors like police ,court, administration and security office, there is no willingness of judges/prosecutor on offender and defenders mediation & arbitrations on their disagreements of cases.

Chapter Five

Conclusion and Recommendation

5.1 Conclusion

The main purpose of this study is to assess service quality delivery and customer satisfaction using SERVQUAL model. And also factors hindering customer satisfaction at Amhara Sayint Woreda justice office.

Regarding the expectations and “ perceptions of service-quality delivery by the Amhara sayint worda justice office delivering quality service is essential for the success and survival and, therefore, justice need to take steps to improve the service quality they provide to their customers. The five dimensions of service quality, namely tangibility, reliability, responsiveness, assurance and empathy are the key drivers of service quality offered to customers. But these dimensions were not implementing by Amhara sayint worda justice office as respondents response.

In light of these dimensions in the overall sample, the following conclusion was drawn.

- On the Tangibility dimension the customers’ expectations, ranked the highest expected dimension compared to the other dimensions. From the customers’ perceptions, Tangibility ranked the second. When we subtract customer perception from expectation mean the gap is positive. This shows that customers gate the expected service from justice office.
- From the customers’ expectations, empathy ranked the second highest expected dimension compared to the other dimensions, indicating high expectations. From the customers’ perceptions, empathy ranked the third highest perception score, resulting in it being perceived as a negative gap in the needs of customers.
- The customers’ expectations, regarding to Reliability ranked the third highest expected dimension compared to the other dimensions. From the customers’ perceptions, Reliability ranked the first highest scores, resulting in it being perceived as positive gap in the needs of customers.
- The fourth dimension pertaining to justice service delivery on customer expectation and perception is responsiveness resulting it perceived as negative gap in the needs of customers.
- Customers’ expectations, on assurance ranked the lowest expected dimension compared to the other dimensions. From the customers’ perceptions, also ranked the least, perception scores resulting in this dimension perceived as negative.
- In order to determine whether the identified differences were positively significance or negative significance, an independent sample t-test was conducted. There is enough evidence to say that perception of customers with respect to tangibility and reliability dimension were positively recorded this shows that there is appositive significance while on the responsiveness, assurance and empathy dimension significant difference is negative in the means between expectations and perceptions

- Based on the study, that have been conducted on interviewee conclude that factors of customer's compliance on service delivery at Amhara sayint woreda justice office were: land concern grievance, high false evidence in the justice sectors, biasness among the personnel's of the office, lack of clear investigation on cases, personnel's of the justice office are not punctual, lack of trained and experienced judges /prosecutors, no equal benefits among the personnel's except the judges/prosecutors and personnel's are not integrity , confidentiality and fairness.
- The study also discovered that service quality gaps exist those are delivered by Amhara sayint woreda justice office were: cannot differentiated the customers petition on which one is solve the problem or not, lack of transport service to address all kebeles', lack of vigilances law education, carelessness of personals towards government accuser, lack clear investigation on document & human evidences, have not revolving court to address customers service around their area, customers they do not know about Independence, Transparency and accountability on justice arenas, lack of coordination between justice sectors like police ,court, administration and security office, and there is no willingness of judges/prosecutor on offender and defenders mediation & arbitrations on their disagreements of cases. This creates revenge among the society.

5.2 Recommendation

The following recommendations are based on the literature review of service quality together with a statistical analysis of the feedback received from the customers of the Amhara sayint woreda justice office and interviewee. These recommendations represent the customers' expectations and perceptions of the quality of services delivered, as well as the service quality gaps identified between customers' expectations and perceptions.

