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## **Users Satisfaction Survey**

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### **Abstract:**

*In the past few decades, there has been a growing emphasis on the need for public organizations to see the public (citizens) as customers. The trend in public sector management is changing that users increasingly used to describe the users of service delivered by government bodies although traditionally associated with the private sector. These customers have rights and responsibilities towards quality service delivery. In this regard, the Ethiopian government has recognized the need for appropriate service delivery policy to encourage public service organizations improve their services to attain user satisfaction. However, the performance of Dilla University in providing quality service is not in a position to meet the expectation of service users. The complaints on the quality of service and response from the users for lack of the services were indicative of poor service delivery performance in the University. Therefore, the major purpose of the study is assessing service delivery and customer satisfaction level of Dilla University. It also tries to identify the major areas of problem in relation to service delivery. The analysis was conducted using a descriptive survey method by clustering the respondents into teaching staffs, students and administration staffs; where the main focus was taken to the users, hence their service perception reflects the actual service provision of the university. The sample is selected using simple random sampling technique. To do this, the customers are first stratified according to academic and administration. Then questionnaires were distributed to 233 customers by using simple random sampling technique. Only primary data was used in the study. Moreover, structured questionnaires and focus group discussion are tools used to gather relevant information and statistical tools like percentage, tables and charts are used to analyze the data.*

### **Keywords:**

*Users: students and both academic and administration staffs of the university*

## **1. Introduction**

To keep pace in a constantly evolving environment, organizations often find it necessary to implement major institutional-wide changes affecting their processes, services/products and people. Going beyond project management and technical tasks undertaken to enact organizational changes, change management leads the “people side” of major change within an organization. The primary goal of change management is to successfully implement new processes, services and organizational strategies while minimizing negative outcomes. Organizations can have a clear vision of the changes they want to implement and a technically and structurally sound foundation for making these changes, but the change initiatives can still flounder due to obstacles that arise during implementation. Failing to engage employees and to inform them of the reasons, processes and expected benefits of major organizational changes can lead to lack of acceptance of the changes and, ultimately, failure of these initiatives. This can affect not only the organization and relations within the organization, but also clients and the organization’s reputation. Change management leaders must promote awareness and understanding of the change initiative to influence employees’ willingness to embrace the change.

## **2. Objectives/Purpose of the Study**

The goal of this survey was to collect quantitative and qualitative data about how users experience and how satisfied they are with the university’s services. Our hope is that the results of the survey can be used by the university to prioritize improvement areas, answer important user/customer requirements, and generally give better services to the university’s community.

## **3. Methodology**

### *3.1. Target population*

While the primary users of Dilla University services include students, academic and administrative staffs for ease to access the surveyors preferred to not target external users/customers. Still, the DU “power users” are mostly made up of under and post graduate students and its academic and administrative staffs.

### 3.2. Data Collection

The survey adopted two kinds of data collection methods. For the staff sample and students, surveyor mainly used questionnaire. The focus group discussion was also used to collect some qualitative data from administrative staffs.

### 3.3. Sampling

For obtaining a representative sample, multistage sampling techniques was used to draw sample. The survey group conducted sampling of the staff in which each member of our staffs received a standardized questionnaires dispatched by data collectors. Registered summer students were also filled questionnaires regarding student services. Seven data collectors were oriented, to exercise supervision, and to perform data-collecting tasks.

### 3.4. Scaling

#### 3.4.1. The Seven-Point Scale

For the quality of services , service delivery and office lay out rating question, we adopted the seven-point scale was used.

1                      2                      3                      4                      5                      6                      7

V. Low \_\_\_\_ Some what low \_\_\_\_ Low \_\_\_\_ Moderate \_\_\_\_ Some what High---- High--- V. High

A recommendation question was also used to tap whether the users would recommend the service to others using a scale of 1=strongly disagree, 2=Some what disagree, 3=Neither agree nor disagree, 4=Some what agree and 5= strongly agree

Another type of significant questions is the users' satisfaction level; 1=Not at all satisfied, 2=Some what satisfied, 3=Satisfied, 4=Very satisfied , 5=Delighted

## 4. Results

For simplicity and understanding purpose the data collected on the nine supportive areas of the university were appropriately categorized and separately treated. In this regarding all data were organized through tables and analyzed by using statistical methods. Frequency distribution, percentage, cumulative percentages, mean and standard deviation were calculated.

### 4.1. Finance Service Quality and its Delivery

#### 4.1.1. Reliability Analysis

The internal consistency of the modified service quality items was assessed by computing the total reliability scale. The total result of Cronbach's  $\alpha$  for the study is 0.967, indicating an overall reliability factor. This reliability value for our study is substantial considering the fact that the highest reliability that can be obtained is 1.0 and this is an indication that over all values of the Cronbach's  $\alpha$  show that these measures are reliable

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	14.383	55.319	55.319	14.383	55.319	55.319	5.692
2	2.102	8.085	63.404	2.102	8.085	63.404	3.794
3	1.545	5.944	69.348	1.545	5.944	69.348	3.710
4	1.117	4.297	73.645	1.117	4.297	73.645	2.431
5	.911	3.505	77.150	.911	3.505	77.150	2.143
6	.791	3.041	80.191	.791	3.041	80.191	2.046
7	.675	2.595	82.786	.675	2.595	82.786	1.709
8	.587	2.258	85.044				
9	.561	2.157	87.201				
10	.457	1.756	88.957				
11	.378	1.455	90.412				
12	.341	1.311	91.723				
13	.309	1.188	92.911				
14	.300	1.153	94.064				
15	.264	1.016	95.079				
16	.239	.918	95.997				
17	.200	.770	96.767				
18	.157	.605	97.372				
19	.138	.532	97.905				
20	.122	.469	98.373				
21	.119	.458	98.831				
22	.091	.350	99.181				
23	.069	.265	99.447				
24	.055	.212	99.659				
25	.048	.184	99.843				
26	.041	.157	100.000				
Extraction Method: Principal Component Analysis.							

Table 1: Total Variance Explained

Table denotes how much of the total data fit into the seven factors and this is carried using variance. The total variance percentage accumulated in the seven factors is 82.786% and the factor 1 carries 55.319% of data indicating that most of the data fits into that factor. The other six factors carry below 10% each and show relatively low fit of data in the factors.

Rotated Component Matrix <sup>a</sup>							
	Component						
	1	2	3	4	5	6	7
Breadth of choice(Sufficient choices to meet customer needs and preferences)	.801						
Understanding customers' needs and meet them	.768						
Knowing who their customers are	.740						
Greet Customer enthusiastically	.707						
It is reliable (On-time, accurate, complete)	.700						
Ethical practices and behaviours ( be polite in dealings with customers)	.656						
Timely and efficient manner	.640						
Range of settings which enable multiple team configuration		.844					
Workers are innovative as a result of collaboration		.810					
Share knowledge across department through staff interaction		.700					
Expertise/ responsibilities (customers easily know what is expected of each employees)		.624					
Enough space for business/activities requirement			.747				
Attendance (punctuality)	.563		.678				
Paths Allocation is wide to move easily			.630				
Office design to work in multiple work state like easy to communicate with other departments			.607				
Adequate office equipments (computers, printers , copies , chairs , tables) and operational utilities			.580				
Healthy Environment(healthy, let windows for fresh air, plants around )			.575				
Convenient(minimal red tape, easy to access)				.720			
The service is responsive(meet changing needs, solve problems, answer questions)	.535			.662			
Professional ethics, principles and standards				.518			
Proper resource utilization					.802		
Contact personnel(Professional, knowledgeable)					.662		
Positions (director, assistance , team leader) clearly written						.868	
Office functions(clear illustration what office perform)						.725	
Well shaped (L-shaped) to organize files and equipments and other utilities office furniture							.702
Lay out meets activities/process requirements							.518
Extraction Method: Principal Component Analysis.							
Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 15 iterations.							

Table 2

The above table shows the factor loadings for each item in relation to the various factors. These values in the table show the weight and correlation each item has to a factor or component. All values below 0.50 are cut off from this table because they are not significant for analysis.

#### 4.1.2. Service Quality Dimensions

Performing according to the desired level is critical to the entire organization. Monitoring, controlling and improving the quality, the service delivery issue is essential to the organizations' customer/user orientation. When evaluating service quality, consumer examines five dimensions, responsiveness, reliability, assurance, empathy and tangibles

#### 4.2. Responsiveness Dimensions

The responsiveness dimension is concerned with the easy to access, meeting needs, sufficient choices and the preparedness of the firm to provide a service to satisfy the needs and desires of customers. Customers were asked to give their opinions on responsiveness dimension of the service quality of the Dilla Unniversity Finace services. The result obtained is summarized in the following manner.

4.2.1. Convenient (Minimal Red Tape, Easy to Access)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	45	23.4	23.4	23.4
	2	43	22.4	22.4	45.8
	3	32	16.7	16.7	62.5
	4	45	23.4	23.4	85.9
	5	16	8.3	8.3	94.3
	6	11	5.7	5.7	100.0
	Total	192	100.0	100.0	
Mean					2.88
Std. Deviation					1.497

Table 3: Convenient (minimal red tape, easy to access)

This question helped us to screen out users perception on the convenience of the finance services of Dilla University. This table also shows us the frequency of users regarding the services quality opinion. It is worth mentioning that we did not expect such a large proportion of users (more than half) in our sample more than 62.5%, giving their opinion as the Dilla University Finance service is difficult to access and more of red tape.

4.2.2. The Services Meet Changing Needs, Solve Problems, Answer Questions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	44	22.9	22.9	22.9
	2	44	22.9	22.9	45.8
	3	35	18.2	18.2	64.1
	4	36	18.8	18.8	82.8
	5	20	10.4	10.4	93.2
	6	13	6.8	6.8	100.0
	Total	192	100.0	100.0	
Mean		2.91			
Std. Deviation		1.537			

Table 4: The services meet changing needs, solve problems, answer questions

Similar to the above question, this question is intended to figure out the respondents' familiarity with the service responsive in terms of meeting their needs from a different perspective. The results show that more than half of the respondents 64.1% used indicated their suggestions the service is not responsive. This ensures that the service is below average (4) likert scale according to users opinions which is 2.91 and the variance of the standard deviation 1.537.

4.2.3. Breadth of Choice (Sufficient Choices to Meet Customer Needs and Preferences)

		Frequency	Percent	Cumulative Percent
Valid	1	37	19.3	19.3
	2	43	22.4	41.7
	3	62	32.3	74.0
	4	29	15.1	89.1
	5	13	6.8	95.8
	6	6	3.1	99.0
	7	2	1.0	100.0
	Total	192	100.0	
Mean		2.81		
Std.Deviation		1.356		

Table 5: Breadth of choice (Sufficient choices to meet customer needs and preferences)

This question is intended to get the information about to what extent the service variety is available in order to meet the user needs. There are many windows or alternatives to give financial services based on the customer/user needs. Dilla university finance services office also expected to fulfill this service responsive dimension variables unless there are internal and external variables to hinder/challenge it to do so. To our surprise, more than half about 74% of respondents gave their responses that the service lacks sufficient choices or having alternative means of customer services.