- In order to increase customer satisfaction on the Responsiveness dimensions: Amhara sayint woreda justice office should focus on continuous management and leadership training for management team, on-going staff training and motivation, improved up-ward communication, up-to-date and modern electronic technology, and employing qualified personnel who are willing to help, tell when service is performed, Prompt service, Quickly correct mistakes and never busy to respond customer service.
- On the Assurance dimensions: Amhara sayint woreda justice office: should implementing various strategies, such as employing the right people in the right positions, developing and continuously providing staff training and motivation, providing personalized and courteous service, improving service recovery, knowledge about justice and well trained and experienced personnel's as well as answer questions towards the needs of customers.
- Amhara sayint woreda justice officers in order to create customer satisfaction on the dimensions Empathy: focus on implementing various strategies such as providing individual customer attention, providing personalized and courteous service, being sensitive towards customers needs, employing qualified personnel who are empathetic, providing continuous staff training and motivation, and having convenient operating hours and willing to handle special request.
- Amhara sayint woreda justice office should conduct ongoing research on service quality and customer satisfaction to understand the changing customers satisfaction levels against offerings on what should be done and what strategies to be implemented in order to achieve customer satisfaction goals.
- Amhara sayint woreda justice office should provide more trainings about service quality to customer serving staffs for more understanding of the offering as this has direct impact to customers expectations
- In order to satisfy the public intense of rendering quality service, it is essential to have skilled and changed management and employee. Short and long-term trainings had been provided in the justice sectors, at all level. As giving quality justice to customers is the main service of the sector, to enhance the performance capacity of employees, training on the principles of the constitution and good governance had been provided.

- Without a credible and competent justice bench to apply and administer laws, establishment of the rule of law will remain unattainable. This is a critical and core problem underlying the entire legal and justice system. The resolution of other problems in the legal and justice sector will require serious improvements in this area.
- Prosecutors/Judges need to be better-qualified through legal education, training, and experience. Training programs should incorporate theory and practical applications.
- To enable citizens refrain from various criminal and illegal activities through creating awareness of the legal aspect, to enable them exercise the human and democratic rights stated under the constitution and to enable them contribute so as to ensure the prevalence of the rule of law, it is essential to develop the community's knowledge or consciousness in law through providing legal education in various ways. The sector have given legal education related to the day to day life situation of the society on issues such as harmful practices of the culture, violence against women and children, Juvenile offenders, rape, maintaining and preventing human rights and etc.
- A Prosecutors/Judges service is better to be independent, impartial, fair and effective, and be accountable for its actions and decisions.
- Amhara sayint woreda justice officers needs to evaluate the level of their service quality by adopting the public opinion view and to improve and develop training program as the result derived by the assessment to give better service to customers.

5.3 Suggestions for Further Research

Further research should be carried out in order to enhance the understanding of the concepts of service quality and customer satisfaction, how they are measured because they are very important for service organizations in terms of profitability and growth. A similar study could be conducted with a larger sample size so that results could be generalized to a larger population. Because of time and resource constraints the study focuses on only the quality of service delivery of the case studies in Amhara sayint woreda justice office only, future research should be undertaken on other service sectors customer satisfaction and service quality improvement. Therefore, further research involving an in-depth analysis of the reasons why customer expectations and perceptions differ.

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Appendix.1 Cover Letter

Debre Birhan University
Business and Economics
MBA program
April2010E.c

Dear Respondents

I am conducting a research project as part of the requirements for completing my thesis on: Master of Business Administration.

The purpose of this thesis project is an Assessment of quality of service delivery a Case Study in Amhara Sayint Woreda justice office.

It would be greatly appreciated if you could assist me by completing the attached questionnaire. Completion of the questionnaire should be done anonymously to ensure the objectiveness of the results.

After completion of the questionnaire, please give it back to the fieldworker. I guarantee that the responses will remain confidential and will only be used for the purpose of this study.

Your assistance and contribution will be highly appreciated.

Yours faithfully

AndargeEshetie

Instructions

- Do not write your name on the questionnaire
- Please answer the whole questions

Section A: Demographical information

Please mark each question with a cross (√).

1. Sex Male (). Female ().
2. Age A) 18-30(). B) 31-40(). C) 41-50(). D) 51 and above ().
3. Residential Area: urban ().rural ().
4. Occupation: Professional ().Manager/Administrator ().Professor/Teacher/Researcher ().Proprietor ().Self-employed ().Student ().Technician/Engineer (). Private Business person ().Factory worker().Other().

Please mark each question with a cross (√).