4.2.4. Timely and Efficiency

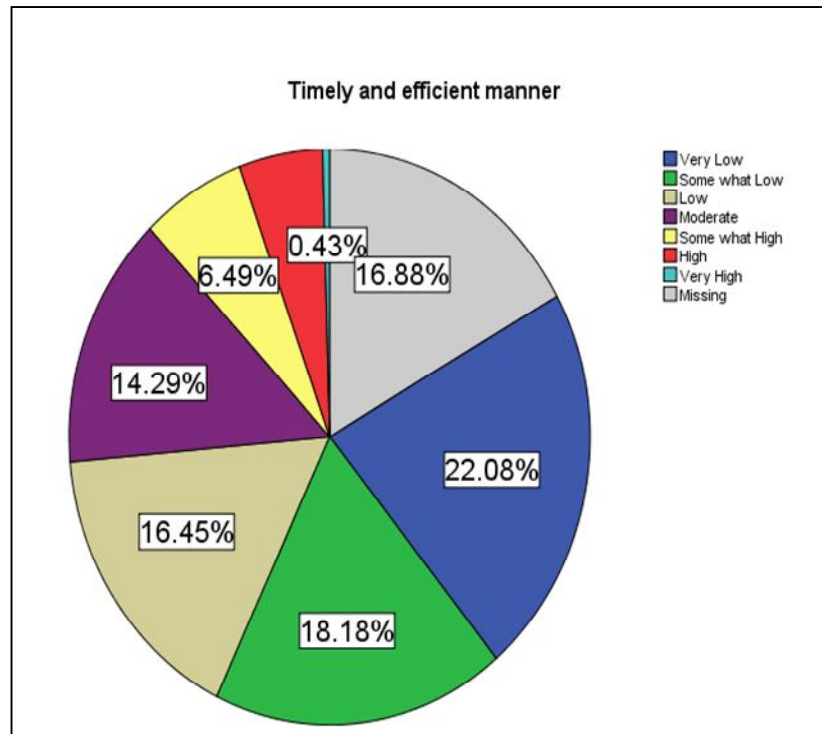


Figure 1

The result of this dimensional parameter also showed that 56.71% of the respondents experience is below average expected value of 5.point likert scale. This question was intended to assure whether the service given is timely and efficient manner. Unexpectedly the results indicated below average which is the services given at the center is time consuming & not efficient in time utilization.

4.3. Reliability Dimension

Users/customers measure the reliability of the organization by considering service accuracy, keeping accurate customer records and performing the service correctly at the first encounter/punctually and proper resource utilization in service delivery processes. Dilla University were asked to rate the reliability of the Finance service by taking into account its activities.

4.3.1. on-time, accurate and complete

		Frequency	Percent	Cumulative Percent
Valid	1	54	28.1	28.1
	2	52	27.1	55.2
	3	43	22.4	77.6
	4	19	9.9	87.5
	5	13	6.8	94.3
	6	9	4.7	99.0
	7	2	1.0	100.0
	Total	192	100.0	
	Mean	2.58		
	Std. Deviation	1.481		

Table 6: Finance services are on-time, accurate and complete

This question is again intended to assess the reliability of the service given by DU finance office. The responses obtained from the respondents imply that the speed , accuracy and completeness of the services are below the average of rating scale(4) which is 2.58 or 77.6% of the responses assures the same evidence.

4.3.2. Attendance/Punctuality

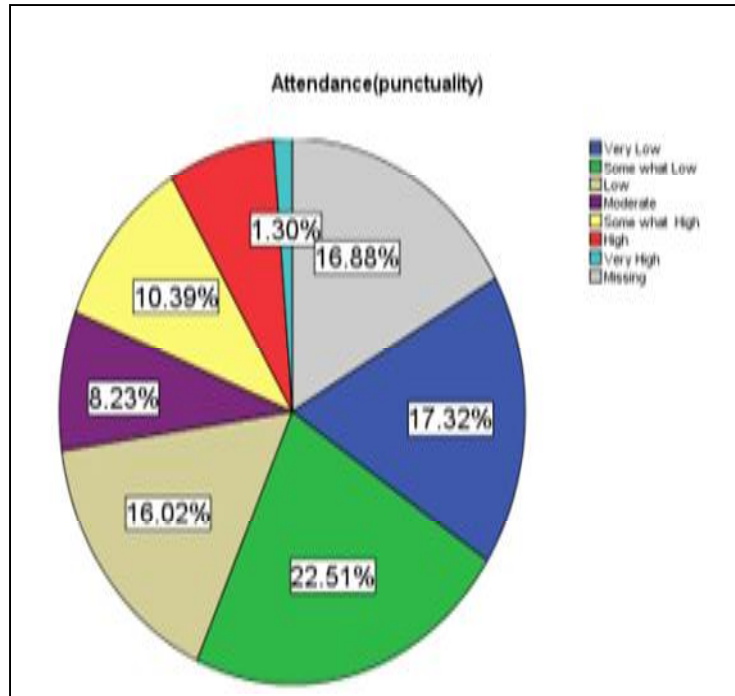


Figure 2

This question was also to assure that whether the service providers are always available/low absenteeism from the office/work place. The experience of the majority of both academic and administrative staffs clearly indicated that they are not punctual/available at the office. The response rate as shown on the above chart more than 55% of the respondents gave their evident for the same result.

4.3.3. Proper Resource Utilization

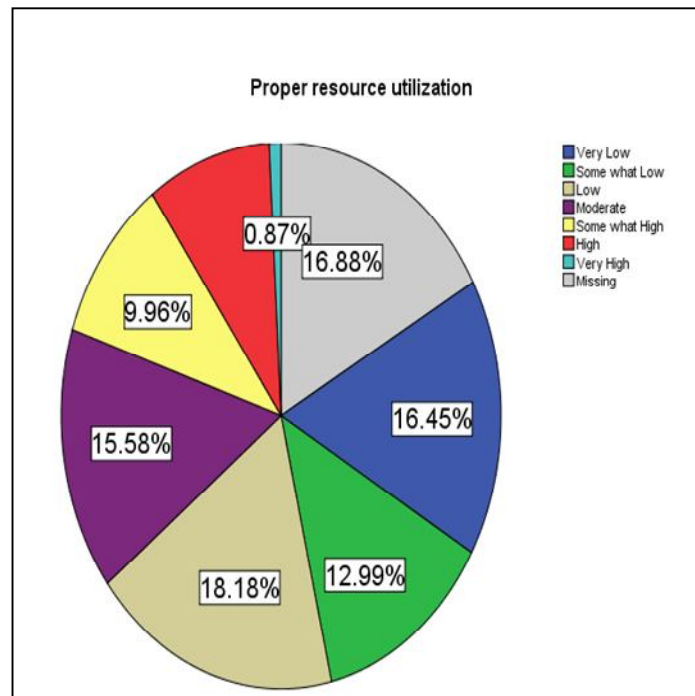


Figure 3

The results to this question are expected effective and efficient resource utilization while service delivery. However, the majority of the responses were, 16.45% very low, 21.99% somewhat low & 18.18% low. In general, the experience of the respondents indicates that service provider's proper resource utilization is below average.

4.4. Assurance Dimension

The Assurance dimension of quality of service delivery includes the knowledge of service providers, their competence and courtesy; trust and confidence; required skills and knowledge; politeness, respectfulness, considerate, friendliness; trustworthiness, believability and honesty of the servers or service providers. The following three questions were asked to get the users experience regarding their assurance on the employees of Dilla University finance office.

4.4.1. Contact Personnel (Professional, Knowledgeable)

		Frequency	Percent	Cumulative Percent
Valid	1	44	22.9	22.9
	2	17	8.9	31.8
	3	37	19.3	51.0
	4	57	29.7	80.7
	5	5	2.6	83.3
	6	28	14.6	97.9
	7	4	2.1	100.0
	Total	192	100.0	
Mean	3.32			
Std. Deviation	1.721			

Table 7: Contact personnel (Professional, knowledgeable)

Our reason for asking this question is that the survey team wanted to assure whether the service personnel are qualified or not for the service process and delivery when users need regular or special services. We also know that Dilla University’s rapid changing in all aspects needs professional and knowledgeable finance officers and employees for effective and efficient utilization of its financial resources. From the above table, we can see that 80% of the users gave their response that the knowledge and profession of the contact personnel are below the average.

4.4.2. Ethical practices and behaviours( be polite in dealings with customers/users)

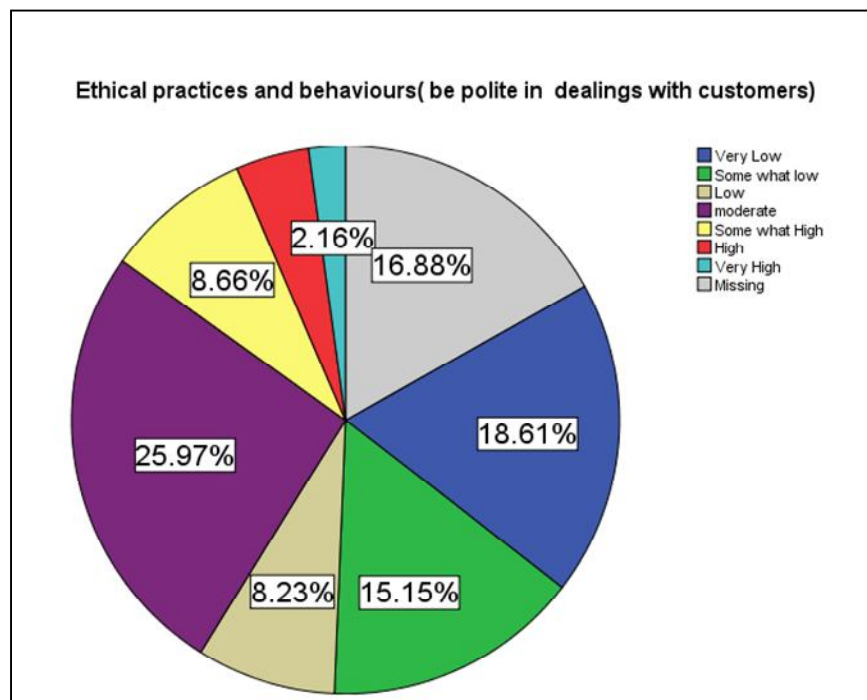


Figure 4

The reason for asking this question is that being polite in dealing with customer/user is part of effective customer services. The experiences of the users i.e from both academic and administrative staffs are collected and analyzed as shown in the above pie chart. The result of this response indicated that majority of the respondent are moderate rating scale. This positive response implies the Dilla University Finance service providers are moderately polite in dealing with users.