B. Based on your experiences as a customer of Amhara sayint woreda justice office, please **indicate your expectations** of service quality and service delivery by indicating whether you agree or disagree with each of the following statements. There are no rights or wrong answers, just your opinion as to what would make an excellent service-quality

| s.no | | Strongly Disagree 1 | Disagree 2 | 'undecided 3 | Agree 4 | 5 Strongly Agree |
|------|---|---------------------------|---------------|-----------------|------------|------------------------|
| | Section I: Service Quality Survey | | | | | |
| 1 | When they promise to do something by certain time, they do so | | | | | |
| 2 | When I have a problem, they show a sincere interest in solving it | | | | | |
| 3 | They are dependable in handling service problems | | | | | |
| 4 | They provide their services at the time they promise to do so | | | | | |
| 5 | They tell me exactly when services will be performed | | | | | |
| 6 | They give me prompt service. | | | | | |
| 7 | They quickly correct mistakes | | | | | |
| 8 | They are never too busy to respond to my requests | | | | | |
| 9 | They are confident, so I can trust them | | | | | |
| 10 | I feel safe during the stay | | | | | |
| 11 | They are consistently courteous with me | | | | | |
| 12 | They have the knowledge about justice area to answer my questions | | | | | |
| 13 | They are well trained and experienced | | | | | |
| 14 | They can answer my questions completely | | | | | |
| 15 | They are willing to handle special requests | | | | | |
| 16 | They give me personal attention | | | | | |
| 17 | They have my best interests at heart | | | | | |
| 18 | They understand my specific needs | | | | | |
| 19 | They talk to me in a pleasant way | | | | | |
| 20 | Whenever they see me, they smile and greet me | | | | | |
| 21 | They are willing to help me | | | | | |
| 22 | Their answer is positive | | | | | |
| | Section II: customer Satisfaction survey | | | | | |
| 23 | Justice office service meets my expectations | | | | | |
| 24 | I am satisfied with staying at this office | | | | | |
| 25 | I will recommend this justice office service to | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| | my friends an/or associates | | | | | |
| 26 | I am willing to stay at this office again | | | | | |
| 27 | I experienced problems with this office <input type="checkbox"/> Yes <input type="checkbox"/> No | | | | | |
| 28 | My problem resolved satisfactorily <input type="checkbox"/> Yes <input type="checkbox"/> No | | | | | |

Section C: Perceptions of the service-quality delivery at Amhara sayint woreda justice office

Please mark each question with a cross (√).

The following set of statements relate to your perceptions about the Amhara sayint woreda justice office

Based on your experiences as a customer of Amhara sayint woreda justice office, please indicate your feelings or perceptions of service quality and service delivery by indicating whether you agree or disagree with each of the following statements

| | | Strongly Disagree 1 | Disagree 2 | 'undecided 3 | Agree 4 | 5 Strongly Agree |
|---|---|------------------------|---------------|-----------------|------------|------------------|
| 1 | The Amhara sayint woreda justice office has modern looking equipment | | | | | |
| 2 | The physical facilities at the Amhara sayint woreda justice office are attractive | | | | | |
| 3 | Personnel at the Amhara sayint woreda justice office are neat in appearance | | | | | |
| 4 | Materials associated with the service (such as pamphlets or statements) are clear and attractive from the Amhara sayint woreda justice office | | | | | |
| 5 | When the Amhara sayint woreda justice office promises to do something by a certain time they keep that promise | | | | | |
| 6 | When a customer has a problem, the Amhara sayint woreda justice office shows a sincere interest in solving it | | | | | |
| 7 | The Amhara sayint woreda justice office gets things right the first time | | | | | |
| 8 | The Amhara sayint woreda justice office provides their services at the | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| | time they promised to do so | | | | | |
| 9 | The Amhara sayint woreda justice office have error-free records | | | | | |
| 10 | Personnel at the Amhara sayint woreda justice office tell customers exactly when services are performed | | | | | |
| 11 | Personnel at the Amhara sayint woreda justice office give customers prompt service | | | | | |
| 12 | Personnel at the Amhara sayint woreda justice office are always willing to help customers | | | | | |
| 13 | Personnel at the Amhara sayint woreda justice office are never too busy to respond to customers' requests | | | | | |
| 14 | The behaviour of personnel at the Amhara sayint woreda justice office makes customers feel confident | | | | | |
| 15 | Customers of the Amhara sayint woreda justice office feel safe in their dealings with the justice | | | | | |
| 16 | Personnel at the Amhara sayint woreda justice office are consistently polite to customers | | | | | |
| 17 | Personnel at the Amhara sayint woreda justice office have the knowledgeable to answer customers' questions | | | | | |
| 18 | The Amhara sayint woreda justice office gives customers individual attention. | | | | | |
| 19 | The Amhara sayint woreda justice office have operating hours convenient to all their customers | | | | | |
| 20 | The Amhara sayint woreda justice office have staff members who give | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| | customers personal attention | | | | | |
| 21 | The Amhara sayint woreda justice office have the customers'' best interests at heart. | | | | | |
| 22 | Personnel at the Amhara sayint woreda justice office understand the specific needs of their customers | | | | | |

23. In general, Judge/prosecutor has the following strengths in building the trust of the public by giving quality of service-delivery at Amhara sayint woreda justice office

The following weaknesses in building public trust are also observed by giving quality of service-delivery at Amhara sayint woreda justice office-----

Interview questions

1. What are the factors of customer's compliance on service delivery?
2. What are the challenges you face in relation to quality of service-delivery at your justice office
3. What are the customers'' expectations of service-quality delivery at justice office?
4. What are the customers'' perceptions of service-quality delivery by the justice office?
5. What service quality gaps exist those are delivered by Amhara sayint woreda justice office?
6. What are the techniques your office use to solve problems on quality of service-delivery at your justice office.

THANK YOU!

በደብረ ብርሀን ዩኒቨርሲቲ በቢዝነስ አስተዳደር ነፍግራም የ2ኛ ድግሪ መረሃ ግብር

መጠይቅ1. በአምሐራ ሳይንት ወረዳ ፍትህ ጽ/ቤት ቀልጣፋና ጥራት ያለው የአገልግሎት አሰጣጥ በተመለከተ የሚዳስስ ጥናትና ምርመር ጽሁፍ መረጃ ለመሰብሰብ የተዘጋጀ መጠይቅ።

በመጀመሪያ ስለትብብርዎ በጣም እናመሰግናና። ይህ መጠይቅ በ2ኛ ድግሪ ማሙያ ጽሁፍነት በአምሐራ ሳይንት ወረዳ ፍትህ ጽ/ቤት ቀልጣፋና ጥራት ያለው የአገልግሎት አሰጣጥ በሚል ርዕስ ለሚሰራ የጥናትና ምርመር ጽሁፍ የሚረዳ መረጃ ለመሰብሰብ የተዘጋጀ ነው። በመሆኑም የጥናቱ ውጤት በፍትህ ጽ/ቤት ቀልጣፋና ጥራት ያለው የአገልግሎት አሰጣጥ ችግሮችን በመለየትና መንግስት የአገልግሎት አሰጣጥን ውጤታማነት ለማሳደግ የሚያስፈልጉት ተግባራት እጋዥ የሚሆኑ የመፍትሄ ሃሳቦችን ለማቅረብ ነው። በመሆኑም ለጥናትና ምርመር ስራው ውጤታማነት ይረዳ ዘንድ የእርስዎ ቀናና ትክክለኛ ምላሽ ከሁሉም የበለጠ ድርሻ አለው። በመሆኑም በመሉ ተነሳሽነት ስሜት መጠይቁን አንዲሞሉ እየጠየኩ ለትብብርዎ በቅድሚያ ምስጋናየን እያቀረብኩ የሚሰጡኝ መረጃ ለትምህርት ተግባር ብቻ የሚውልና ሚስጥራዊ መሆኑን እገልጻለሁ።

መመሪያዎች

1. መጠይቁ ላይ ስምዎን እንዳይፅፋ
2. እባክዎን ሁለንም ጥያቄዎች ይመልሱ
3. ምርጫዎን በተመለከተ ትክክል ነው ያለትን መልስ ያስቀምጡ።

ሀ. መሰረታዊ መረጃ

1. ያታ ሀ. ወንድ () .ሊ.ሴት() .
2. እድሜ ሀ. 18-30 () . ለ. 31-40() . ሐ. 41-50() . መ. 51 ና በላይ () .
3. የትምህርት ደረጃ ሀ. ከዲፕሎማ በታች () .ሊ. ዲፕሎማ () . ሐ. ዲግሪ () .መ. ማስተር () .
4. የመኖሪያ አካባቢ ሀ. ከተማ() .ሊ. ገጠር() .
- 5 .ስራ ሀ.ባለሙያ () .ሊ. ሀላፊ () .ሐ. መምህር/ ተመራማሪ() . መ.ባለሀብት() . ሠ. የግል ስራ () . ረ .ተማሪ ሸ.ቴክኒሻን/ኢንጅነር () .ቀ. አ/አደር() .