4.4.3. Professional Ethics, Principles and Standards

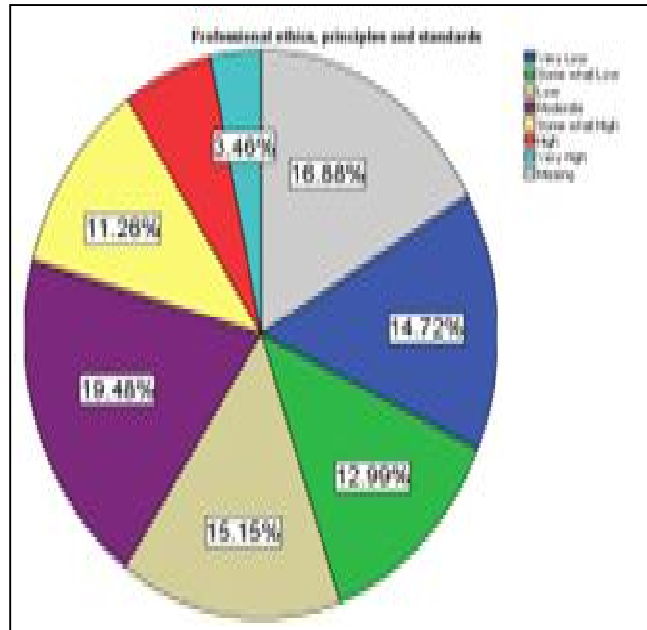


Figure 5

This was another question asked by the survey conductor team, perhaps with the goal of determining how the service providers follow their professional ethics, & principles while service delivery. The result show moderate service provider experience

4.5. Empathy Dimension

A service provider who tries to put himself in the position of its customers to understand customers needs, and then providing what they want in a convenient way have the potential to satisfy its customers on this dimension of service quality. The following three important questions are included in order to gather the data related with user experience of Dilla University Finance Office to know the behavior of employees in properly knowing their users, well coming and understanding their needs and serve accordingly.

4.5.1. The Employees Know Who Their Customers Are

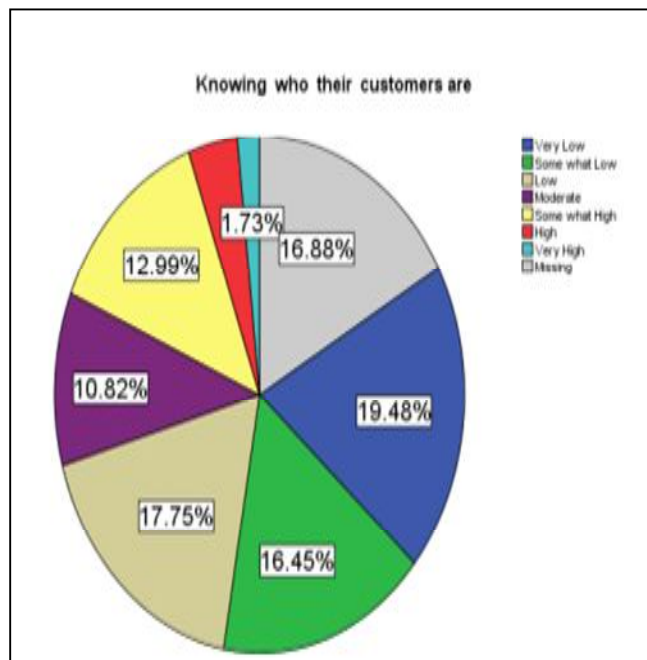


Figure 6



Us we can understand from the above pie chart the response of the users clearly indicate the service providers are average in knowing their target users while service delivery. So, it can be said that this service dimension is moderate nearer to 50% reposes of the scale.

4.5.2. Greet Customer Enthusiastically

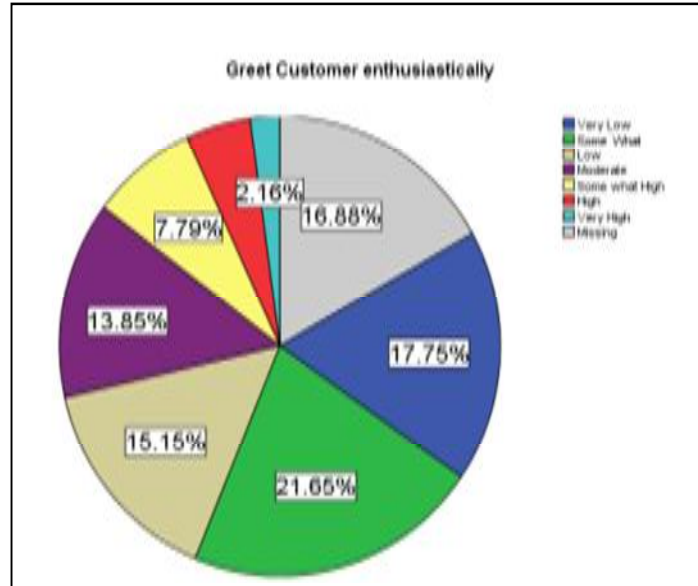


Figure 7

As it can be seen from the above pie chart 54.55% of the respondents gave their experiences that the tendency of greeting customers /users enthusiastically in DU by finance service providers is low. Contradict to this practices in the service offices of the university, proper greeting in service delivery is the desire of expressing customer help which should be practiced and important for any effective service giving center. However, unexpectedly in our case, Dilla University Finance service, the experience indicated as it is below the average