ለ. የአምሐራ ሳይንት ወረዳ ፍትህ ጽ/ቤት ለተገልጋዮች ቀልጣፋና ጥራት ያለው አገልግሎት ከመስጠት አኳያ አርስዎ ለተቋሙ ያለውትንን ግምት/አስተያየት ከሚከተሉት አማራጮች ውስጥ ይገልጻል የሚሉትን ያስቀምጡ።

| ተ.ቁ | ክፍል 1: ተቋሙ ጥራት ያለው አገልግሎት ከመስጠት አኳያ | በጣም አልሰማም | አልሰማም | ለመወሰን እቸገራለሁ | እሰማለሁ | በጣም እሰማለሁ |
|-----|---|-----------|-------|--------------|-------|-----------|
| 1 | ቃል በገቡት መሰረት ፈጣን ምላሽ ይሰጣሉ | | | | | |
| 2 | ችግር በገጠመኝ ጊዜ ከልባቸው ችግራን በመረዳት ለመፍታት ጥረት ያደርጋሉ | | | | | |
| 3 | የአገልግሎት አሰጣጥ ችግር ሲገጥም በታማኝነት ይፈታሉ | | | | | |
| 4 | ለደንበኞች አገልግሎት የሚሰጡት በተፈለገው ስአትና በስታንዳርዱ መሰረት ነው | | | | | |
| 5 | ደንበኞች ችግር ሲገጣማቸው አገልግሎት እንደት እንደማገኝ ትክክለኛውን መረጃ | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| | ይሰጣሉ | | | | | |
| 6 | እኔ በሄድኩበት ሰአት ፈጣን አገልግሎት አግኝቻለሁ | | | | | |
| 7 | ችግሮች ሲፈጠሩ ወዳውኑ ያስተካክላሉ | | | | | |
| 8 | በአክብሮት ለተጠየቁት ነገር ምላሽ ለመስጠት ጊዜ አይፈጅባቸውም | | | | | |
| 9 | ታማኝ በመሆናቸው እኔም በእነሱ ላይ እምነት አለኝ | | | | | |
| 10 | በቆየሁበት/በሄድኩበት ሰአት የሚሰማኝ ነገር አግኝቻለሁ | | | | | |
| 11 | ለእኔ በተከታታይ የትህትና ተግባር አሳይተውኛል | | | | | |
| 12 | በፍትህ ዙሪያ ላነሳኝቸው ጥያቄዎች መልስ ለመስጠት ሙሉ እውቀት አላቸው | | | | | |
| 13 | ባለሙያዎቼ/ሀላፊዎቼ በተገቢው የሰለጠኑና የሥራ ልምድ ያካበቱ ናቸው | | | | | |
| 14 | ለጠየኩቸው ጥያቄዎች ሙሉ በሙሉ ለመመለስ ይችላሉ | | | | | |
| 15 | በልዩ ሁኔታ በክብሮት ለተጠየቁት ነገር መልስ ለመስጠት ፈቃደኛ ነቸው | | | | | |
| 16 | ለራሴ ጉዳይ በሄድኩበት ሰአት አተኩሮት በመስጠት አስተናግደውኛል | | | | | |
| 17 | ለደንበኞች ክልባቸው ያለውን ነገር በተገቢው ያስረዳሉ | | | | | |
| 18 | እያንዳንዱን የምፈልገውን ነገር ይረዱኛል | | | | | |
| 19 | ከእኔ ጋር ያለውን ነገር በትህትና ያወራሉ | | | | | |
| 20 | እኔን ባዩኝ ጊዜ በፈገግታ ሰላምታ ይሰጡኛል | | | | | |
| 21 | እኔን ለመረዳት ፈቃደኛ ናቸው | | | | | |
| 22 | የሚሰጡት መልስ ወንታዊ ነው | | | | | |
| | ክፍል 2: ደንበኛን ከማርካት አኳያ ተቋሙ ያለበት ሁኔታ | | | | | |
| 23 | በፍትህ ጽ/ቤቱ የምፈልገውን አገልግሎት አግኝቻለሁ | | | | | |
| 24 | በቢሮው በቆየሁበት ወቅት እርካታን አግኝቻለሁ | | | | | |
| 25 | የፍትህ ጽ/ቤቱን አገልግሎት አሰጣጥ ለሚመለከታቸው አካላት አስተያየት እሰጣለሁ | | | | | |
| 26 | በዚህ ተቋም ዳግም ደንበኛ ሆኖ ለመምጣት ፈቃደኛ ነኝ | | | | | |
| 27 | በፍትህ ጽ/ቤት በኩል ብዙ ችግሮቻቸውን ያጠጥሞት ያቀውቃሉ:: | | | | | |

| | |
|----|---|
| | ያውቃል <input type="checkbox"/> እያውቁም <input type="checkbox"/> |
| 28 | ችግሮቹ በሚያረካ ሁኔታ ተፈተውልኛል። ተፈተዋል <input type="checkbox"/> አልተፈተልኝም <input type="checkbox"/> |

**ሐ. የአምሐራ ሳይንት ወረዳ ፍትህ ጽ/ቤት ደንበኛ እንደመሆን ለተገልጋዮች ጥራት ያለው አገልግሎት ከመስጠት አኳያ ተቋሙን እንደት ይረዱታል ።
ከሚከተሉት አማራጮች ውስጥ ይገልጸዋል የሚሉትን ያስቀምጡ።**

| ተ.ቁ | ክፍል 1: ተቋሙ ጥራት ያለው አገልግሎት ለደንበኞች ከመስጠት አኳያ | በጣም አልሰማም | አልሰማም | ለመወሰን እችላለሁ | እስማማለሁ | በጣም እስማማለሁ |
|-----|---|-----------|-------|-------------|--------|------------|
| 1 | የአምሐራ ሳይንት ወረዳ ፍትህ ጽ/ቤት ለተገልጋዮች ሊያገለግል የሚችል ዘመናዊ መሳሪያ አለው | | | | | |
| 2 | የተቋሙ ገጽታ ለደንበኞች የሚሰጠው አገልግሎት ማራኪ ነው | | | | | |
| 3 | የተቋሙ ተቀጣሪ ሰራተኞች በጣም ጥሩ የሆነ ገጽታ/ቁመና አላቸው | | | | | |
| 4 | ለደንበኞች አገልግሎት የሚሰጡት ማቴሪያሎች ግልጽና ማራኪ ናቸው ለምስሌ በራሪ ወረቀት | | | | | |
| 5 | የተቋሙ ተቀጣሪ ሰራተኞች ለደንበኞች አገልግሎት የሚሰጡት በተፈለገው ስአትና በቻረተሩ መሰረት ነው | | | | | |
| 6 | ደንበኞች ችግሮች ሲፈጠርባቸው ከልባቸው በመረዳት ፈጣን ምላሽ ይሰጣሉ | | | | | |
| 7 | በተቋሙ ለመጀመሪያ ጊዜ ብሄድም ትክክለኛውን አገልግሎት አግኝቻለሁ | | | | | |
| 8 | ለደንበኞች አገልግሎት ለመስጠት ጊዜ አይፈጅባቸውም | | | | | |
| 9 | ተቋሙ ችግሮች ሲፈጠሩ ወዳውኑ ለማስተካከል ጥረት ያደርጋሉ | | | | | |
| 10 | የተቋሙ ሰራተኞች ለደንበኞች አገልግሎት መቻላቸውን እንደሚያገኙ ትክክለኛውን መረጃ ይሰጣሉ | | | | | |
| 11 | የጽ/ቤቱ ሰራተኞች ለደንበኞች ፈጣን አገልግሎት ይሰጣሉ | | | | | |
| 12 | የተቋሙ ሰራተኞች ደንበኞችን ለመርዳት ሁልጊዜ ፈቃደኛ ናቸው | | | | | |
| 13 | የጽ/ቤቱ ሰራተኞች በአክብሮት ለተጠየቁት ነገር ምላሽ ለመስጠት ጊዜ አይፈጅባቸውም | | | | | |
| 14 | ደንበኞች ለጠየኳቸው ጥያቄዎች ሙሉ በሙሉ መልስ ይሰጣሉ | | | | | |