4.5.3. Understanding Customers' Needs and Meet Them

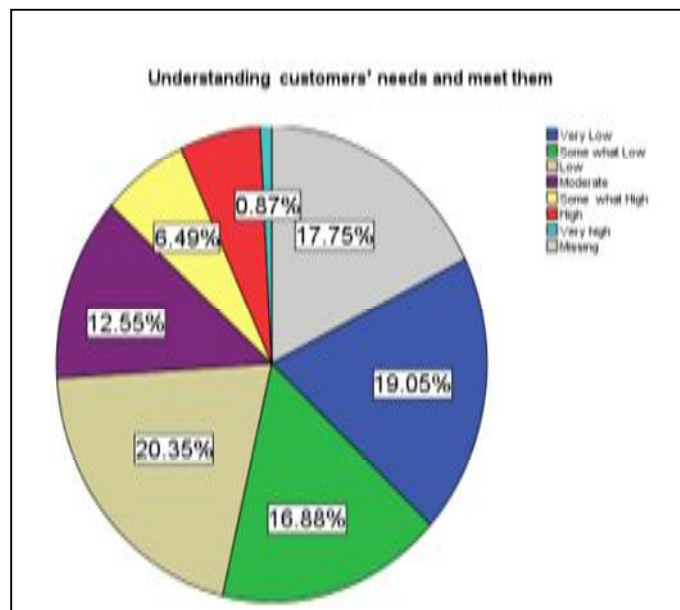


Figure 8

The 5-point likert scale of data collection used in assessing this dimension also clearly indicated in the above chart. It can be clearly seen that 9.05, 16.88, 20.35. of the respondents experienced are very low, somewhat low & low respectively. Regarding DU Finance service provider of understanding customer needs & meet them in general more than 56.28 of the respondents gave their responses that the service provider's ability to understand customer/user needs and meet them is low.

4.6. Tangibles Dimension

As satiated in literature part, tangible aspect of service dimension will be reflected in the physical evidence such as physical of activities, tools and equipments and appearances of providers.

4.6.1. Office Lay out

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Enough space for business/activities requirement	192	1	7	2.78	.101	1.394
Lay out meets activities/process requirements	192	1	6	2.76	.097	1.341
Well shaped (L-shaped) to organize files and equipments and other utilities office furniture	192	1	6	2.79	.107	1.480
Office design to work in multiple work state like easy to communicate with other departments	192	1	7	3.03	.120	1.659
Paths Allocation is wide to move easily	192	1	7	2.82	.115	1.595
Healthy Environment(healthy, let windows for fresh air, plants around )	192	1	7	2.92	.115	1.595
Adequate office equipments (computers, printers , copies , chairs , tables) and operational utilities	192	1	7	3.29	.129	1.792

Table 8: Descriptive Statistics

As it can be generalized from the above table the response of the survey participants indicate the tangible (office layout) dimensions of the finance office is below average expatiation. This also assure the same data obtained through observation by the members of Reform Office team members. In addition to this, the communication conducted between the staff and observer indicated lack of adequate office equipment like printers. Hence, the users experience from both academic and administration staffs evident the overall Finance services of the university as expected to support the fast changing & expansion of our university. Specially, the pattern of the response shows more variation at corporate level (main campus) than the rest of the campuses. The average liker scale of 7-point is 4, which is standard expected average value but the actual response of the user experience is average 2.91 (the mean of all partners mean considered under this dimension). Hence, it can be concluded that the response variation of the user experience is a standard deviation 1.394 to 1.792.