ለተቋሙ ስራተኞች የተዘጋጀ ቃለ መጠይቅ

በደብረ ብርሀን ዩኒቨርሲቲ በቢዝነስ አስተዳደር ነፍሳራዎ የ2ኛ ድግሪ መረሃ ግብር

መጠይቅ 2. በአምሐራ ሳይንት ወረዳ ፍትህ ጽ/ቤት ቀልጣፋና ጥራት ያለው የአገልግሎት አሰጣጥ በተመለከተ የሚዳስስ ጥናትና ምርመር ጽሁፍ መረጃ ለመሰብሰብ የተዘጋጀ መጠይቅ፡፡

በመጀመሪያ ስለትብብርዎ በጣም እናመሰግናለን፡፡ ይህ መጠይቅ በ2ኛ ድግሪ ማሙያ ጽሁፍነት በአምሐራ ሳይንት ወረዳ ፍትህ ጽ/ቤት ቀልጣፋና ጥራት ያለው የአገልግሎት አሰጣጥ በሚል ርዕስ ለሚሰራ የጥናትና ምርመር ጽሁፍ የሚረዳ መረጃ ለመሰብሰብ የተዘጋጀ ነው፡፡ በመሆኑም የጥናቱ ውጤት በፍትህ ጽ/ቤት ቀልጣፋና ጥራት ያለው የአገልግሎት አሰጣጥ ችግሮችን በመለየትና መንግስት የአገልግሎት አሰጣጥን ውጤታማነት ለማሳደግ የሚያከናውናቸው ተግባራት አጋዥ የሚሆኑ የመፍትሄ ሃሳቦችን ለማቅረብ ነው፡፡ በመሆኑም ለጥናትና ምርመር ስራው ውጤታማነት ይረዳ ዘንድ የእርስዎ ቀናና ትክክለኛ ምላሽ ከሁለም የበለጠ ድርሻ አለው፡፡ በመሆኑም በመሌ ተነሳሽነት ስሜት መጠይቁን አንዲሞሉ እየጠየኩ ለትብብርዎ በቅድሚያ ምስጋናየን እያቀረብኩ የሚሰጡኝ መረጃ ለትምህርት ተግባር ብቻ የሚውልና ሚስጥራዊ መሆኑን እገልጻለሁ፡፡

መመሪያዎች

1. እባክዎን ሁለንም ጥያቄዎች ይመልሱ

መሰረታዊ መረጃ

1. ያታ ሀ. ወንድ () .ለ .ሴት() .
2. እድሜ ሀ. 18-30 () . ለ. 31-40 () . ሐ. 41-50 () . መ. 51 ና በላይ () .
3. የትምህርት ደረጃ ሀ. ከዲፕሎማ በታች () .ለ. ዲፕሎማ () . ሐ. ዲግሪ () .መ. ማስተር () .
4. በተቋሙ ያገለገሉበት ጊዜ -----ዓመት
5. አሁን ያለዎት ሀላፊነት-----

ጥያቄዎች

1. የአምሐራ ሳይንት ወረዳ ፍትህ ጽ/ቤት ለተገልጋዮች ቀልጣፋና ጥራት ያለው አገልግሎት ከመስጠት አኳያ ደንበኞች ቅር የሚሰጥባቸው/የሚማረሩባቸው ምክንያቶች ምንድን ናቸው (factors of customer's compliance)? እነኝህን ችግሮች ለመፍታት ምን አይነት ዘዴዎችን/መፍትሄዎችን ብንጠቀም ችግሮቹ ይፈታሉ ብለው ያምናሉ ?
2. ጥራት ያለው የደንበኞች አገልግሎት ለመስጠት ለተቋሙ (challenges) እንቅፋት የሆኑት ምክንያቶች ምንድን ናቸው ብለው ያምናሉ ? እነኝህን እንቅፋቶች ለመቅረፍ የመፍትሄ ሀሳቦችን በዝርዝር ያስቀምጡልን ?
3. የእርስዎ ተቋም ለተገልጋዮች ቀልጣፋና ጥራት ያለው አገልግሎት ከመስጠት አኳያ ያለውት (expectations) ግምት/አስተያየት ምንድን ነው ?
4. እርስዎ የተቋሙ ሀላፊ/ባለሙያ እንደመሆንዎ መጠን ተቋሙ ለተገልጋዮች ጥራት ያለው አገልግሎት ከመስጠት አኳያ እንደት ይረዱታል(perceptions)?
5. ተቋሙ ጥራት ያለው የደንበኞች አገልግሎት ከመስጠት አኳያ ምን ምን ክፍተቶች (service quality gaps) አሉበት ብለው ያምናሉ ? እነኝህን ክፍተቶች ለመሙላት የመፍትሄ ሀሳቦችን በዝርዝር ያስቀምጡልን ?
6. ተቋሙ ጥራት ያለው የደንበኞች አገልግሎት ለመስጠት የሚያጋጥሙ ችግሮችን ለመቅረፍ ምን አይነት (techniques) ዘዴዎችን እየተጠቀመ ይገኛል ?