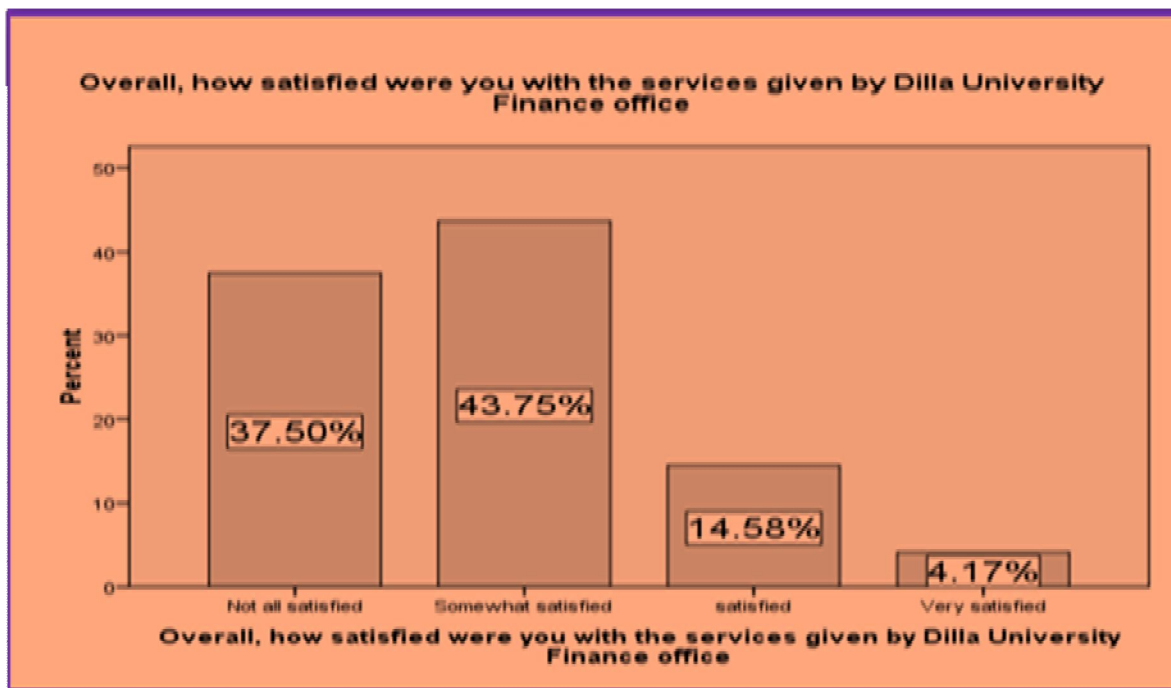


Figure 9: Overall Satisfaction with DU Finance Services.

In this specific question, it was intended to know the level of overall users satisfaction by Dilla University finance services. Based on the response obtained from both academic and administrative staffs only 18.75 satisfied with services, 43.75 somewhat satisfied &

37.50 that all satisfied with the service given by the services. In general, it can be concluded that only 37 %(average 1.85) of the respondents are satisfied with the services.

1. Service Quality Dimensions	Service Areas							
	Transportation	Student services	ICT services	Library	Printing Center	Property Administration	HRM	Procurement
Responsive	2.78	3.36	3.4	3.88	3.79	2.99	3.17	2.68
Reliability	3.02	3.68	3.53	4.01	3.94	3.2	3.12	2.56
Assurance	3.05	3.46	3.87	4.05	4.19	3.26	3.16	2.64
Empathy	3.12	3.47	3.67	4.06	4.06	3.21	3.14	2.8
Tangibles	3.04	3.4	3.04	3.6	3.74	3.39	3	2.8
Service Quality Average	3.00(43%)	3.47(49.6%)	3.50(50%)	3.92(56%)	3.94(56.3%)	3.21(46%)	3.12(44.6%)	2.70(38.6%)
Workers collaboration & Org. Chart	2.66	2.91	2.86	3.05	3.13	2.73	2.96	2.72
Overall Satisfaction	1.68(34%)	1.98(40%)	2.01(40.2%)	2.14(43%)	2.13(43%)	2.71(54.2%)	2.23(47%)	1.93(39%)

Table 9: Summary analysis of 8 supportive service areas of Dilla University

From the above table, we can easily understand that average service quality of DU transportation is 43% including all service quality dimensions which is far below average. The experience of the users indicates that responsiveness of the service is 2.78 which is very low when we compare with the other factors of the same service quality measurement statistics. This result implies the service is not on time, not easy to access and not have sufficient choices. The workers collaboration and organizational chart (2.66) indication is also below average user expectation. Finally, the users also put their overall satisfaction (34%) of DU Transportation service which is the lowest satisfaction level when it is compared with other supportive areas under this survey.

Regarding the second service area, Student Service, the average service quality dimensions result in nearly average (49.6%) value. But the perception of the users evident that workers innovation and team configuration is very low as it can be seen from the table. It is also clear that the satisfaction level of the users is 40%, which is far below average expectation.

For ICT services, average service quality is 50% and another important aspect, workers collaboration and organizational chart, is 2.86 which below average user expectation. We can also say that the user satisfaction level (40.2%) is below mean score.

According to both academic and administrative staff's opinion, DU Library service quality is 56% which is above average expectation. Workers Collaboration and organizational chart is also shows moderate score (3.01), which is similar with others service quality dimensions. However, overall user satisfaction is below average (43%) which indicates the existence of other extraneous factors which negatively contribute to the user satisfaction.

For printing service center, nearly similar user's perception is experienced when it is compared with library service which is 56.3% average service quality dimension and 3.13 workers collaboration and organizational chart. However, the overall user satisfaction level (43%). From this result one can say that there are some external factor rather than the variables under consideration.

Among the service quality dimensions, responsiveness is the lowest performance in Property administration. The pooled average service quality dimension is 46% which is below average user expectation. Still, workers collaboration and store lay out and internal stock arrangement shows lower performance. The overall user satisfaction indicates 54.2% which is little above average expectation.

We can see from this implication that there are some extraneous factors which positively contributes for the performance.

In Human Resource Development and Process Management all service quality dimensions shows similar performance, which is average 44.6% below average expectation. Overall satisfaction level is also indicating below average expectation.

In all service quality dimensions the lowest performance is in procurement process which is average (38.6%) when it is compared with other supportive service areas of the university. It is also evident that the user overall satisfaction level is far below average (39%) expectation.

## 5. Discussion

From a practical aspect, the survey attempted to present the findings of situational analysis of the user experiences of service quality and workers collaboration in 9 supportive areas of Dilla University. In addition to these, the survey team also tried to identify the habit of using uniform and users expectation about the importance of using uniform as integral part of their work. As a result, this survey produced a wealth of information about users' experience about targeted supportive areas. We believe that within these results there are several key findings that can help to inform and prioritize future change and improvement of Dilla University.

The service quality gaps indicated that the supportive areas under the survey were failing to meet the expectations of their users. Only two supportive areas (Printing Center and Library) performed above users expectation. While ICT services user experience is exactly the same as average expectations(50%). The results of this service quality analysis provide evidence that users service experience and expectation gaps must be reduced.

The majority of both academic and administrative staffs gave their opinion that workers collaboration and organization chart / Office clear directions in the targeted supportive service areas of Dilla University are below users expectation. Moreover, clear Office

function, team configuration, workers knowledge share, workers innovation and expertise's responsibilities and accountability illustration performance is below average in all supportive area except Library and Printing services which are nearly moderate score. The result of the response obtained clearly indicated that the overall users satisfaction of services given by targeted areas of Dilla University is far below average expectation except property administration which is moderate satisfaction.

The employee habit of using work uniform and budge as integral part of the work is one of the important service quality dimension to bring customer satisfaction. The appearance of service provider creates well approaching of users/customers in service delivery point. To get the habit of DU supportive areas' employees to assure this work culture, the majority of response obtained from users indicates only few numbers of employees use uniform and budge at work place. However, majority of the respondents gave their opinion that using uniform as integral part of work place bring sense of honor, feeling of belongingness, matter of industry demand and foster the feeling of equality at work place.

For the validity of data collected from users, it was also important to cross check with the current internal process state of the respected areas under this survey. Mostly, the data collected from the FGD indicate that there is shortage of manpower, lack of motivation, lack of training and experience sharing, delay of procurement process and the like are the major problems that hinder them to deliver quality services which in turn affects the overall user/customer satisfaction level.

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**Appendix**

User Survey Questionnaire

Thank you for giving us the opportunity to serve you better. Please help us by taking a few minutes to tell us about the services given by Dilla University Finance Office. We appreciate your cooperation and want to make sure we meet your expectations.

1. This is the survey of your personal expectations and satisfaction of Dilla University Finance services
2. Kindly answer the questions in the rating scale accordingly.
3. If you do not have any opinion on the service, please leave that line and go to the next line
4. Please tell us how well does the university perform with respect to each
5. No need of writing your name

Low		Moderate			High	
1	2	3	4	5	6	7

<b>Section 1 : Quality of services(circle your answer)</b>	1. Convenient(minimal red tape, easy to access)	1	2	3	4	5	6	7
	2. The service is responsive(meet changing needs, solve problems, answer questions)	1	2	3	4	5	6	7
	3. It is reliable(On-time, accurate, complete)	1	2	3	4	5	6	7
	4. Breadth of choice(Sufficient choices to meet customer needs and preferences)	1	2	3	4	5	6	7
	5. Contact personnel(Professional, knowledgeable)	1	2	3	4	5	6	7

<b>Section 2. Service delivery (circle your answer)</b>	1. Knowing who their customers are	1	2	3	4	5	6	7
	2. Greet Customer enthusiastically	1	2	3	4	5	6	7
	3. Understanding customers' needs and meet them	1	2	3	4	5	6	7
	4. Timely and efficient manner	1	2	3	4	5	6	7
	5. Attendance(punctuality)	1	2	3	4	5	6	7
	6. Professional ethics, principles and standards	1	2	3	4	5	6	7
	7. Ethical practices and behaviours( be polite in dealings with customers)	1	2	3	4	5	6	7
	8. Proper resource utilization	1	2	3	4	5	6	7

<b>Section 3. Office Layout(circle your answer)</b>	1. Enough space for business/activities requirement	1	2	3	4	5	6	7
	2. Lay out meets activities/process requirements	1	2	3	4	5	6	7
	3. Well shaped (L-shaped) to organize files and equipments and other utilities office furniture	1	2	3	4	5	6	7
	4. Office design to work in multiple work state like easy to communicate with other departments	1	2	3	4	5	6	7
	5. Paths Allocation is wide to move easily	1	2	3	4	5	6	7
	6. Healthy Environment(healthy, let windows for fresh air, plants around )	1	2	3	4	5	6	7
	7. Adequate office equipments (computers, printers , copies , chairs , tables) and operational utilities	1	2	3	4	5	6	7

<b>Section 4. Good Collaboration at Workplace(thick in for your answer)</b>	<b>Items</b>	<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
	1. Workers are innovative as a result of collaboration					
	2. Share knowledge across department through staff interaction					
	3. Range of settings which enable multiple team configuration					

Section 5: Organizational chart(thick in for your answer)	Items	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
	1. Office functions(clear illustration what office perform)					
	2. Positions (director, assistance , team leader) clearly written					
	3. Expertise/ responsibilities (customers easily know what is expected of each employees)					

Section 6: Using uniform and budge at work place

Do they have the habit of using uniform and budge as integral part of work culture?(thick your answer)

Yes  Use only budge   
 No  Use only uniform

Section 6: Importance of using uniform at work place(thick in for your answer)	Items	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
	1. Industry demands/when the workforce is wearing a pleasant uniform the customers approach them more confidently.					
	2. Uniform as perks/honor					
	3. A sense of belonging					
	4. A feeling of equality					

7. Overall, how satisfied were you with the services given by Dilla University Finance office

Not at all satisfied   
 Somewhat satisfied   
 Satisfied   
 Very satisfied  Delighted

8. What are the service that should be improved in Dilla University Finance Office

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9. Comments /Suggestions

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10. User /customer/staff profile

Mark only one choice per item. Please respond to all item

A. Gender

Male  Female

B. User Category

Academic staff/administrative member  Student  Other

C. If you are academic staff member your designation is ,

Professor  Associated professor  Senior lecturer  Lecturer   
 Assistance lecturer/GA  Technical assistance  Other

D. Please indicate your College/Institute/school / department/section/responsibility

Thank you for your time!