ለትብብርዎ ከልብ አመሰግናለሁ፡፡

Appendix 2. Amhara sayint woreda justice office Customers' service delivery standard based on appointment policy

| s. no | Kebele name | Kilometers to reach justice office | customer service time schedule |
|-------|--------------------|------------------------------------|--------------------------------|
| 1 | 014 Yemeka | 80 km | Morning 2:30 up to 5:30 |
| 2 | 026 Wukr | 68 km | |
| 3 | 030 Dido | 62 km | |
| 4 | 029 Yedegat | 61 km | |
| 5 | 027 Lebet | 59 km | |
| 6 | 024 Shihot | 59 km | |
| 7 | 025 Waro | 57 km | |
| 8 | 020 Hormo | 51 km | |
| 9 | 023Elog | 50 km | |
| 10 | 028 Endote | 46 km | |
| 11 | 015 Debtera | 45.5 km | |
| 12 | 031 Deferge | 46 km | |
| 13 | 016Tedibabe mariam | 42 km | |
| 14 | 013 Mes | 35 km | |
| 15 | 034 Yeshob densa | 39 km | |
| 16 | 021 Ewa 34 | 34 km | |
| 17 | 022 Tengobalel | 35.5 km | |
| 18 | 012 Abma seber | 29 km | |
| 19 | 017 Gulmeda | 29 km | |
| 20 | 010 Durka | 27 km | |
| 21 | 011 Yegodo | 24 km | |
| 22 | 033 Wenz egr | 23 km | |
| 23 | 019 Gedeba | 24 km | |
| 24 | 018 Amba ferit | 23 km | 9:30-11:30 |
| 25 | 08 Beja chlage | 22 km | |
| 26 | 09 Keta chlaga | 21 km | |
| 27 | 06 Fers bar | 18 km | |
| 28 | 07 Beja | 17 km | |
| 29 | 04 Shengo defer | 14 km | |
| 30 | 05 Segerat | 12 km | |
| 31 | 03 Meles sanku | 8 km | |
| 32 | 01 Ashinga | 4 km | |
| 33 | 032 Yegoda | 6 km | |
| 34 | 02 Duat | 3 km | |
| 35 | 01 Adjibar | 2 km | |

Source justice office 2018 document

Appendix 3. Giving service to the customers by revolving court under kebele clusters

| s.no | cluster name | Name of kebele | Term of month |
|------|--------------------|---------------------|---------------|
| 1 | Waro cluster | 023 elog | Quarterly |
| | | 024 shihot | |
| | | 025 waro | |
| | | 026 wukr | |
| | | 027 lebet | |
| | | 030 dido | |
| 2 | Ewa cluster | 020 Hurmom | Quarterly |
| | | 021 Ewa | |
| | | 022 Tenggobalele | |
| | | 028 Endote | |
| | | 029 Yedegat | |
| | | 031 Deferge | |
| 3 | Amba cluster ferit | 017 Gulmeda | Quarterly |
| | | 016 Tedibabe mariam | |
| | | 018 Amba ferite | |
| | | 019 Gedeba | |
| | | 010 Durka | |
| 4 | Beja cluster | 05 Segerat | Quarterly |
| | | 07 Beja | |
| | | 08 Beja chlage | |
| | | 09 Keta chlaga | |
| 5 | Guameda cluster | 011 Yegodo | Quarterly |
| | | 012 Ambs seber | |
| | | 013 Mes | |
| | | 014 Yemeka | |
| | | 033 Wenz -egr | |
| | | 034 Yeshob densa | |
| 6 | Adijibar cluster | 01 Adijibar | Quarterly |
| | | 01 Ashinga | |
| | | 02 Duat | |
| | | 032 Yegoda | |
| | | 03 Meles sanko | |

Source: justice office 2018 document

Appendix 4. Profile of interviewee



